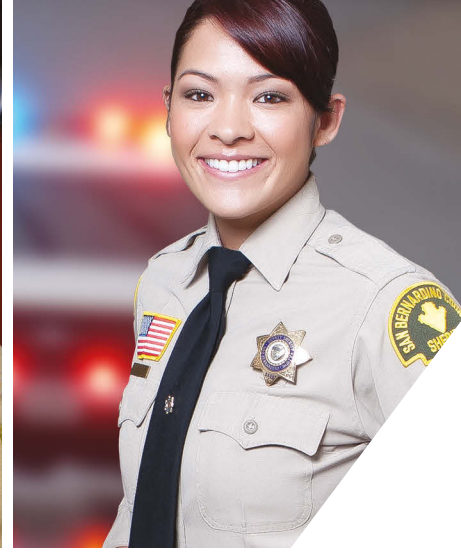




SAN BERNARDINO  
COUNTY



Adopted  
**BUDGET**  
2016-17





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
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PRESENTED TO

**San Bernardino County**

**California**

For the Fiscal Year Beginning

**July 1, 2015**

Executive Director







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## County Administrative Office

June 2016

I am pleased to hereby submit the 2016-17 Adopted Budget. The preparation of the budget is guided by the Board-adopted Countywide Vision. The Countywide Vision calls for the creation of a “complete county” that capitalizes on its many assets to collaboratively establish a sustainable system of economic opportunity, education, well-being and amenities. The Countywide Vision and the Board’s County Goals and Objectives provide County government with clear direction as it makes budget decisions. County departments, Board Governed Special Districts and Other Agencies built their 2016-17 Adopted Budgets to achieve the Board’s policy direction. This straightforward approach has provided clarity of purpose during a particularly challenging time.

On December 2, 2015, we experienced an unprecedented attack on our County family that, though formidable, has highlighted our employees’ and our organization’s strength of character and resilience. In the 2016-17 Adopted Budget, the County has allocated \$10.2 million in funds towards improving the security of County employees and the public which we serve, including \$2.0 million to conduct a security assessment of all County facilities. Upon completion of the assessment, additional one-time funds will be required to address security improvements.

The 2016-17 Adopted Budget of \$5.5 billion is balanced and consistent with policy direction received from the Board of Supervisors. The 2016-17 Adopted Budget address the following key issues:

- Ongoing funding for negotiated raises for County employees
- Ongoing funding for maintenance of County roads
- Continues investment in facilities, infrastructure and operating systems
- Ongoing funding of mental health and medical services for County residents
- Maintains fiscal responsibility through contributions to reserves of \$60.7 million

This budget book presents the County General Fund and County restricted general funds. It also presents capital project funds, special revenue funds, enterprise funds, internal service funds and permanent funds for all entities in the 2016-17 Adopted Budget book including the County, Board Governed County Service Areas, San Bernardino County Fire Protection District, San Bernardino County Flood Control District, Big Bear Valley Recreation and Park District, and Bloomington Recreation and Park District. Other agencies presented in this budget book include County Industrial Development Authority, Economic and Community Development Corporation, In-Home Supportive Services Public Authority, Inland Counties Emergency Medical Agency, and the recently added Housing Authority of the County of San Bernardino. The total requirements for these funds in 2016-17 are \$5.5 billion, which includes amounts budgeted as contingencies or contributions to reserves. Excluding these amounts, total projected expenditures for 2016-17 are \$5.4 billion.

### BOARD OF SUPERVISORS

ROBERT A. LOVINGOOD  
Vice Chairman, First District

JANICE RUTHERFORD  
Second District

JAMES RAMOS  
Chairman, Third District

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Fourth District

JOSIE GONZALES  
Fifth District

GREGORY C. DEVEREAUX  
Chief Executive Officer



General Fund Requirements total \$3.0 billion and are funded by Countywide discretionary revenues (primarily property taxes), departmental revenues, and other funding sources of the General Fund. Of this \$3.0 billion, only \$629.3 million is truly discretionary.

	Requirements (In Millions)		
	2015-16 Final	2016-17 Adopted	Change
General Fund	\$ 2,994.5	\$ 2,982.5	\$ (12.0)
Restricted General Funds	49.3	46.5	(2.8)
Capital Project Funds	258.0	289.9	31.9
Special Revenue Funds	1,172.7	913.6	(259.0)
Enterprise Funds	1,004.1	1,000.9	(3.2)
Internal Service Funds	249.3	248.2	(1.1)
Permanent Funds	1.6	0.0	(1.6)
	<u>\$ 5,729.4</u>	<u>\$ 5,481.6</u>	<u>(247.8)</u>

The 2016-17 Adopted Budget includes a \$12.0 million net decrease in General Fund requirements due to a \$108.2 million reduction in contributions to General Fund reserves, offset by increases in contingencies (\$65.0 million) and net increases in operational requirements (\$31.2 million). The two largest County operational groups with increases are Human Services (\$44.8 million) and Law and Justice (\$8.4 million). The Human Services Operational Group is anticipating increased State and Federal funding that will support Department of Behavioral Health services, including inpatient hospitalization, indigent hospital care, general mental health services, and services for children, youth, and families. The County is also continuing to allocate additional resources to meet the growing need for augmented health and mental health correctional services associated with Public Safety Realignment.

The net reduction of \$259.0 million in Special Revenue Funds is associated with the County's shift in 2015-16 from budgeting contingencies to instead placing unallocated resources in reserves. This technical change resulted in a large one-time contribution to reserves in 2015-16 that is not required in 2016-17. This reduction in contributions to reserves totaling \$288.6 million is offset by increased operational costs of \$29.6 million. This is due to increases within the Department of Behavioral Health's Mental Health Services Act (MHSA) budget unit and the County Fire Protection District budget units. The MHSA budget unit is increasing requirements by \$60.5 million to meet the growing need for additional mental health services throughout the County. The County Fire Protection District budget is increasing as a result of the recent annexation of fire prevention and suppression services from the City of San Bernardino (\$31.5 million) and Twentynine Palms (\$2.1 million).

The \$31.9 million increase in Capital Project Funds is primarily due to the planned construction of two Department of Behavioral Health funded Crisis Stabilization Centers and four Crisis Residential Treatment Centers totaling \$37.9 million. This will enable Community Crisis Response Team (CCRT) clinics throughout the County to be expanded to provide 24 hour services and to respond to requests by law enforcement for support during the night hours.



	Budgeted Staffing		Change
	2015-16 Final	2016-17 Adopted	
County General Fund	14,332	14,425	93
County - Other Funds	6,375	6,508	133
Special Districts and Other Agencies	1,402	1,561	159
	22,109	22,494	385

Budgeted staffing for 2016-17 is 22,494, an increase of 385 positions from the 2015-16 Final Budget. General Fund staffing is increasing by 93 positions primarily due to net increases in the Sheriff/Coroner/Public Administrator and Detentions budget units (45) for limited term positions to provide work relief associated with departmental vacancies and to provide additional health related services at the County jails. Additionally, increases to the District Attorney – Criminal Prosecution budget unit (20) are associated with new extra-help positions that are funded by additional grant funds to provide additional victim/witness services.

Staffing in Other County Funds is increasing by 133 positions associated with increases at Arrowhead Regional Medical Center (80) due to the addition of 12 beds in the behavioral health unit, increased staffing in the sterile processing unit, and additional positions tied to achieving goals for the renewed five-year Medicaid Demonstration Waiver. Another notable change includes the addition of 23 positions in the Mental Health Services Act budget unit (MHSA) which are needed in order to expand Community Crisis Response Team (CCRT) services and to provide administrative support and expand services in other MHSA programs such as the Homeless Outreach Support Team.

Special Districts and Other Agencies are increasing by 159 positions. This is primarily related to increases within the Fire Protection District, which has a net increase of 139 positions mainly for additional fire prevention and suppression services resulting from the annexation of fire powers from the City of San Bernardino and Twentynine Palms.

**HIGHLIGHTS OF 2016-17 ADOPTED BUDGET**

Following are highlights of programmatic and budgetary proposals included in the Adopted Budget as they relate to the 2016-17 County Goals as adopted by the Board of Supervisors on March 1, 2016.

**Implement the Countywide Vision**

- The County is facilitating the year-long Vision2Read initiative, which seeks to raise the bar for literacy in our community by connecting the public – whether they need help or can offer their help – to existing literacy programs provided by the County, cities, towns, school districts and community organizations. Vision2Read is an opportunity for all sectors and members of the San Bernardino County community to engage and take action to support the success of every child from cradle to career, which is one of the first regional implementation goals of the Countywide Vision Project.
- The Community Vital Signs Initiative (CVS), a community-driven effort to establish a countywide health improvement framework, continues to work on the development of its Open Data Platform. In 2016-17, CVS will focus on the launch of the Open Data Platform, to address the four priority areas of the Community Transformation Plan: Education, Economy, Access to Health, and Safety. CVS will allow the community to obtain information to support informed data-driven decisions; track progress and achievements; and allow alignment of community efforts with existing partner resources to improve health countywide.



- Preschool Services Department (PSD) will partner with County Superintendent of Schools, First Five, and Children's Fund to launch the Early Learning Mobile Technology Platform. This program is designed to accelerate student achievement and empower parents by giving them easy to use web-based tools to augment their children's learning.

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

- The Real Estate Services Department – Project Management Division (formerly Architecture and Engineering) capital budget includes 332 active projects with total requirements of \$283.0 million, including \$129.5 million in new projects. This includes \$58.6 million of new projects funded with Discretionary General Funding (Net County Cost). The \$58.6 million of Discretionary General Funding includes an ongoing base budget of \$12.0 million for maintenance and non-major Capital Improvement Program (CIP) projects, and \$46.6 million for construction and major CIP projects. These major projects include \$17.9 million of ongoing Discretionary General Funding for the 800 Megahertz Upgrade Project, \$12.2 million for various Sheriff's facility improvements, \$8.0 million for the County Buildings Acquisition and Retrofit Project including the upgrade of the County Government Center parking lots and grounds, and \$8.5 million for a variety of other projects.
- Regional Parks continues to expand amenities at Calico Ghost Town Regional Park by utilizing Off-Highway Vehicle funding to provide additional campground hook-ups and cabins. These improvements are expected to generate additional revenue for the department and the concession operators, as well as encourage new tourism.

### **Improve County Government Operations**

- Enterprise Financial Management System: Implementation of the new system began in May 2016 with the first phase (out of two phases) continuing into 2016-17 at an estimated cost of \$8.7 million. The total cost for the new financial system is estimated to be \$25.0 million and will streamline business processes and provide better management information.
- Public Health will continue its efforts to achieve and maintain National Accreditation, through the Public Health Accreditation Board (PHAB). Accreditation ensures the Department's continued focus on quality and performance improvement, transparency and accountability to all stakeholders, and the capacity to deliver core Public Health functions. The department will be submitting the required application to PHAB in December of 2016.
- The County Library continues its plans to enhance service by replacing outdated computer hardware and software. Funding has been included in the Library's material's budget, which adds high demand items to the collection, including an expanded digital book collection.
- Land Use Services, in conjunction with Public Works, Information Services, and other County departments, continues to upgrade to a new enterprise permit solution, Accela. The new system will include a shared database, precise digital maps, and satellite images of land data that are linked to the County's GIS database. It will also provide field staff remote real-time access to the database. This solution will streamline the permitting process, offering the public access to a web portal to manage and monitor applications and permits online.
- The Information Services Department, Geographic Information Services (GIS) section budget includes \$839,295 in Discretionary General Fund (Net County Cost) for first year costs to consolidate disparate and potentially duplicate GIS hardware and software silos into one GIS infrastructure via an Enterprise License Agreement. The consolidation will assist departments in



inventorying and cataloging GIS data layers, and is critical in supporting future County efforts such as: Next Generation dispatching systems for the Fire and Sheriff's departments, Countywide Plan support, Accela support, Public Outreach, Job Growth and Investment, Asset Monitoring, Fleet Routing, and other future growth opportunities within GIS.

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

- The County Museum's budget of \$3.8 million demonstrates the County's commitment to support the Museum through a time of transition. The budget includes \$1.1 million in one-time Discretionary General Funding which includes bridge funds to support current operations and funding for activities related to re-accreditation. The County Museum continues to implement the consultant study recommendations as approved by the Board of Supervisors, to address organizational and financial challenges.
- The Transitional Assistance Department is in the second of a four year reduction to the State's CalFresh Match Waiver pursuant to the phase-out agreement adopted in the prior year State budget. This waiver allowed the County to draw additional Federal and half of the State funding without increasing the County's Maintenance of Effort. The budget includes the use of \$2.5 million of the original \$5.0 million general fund reserve that the Board approved in 2014-15 for this phase-out period.

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

- The County continues work on a complete overhaul of the County's General Plan, referred to as the Countywide Plan. This Countywide Plan will be a comprehensive web-based system to document land use planning and organizational governance policies. It will be comprised of three basic components: The Policy Plan (a comprehensive general plan); the County Business Plan (a system that will define and guide how the County government operates and manages itself); and the Regional Issues Forum (a web-based resource center containing information regarding shared Countywide issues). Additionally, the County is updating and expanding the community plans. When completed, there will be 27 web-based community plans involving 49 communities.
- A team of County departments will continue to monitor the drought and develop ways to reduce water usage at County facilities to show good stewardship of this valuable resource. The Special Districts Department, in collaboration with other County departments, will continue to implement water conservation programs/strategies at various County Service Areas and Districts throughout the County.
- The Registrar of Voters budget fluctuates based on the 4-year election cycle, with the Presidential Election being the largest and most costly of the major elections. The Department is transitioning from a one minor and two major election cycle in 2015-16 to a one minor and one major election cycle for 2016-17. The budget includes provisions for the following: November 8, 2016 Presidential General Election (major); December 6, 2016 San Bernardino County Employees' Retirement Association Election (minor); and three anticipated, but unscheduled special elections (minor). The minor elections are 100% reimbursable; however, the November Presidential General Election is only 30% reimbursable and thus requires one-time Discretionary General Funding (Net County Cost) of \$3.7 million for the year.
- The Public Works - Transportation budget includes over \$29.4 million in major infrastructure projects, funded in part with Discretionary General Funding. Budgeted activities include design, right of way and/or construction for major projects, including:



- Bridge replacements on: Glen Helen Parkway, Baker Boulevard, Garnet Street, Rock Springs Road, Dola Ditch Bridge, Lanzit Ditch Bridge, Yermo Road and Arrowbear Drive;
  - New bridge on Shadow Mountain Road;
  - Widening of Slover Avenue in the Bloomington area;
  - Installation of raised pavement markers on National Trails Highway in the Amboy area;
  - Reconstruction of Institution Road to improve access to the Sheriff facility in San Bernardino;
  - National Trails Highway Bridges: Bridge management plan for the repair, rehabilitation or replacement of 127 bridges on National Trails Highway and starting the design phase for replacement of 10 bridges;
  - Rehabilitation and re-profiling at various locations on Needles Highway in the Needles area;
  - Improvements to alleviate congestion and improve circulation of the interchange on Interstate 10 at Cedar Avenue
- The Public Works - Transportation budget includes \$35.7 million worth of pavement improvement projects, funded in part with ongoing Discretionary General Funding, to preserve the County's roadways by investing enough to keep the system from deteriorating further.
  - The Public Works - Solid Waste Management Division plans to complete \$8.9 million of capital improvement projects, which includes the following: \$2.0 million for resurfacing the entrance and haul roads at the San Timoteo Landfill; \$927,000 for construction of Groundwater Treatment Systems at the closed Lenwood-Hinkley Landfill and Yucaipa Disposal Site; \$1.5 million for the East Slope Stabilization and Mitigation project at the closed Heaps Peak Disposal Site; \$1.5 million for construction of Landfill Gas Extraction Systems at the Barstow and Big Bear Landfills which includes \$300,000 to bring electrical power to the Barstow Landfill.
  - The Public Works – Flood Control District (District) budget includes \$43.1 million in capital improvement projects. The District anticipates completion of the following projects: Cactus Basin #3, Wilson Creek Channel, Santa Ana River Flood Wall Repair, Etiwanda Channel Invert Repair, San Sevaine Levee Certification, and the waterline relocations for Bandicoot Basin and Amethyst Basin. The District also plans to start construction on the following projects: Levee Certification Restoration for Patton Basin, Mojave River Levee, and Sand Creek/Warm Creek Confluence.
  - Land Use Services Planning budget includes \$150,000 of Discretionary General Funding for the preparation of a Morongo Basin Cultural Plan.
  - The Special Districts Department's budget includes \$45.0 million of capital improvement projects including the design and construction of the Big Bear Alpine Zoo relocation, rehabilitation of the Lake Gregory Dam, and design and construction of Snowdrop Road. Water and sanitation infrastructure projects include pipeline replacements; water system improvements; and design and construction of a pipeline, a 75,000-gallon water reservoir, and a pump station in CSA 70 W-4 - Pioneertown.
  - Community Development & Housing is constructing Phase 2 of the Bloomington Community and Neighborhood Revitalization. A total of 190 multi-generational affordable housing units include 120 family units and 70 senior units and the Bloomington Branch Library. The Bloomington Branch Library and the first phase of housing are completed. The second phase is currently under construction and will be completed by Spring 2017.





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

- The County is expanding efforts to provide homeless support to County residents through the following allocations included in the 2016-17 budget:
  - The Department of Behavioral Health is investing \$4.0 million by providing for basic needs, case management, outreach services, and additional built and supportive housing opportunities.
  - The Sheriff/Coroner/Public Administrator is continuing to fund the HOPE Program (Homeless Outreach Proactive Enforcement) Team (\$620,000), which provides services to the homeless population by connecting them to the appropriate agencies for much needed services that help in the transition from homelessness.
  - The Probation Department has included \$3.2 million towards transitional housing for adult offenders requiring Probation Department supervision.
  
- The Department of Behavioral Health is expanding Mental Health Treatment Services, notably in the following Mental Health Services Act (MHSA) funded programs:
  - \$1.1 million towards staffing Community Crisis Response Teams which provide 24 hour services to department consumers and respond to requests from law enforcement for support during the night hours.
  - \$36.5 million towards the construction of 4 new Crisis Residential Treatment Facilities and 2 new Crisis Stabilization Units throughout the county to provide crisis intervention services.
  - \$8.5 million for the Comprehensive Children and Family Support Services program to support expanded mental health services for children.
  - \$4.3 million for the Regional Adult Full Services Partnership (FSP) program to support expanded mental health services to adults.
  - \$2.1 million for the Forensic Integrated Mental Health Partnership program to expand services developing peer support and mentoring strategies for individuals who have been released early from County jail or state prison.
  
- The Sheriff/Coroner/Public Administrator budget includes \$1.1 million of existing departmental resources for a program authorized by the Board as a pilot on December 15, 2015 (Item No. 72) related to the delivery of law enforcement services to unincorporated areas of the West End including the North Rancho/Etiwanda Preserve and the Mission Corridor, respectively. The program was successful and is now being incorporated as an ongoing service beginning in 2016-17.
  
- The Sheriff/Coroner/Public Administrator budget includes \$9.0 million of one-time Discretionary General Funding (Net County Cost) to replace 2 aging and obsolete patrol helicopters: including equipment, travel and training for pilots and mechanics, installation of equipment, and delivery charges. The helicopter replacements will provide newer more reliable aircraft.
  
- The Public Defender Proposition 47 program will use media resources to reach all potential citizens who have convictions eligible for reclassification to further enhance their ability to rehabilitate within the community.
  
- County Fire is assuming fire, rescue, Emergency Medical Services (EMS), and prevention responsibilities within the Cities of San Bernardino (\$31.5 million) and Twentynine Palms (\$2.1 million) as a result of the recent annexations. This continued expansion of a regional approach will provide a more effective and efficient delivery of fire services for County residents.



- Land Use Services Code Enforcement is continuing to pilot various strategic initiatives to address issues with short-term rentals, particularly in the mountain areas. For 2016-17, a pilot program for a short-term rental hotline will be established where the public can report illegal or disruptive activities at short-term rental properties.
- The Information Services Department Telecommunication Services division is in the process of upgrading the County's Regional Public Safety Radio System (800 Mhz Upgrade Project). The project is currently on schedule, with an estimated completion date of 2020-21. The estimated cost of the project is \$158.2 million primarily funded with Discretionary General Funding.
- The Department of Aging and Adult Services (DAAS) budget includes \$8.4 million which will supplement programs such as the Elderly Nutrition, Supportive Services, Medicare Improvements for Patients and Providers Act, and Family Caregiver.
- The Arrowhead Regional Medical Center (ARMC) budget includes the addition of 14 positions to strengthen the Sterile Processing division to meet operational needs and ensure compliance with regulatory standards.
- The Department of Children's and Family Services is implementing an After Hours Response Center (ARC) in June 2016 to provide optimal customer service to our community partners, children and families. The Center will enhance the departments critical after hour function of responding to child abuse, neglect and exploitation referrals called into the Child and Adult Abuse Hotline (CAAHL).

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

- ARMC is participating in California's 1115 Waiver Renewal (Medi-Cal 2020), working alongside the California Association of Public Hospitals, the State of California, the Centers for Medicare & Medicaid Services, and multiple County departments focusing on improved patient outcomes, efficiencies and access in patient care, integrated care models and procuring maximum reimbursement for performance of prescriptive clinical measures. The budget includes \$52.5 million in revenues related to the Medicaid Waiver programs.

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

- The County Administrative Office has commenced a countywide effort to document the impact and ongoing response to the December 2, 2015 terrorist attack while pursuing multiple sources of potential cost-reimbursement and to create a historic and best-practices document.
- The County has allocated approximately \$10.2 million in funds towards improving security at County facilities. This includes \$8.2 million in immediate improvements to facilities, such as expanded security guard services, upgraded security cameras and key card access installations, and \$2.0 million to conduct a security assessment of all County facilities.





## CHALLENGES IN FISCAL YEAR 2016-17 AND BEYOND

Although the balancing of future costs with projected revenue has improved compared to prior County five year forecasts, broad economic challenges remain. The current economic expansion has reached 7 years as of the end of June 2016, which is the fourth longest in the history of the United States and cannot be assumed to last indefinitely. In addition, the fiscal uncertainty inherent in the State budget process continues to present a major challenge to the County's fiscal planning efforts.

### Economic Challenges

The County's Five Year Financial Forecast covers July 2016 through June 2021 and includes moderate growth of major revenue streams throughout the period. Not included in the forecast are the impacts of a potential recession or the unknown economic impacts of the coming statewide \$15 minimum wage.

By the end of the third year of the County's forecast the current economic expansion would match the longest expansion in history. Although the weakness of the current recovery and quantitative easing may have pushed off the next recession temporarily, it would be without precedent for the economy to expand throughout the County's entire five year forecast. In response to these unknown variables, the County has taken the approach of budgeting revenue growth in a conservative fashion over the entire five year forecast rather than assuming greater potential revenue increases in the immediate future with reductions in the later part of the forecast.

### State Budget

On June 27, 2016, Governor Brown signed the 2016 - 17 Budget Act, spending \$170.9 billion from the General Fund and other state funds. The budget includes a \$6.7 billion Rainy Day fund and an additional \$1.8 billion set aside for economic uncertainty bringing the state's projected reserves to \$8.5 billion. Notable items from the Governor's proposed budget are as follows:

- The Governor's budget includes \$2 billion in authorized bond issuance for "No Place Like Home" local grants to provide permanent housing for persons with mental illness and who are homeless, or at risk for homelessness. The funding source for the bonds is an annual portion of Mental Health Services Act (MHSA) funds. It is still to be determined how this will affect MHSA funding in the future.
- The trend of lower Highway User Tax Account (HUTA) revenues is expected to continue for the next two to three years. These reductions hamper the County Department of Public Works' ability to deliver ongoing operation and maintenance programs critical for the safety and quality of life of our communities. At this time, it is estimated that the net effect over the next two fiscal years will be a \$7.7 million decrease in projected revenues. The ongoing state and local transportation funding shortfall was not addressed during the regular legislative session. Transportation funding remains unresolved as budget committees in both houses rejected the Governor's transportation funding plan early in the budget season. The transportation and infrastructure special session remains open until the end of November.



### **Sales Tax Volatility**

Historically counties have been funded by relatively stable property taxes. The realignment of many state services has made counties increasingly dependent on sales tax revenue. As a result, the portion of requirements funded primarily with sales tax now represents 15.1% of the County budget and includes 1991 and 2011 Realignment revenues (\$691.1 million), County sales tax (\$22.7 million) and Proposition 172 Half Cent Sales taxes (\$169.1 million). While sales taxes are projected to experience a modest increase in 2016-17, they tend to be much more volatile and quicker to react to changes in the economy, resulting in a higher risk of funding losses in future years.

### **Retirement Costs**

Although there are minimal projected increases in retirement costs in 2016-17, there was a 0.9% market loss in the County pension system for the fiscal year ending June 30, 2016. This will result in increased County retirement costs beginning in 2017-18. Additionally, the County can expect to see increasing retirement cost volatility due to the increasing size of the pension fund. The County Administrative Office and the Retirement Association have an active dialog about monitoring, measuring, and mitigating the growing volatility risk.

### **CONCLUSION**

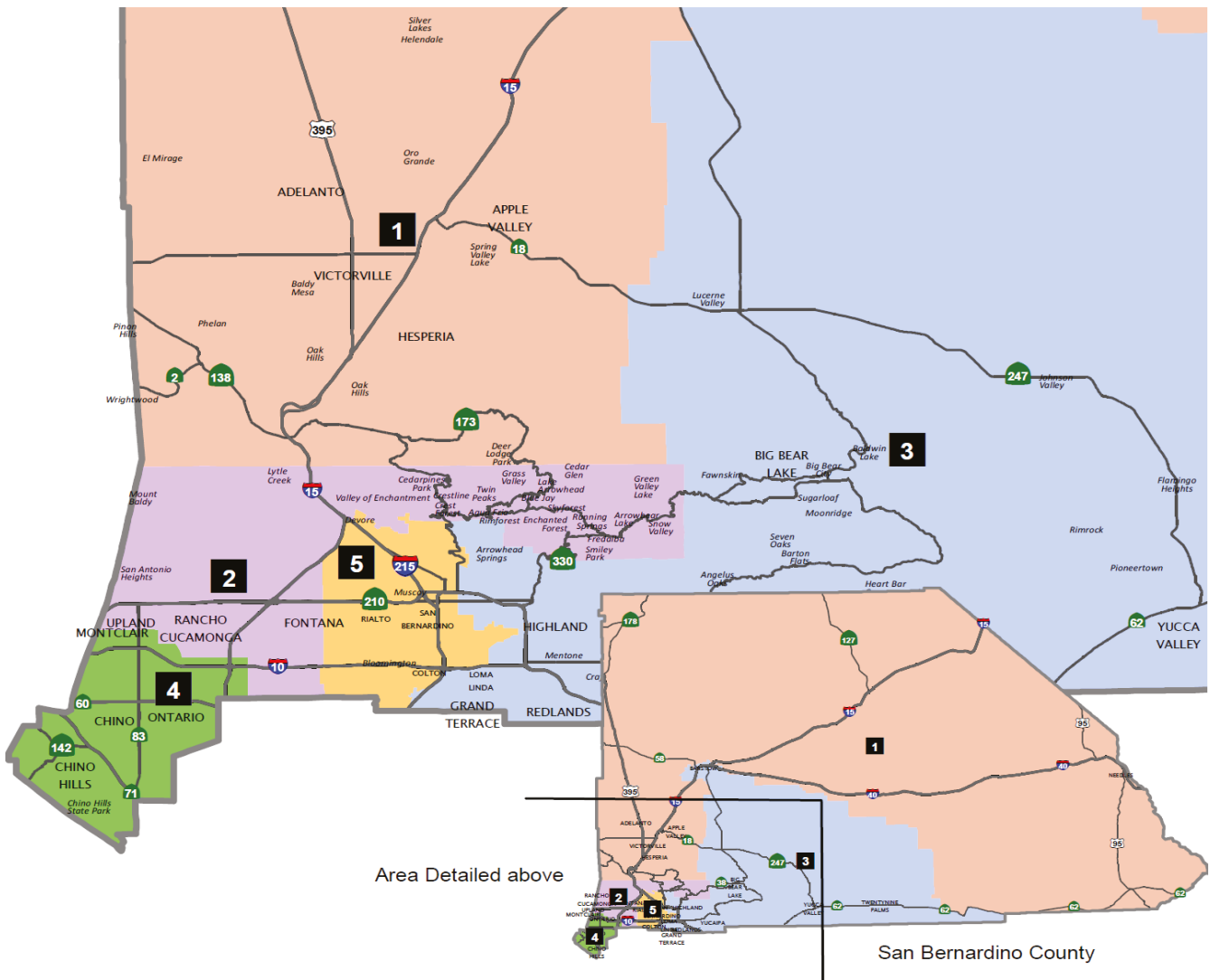
The County fiscal plan as developed by the County Administrative Office is conservative in projecting anticipated costs and revenues while focusing on ensuring that the County is positioned to attract and retain a competitive workforce into the future through projected negotiated salary increases. As a result of the need to fund these increases, the 2016-17 Adopted Budget utilizes existing departmental resources or one-time funds for key projects and programs rather than additional ongoing Discretionary General Funding. The County is committed to making the most of its funding to provide necessary public services in an effective and efficient manner and fulfilling its role in the achievement of the Countywide Vision.



**GREGORY C. DEVEREAUX**  
Chief Executive Officer



# San Bernardino County Supervisorial Districts



**Robert A. Lovingood**  
 Vice Chair  
 First District Supervisor  
 (909) 387.4830 [Website](#)



**Janice Rutherford**  
 Second District Supervisor  
 (909) 387.4833 [Website](#)



**James Ramos**  
 Chair  
 Third District Supervisor  
 (909) 387.4855 [Website](#)



**Curt Hagman**  
 Fourth District Supervisor  
 (909) 387.4866 [Website](#)



**Josie Gonzales**  
 Fifth District Supervisor  
 (909) 387.4565 [Website](#)



**COUNTY OF SAN BERNARDINO  
COUNTYWIDE FACTS AND FIGURES**

**SIZE:**

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

**ELEVATION:**

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

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

**INCORPORATED CITIES:**

24

**POPULATION BY CITY**

<b>INCORPORATED CITY</b>	<b>TOTAL 1/1/2016 ESTIMATED POPULATION</b>
Adelanto	33,497
Apple Valley	74,656
Barstow	24,360
Big Bear Lake	4,905
Chino	85,934
Chino Hills	78,866
Colton	53,351
Fontana	209,895
Grand Terrace	12,315
Hesperia	93,226
Highland	53,645
Loma Linda	24,649
Montclair	38,686
Needles	5,035
Ontario	169,869
Rancho Cucamonga	175,251
Redlands	68,368
Rialto	107,330
San Bernardino	215,491
Twentynine Palms	26,138
Upland	75,774
Victorville	123,510
Yucaipa	53,779
Yucca Valley	21,281
<b>Total Incorporated</b>	<b>1,829,811</b>
<b>Total Unincorporated</b>	<b>309,759</b>
<b>Total County of San Bernardino</b>	<b>2,139,570</b>

Source: State of California, Department of Finance, E-1: Population Estimate with Annual Percentage Change-January 1, 2015 and 2016. Sacramento, California, May 2016.

**REGIONAL PARKLAND:** 9,200 acres

**COUNTY LIBRARY:** 32 Branches

**MAJOR COUNTY EMPLOYERS:**

<u>Employer</u>	<u>Employees</u>
County of San Bernardino	Over 5,000
Kaiser Medical Center, Fontana	Over 5,000
Loma Linda University & Medical Center	Over 5,000
Ontario International Airport	Over 5,000
San Bernardino City Unified School District	Over 5,000
Stater Bros.	Over 5,000

Source: San Bernardino Area Chamber of Commerce.

**MAJOR COUNTY TAXPAYERS (Secured Taxpayers-2015-16 Property Tax Rolls\*)**

<u>Name</u>	<u>Assessed Value</u>	<u>% of roll</u>
Southern California Edison	\$3,839,452,792	2.10%
Prologis	\$961,601,412	0.53%
Rare Earth Acquisitions	\$673,109,571	0.37%
Majestic Realty Co	\$563,393,728	0.31%
California Steel Industries Inc.	\$540,316,973	0.30%
Teachers Insurance & Annuity	\$515,280,805	0.28%
Target Corporation	\$459,678,378	0.25%
Southern California Gas	\$442,759,849	0.24%
Catellus	\$434,712,821	0.24%
Verizon California	\$421,539,853	0.23%

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

**EMPLOYMENT MIX (2015):**

<u>Services:</u>	
Trade, Transportation, and Utilities	181,896
Information	4,968
Financial Activities	22,071
Professional and Business Services	84,202
Education and Health Services	103,432
Leisure and Hospitality	66,841
Other Services	18,895
Unclassified	2,594
Construction	31,829
Manufacturing	53,485
Natural Resources & Mining	3,147
Government	116,067

Source: California Employment Development Department, SBCO, Quarterly Census of Employment and Wages (QCEW) 2015 Annual Averages

**UNEMPLOYMENT (July 2016):** 6.7%

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

**PEOPLE BELOW POVERTY LEVEL (2014 estimate):**

19.2%

Source: U.S. Census Bureau, 2010-2014 SBCO, American Community Survey 5-Year Estimates, Past 12 months below poverty level-All people.



**COUNTY OF SAN BERNARDINO  
COUNTYWIDE FACTS AND FIGURES**

**MEDIAN HOME PRICE: EXISTING SINGLE FAMILY HOMES (July 2016):** \$285,000

Source: Corelogic/Dataquick, 2016.

**ASSESSED VALUATIONS\* (2015-16):**  
\$193,804,496,628

\*Includes Secured, Unitary, and Unsecured Valuations.

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

**MEDIAN FAMILY INCOME (2014 estimate):**  
\$59,626

Source: U.S. Census Bureau, 2010-2014 SBCO, American Community Survey 5-Year Estimates, Families, Median family income (dollars).

**PER CAPITA PERSONAL INCOME (2014):** \$32,892

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

**TAXABLE SALES (2014):** \$33,055,967 (in thousands)

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

**UNIVERSITIES/COMMUNITY COLLEGES**

(Ranked by # of students):

**Four Year Universities (Fall 2015)**

1. California State University San Bernardino (20,024)
2. University of Redlands (5,215)
3. Loma Linda University (4,490)

**Community Colleges (Fall 2015)**

1. Chaffey College (21,054)
2. San Bernardino Valley College (13,136)
3. Victor Valley Community College (11,669)
4. Crafton Hills College (5,985)
5. Barstow Community College (3,108)
6. Copper Mountain Community College (1,694)

Source: National Center for Education Statistics, School Search, College Navigator.

**EDUCATIONAL ATTAINMENT (2014 Estimate of County Population Age 25 Years and Over):**

	<u>Percent</u>
Less than 9th grade	10.0%
9th to 12th grade, no diploma	11.7%
High school graduate (includes equivalency)	26.3%
Some college, no degree	25.3%
Associate's degree	8.0%
Bachelor's degree	12.1%
Graduate or professional degree	6.7%

Source: U.S. Census Bureau, 2010-2014 American Community Survey

**DEATH RATE (2014 estimate):** 614.4 (per 100,000 population)

Source: California Public Health, Center for Health Statistics, County Health Status Profiles 2015.

**TOURIST ATTRACTIONS:**

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

**AIRPORTS:**

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

**TOP 6 HOSPITALS:**

(Ranked by # of beds)

1. Loma Linda University Medical Center, Loma Linda (807 beds)
2. Kaiser Foundation Hospital, Fontana (626 beds)
3. Arrowhead Regional Medical Center, Colton (456 beds)
4. Community Hospital of San Bernardino, San Bernardino (347 beds)
5. Saint Bernardine Medical Center, San Bernardino (323 beds)
6. San Antonio Community Hospital, Upland (275 beds)

Source: American Hospital Directory, Hospital Search, February 2016.

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

Hispanic	52.1%
White	30.5%
Black	8.3%
Asian	5.9%
American Indian	0.4%
Pacific Islander	0.3%
Multi-Race	2.4%

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

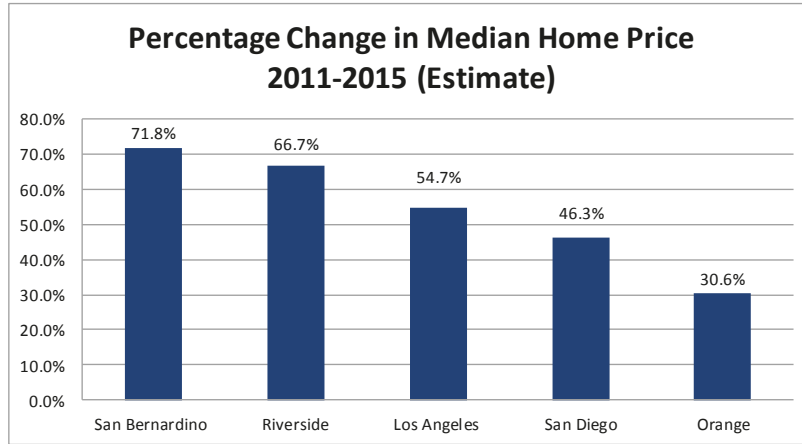
**MEDIAN AGE (2014):** 32.2

Source: U.S. Census Bureau, San Bernardino County, California: 2010-14 American Community Survey 5 Year Estimates.

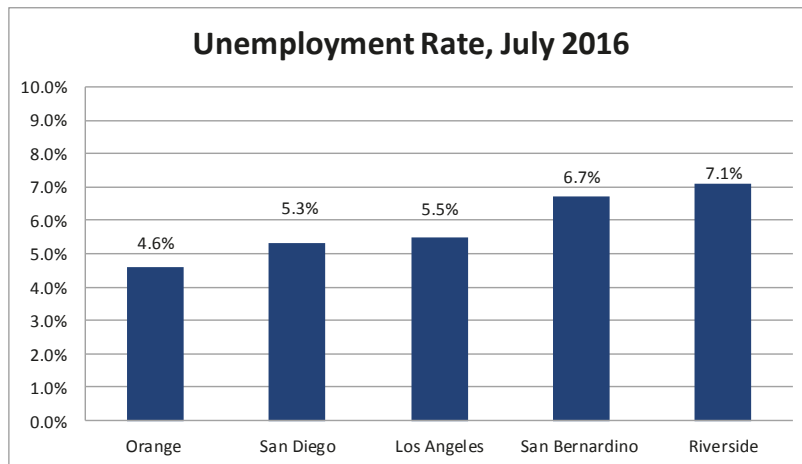


**COUNTY OF SAN BERNARDINO  
COUNTYWIDE FACTS AND FIGURES**

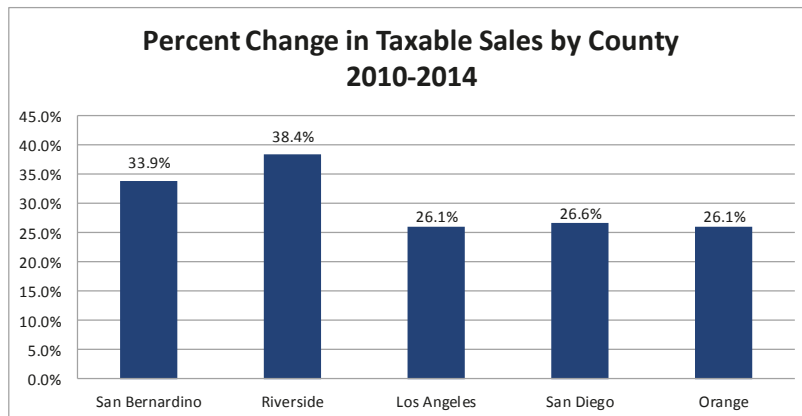
**THE COUNTY OF SAN BERNARDINO COMPARISON TO OTHER COUNTIES**



Source: California Association of Realtors, Business Tools.



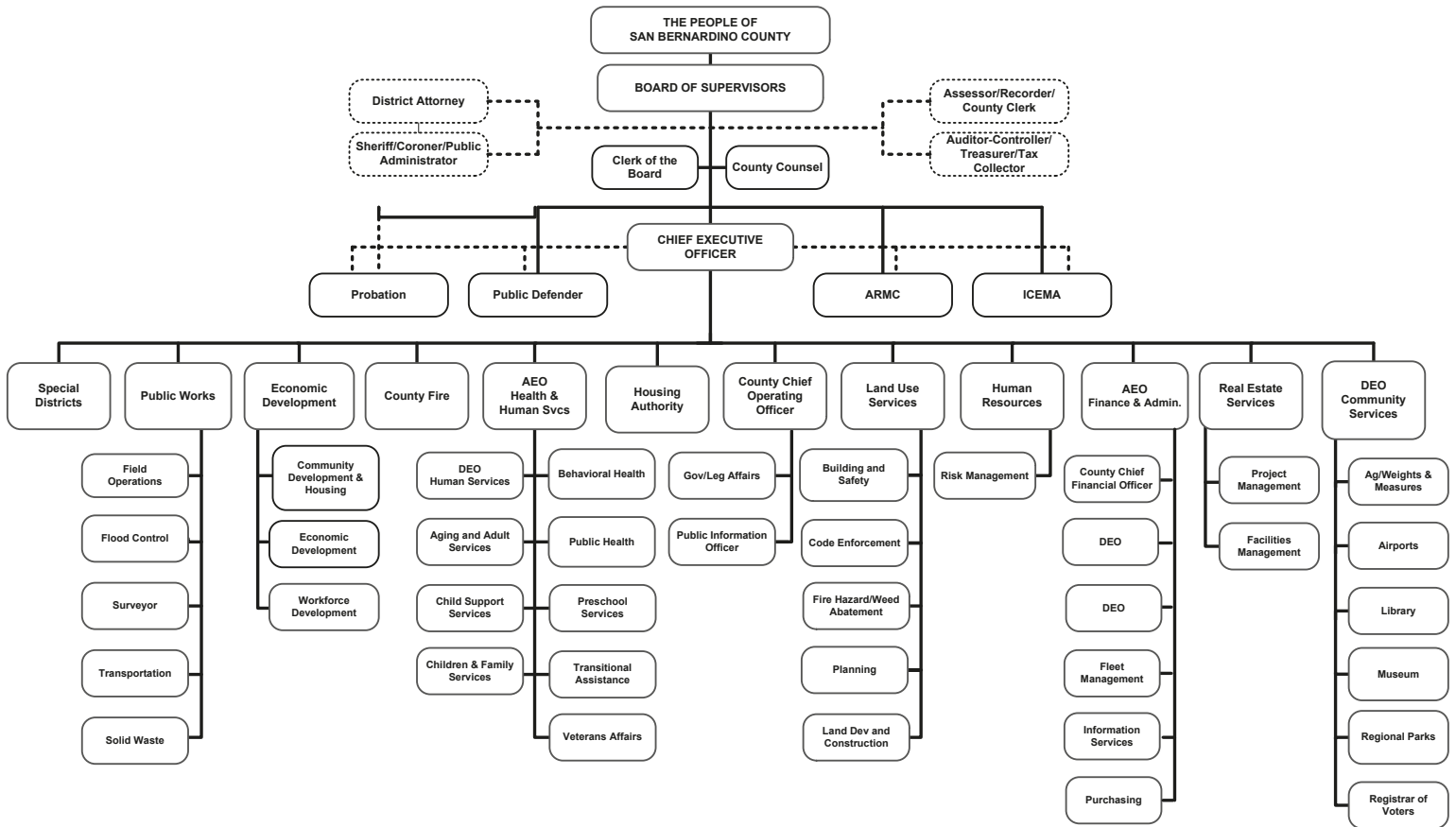
Source: California Employment Development Department, Labor Market Information.



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



### SAN BERNARDINO COUNTY ORGANIZATIONAL CHART





## **COUNTY OF SAN BERNARDINO**

The County of San Bernardino's 2016-17 Adopted Budget covers the period from July 1, 2016 – June 30, 2017. The 2016-17 Adopted Budget represents a consolidation of all County entities which includes \$5.5 billion in budgeted Requirements and Sources as well as 22,494 in budgeted staffing. The budget consists of several funds including the general fund, restricted funds, capital project funds, special revenue funds, internal service funds, enterprise funds and permanent funds. Each department is responsible for operating within their budget and has the authority to spend up to the approved budget.

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

### Countywide Vision

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

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

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

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

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

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

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

### County Paradigm and Job Statement

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

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

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

### 2016-17 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 2016-17 County Goals and Objectives on March 1, 2016.

#### **Implement the Countywide Vision**

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

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

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

#### **Improve County Government Operations**

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

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

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

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

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

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

- *Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.*
- *Support efforts to improve the capacity of non-profit organizations to help address the needs of County residents.*
- *Develop a clinically integrated network of County departments and other health providers to support a comprehensive approach to population health management for County residents.*



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

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

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

- *Support County employees affected by the December 2, 2015 terrorist attack.*
- *Develop a memorial honoring County victims and first responders.*
- *Pursue economic investment in the City of San Bernardino and the region.*
- *Document actions taken to support the victims and the County organization and analyze their effectiveness in order to share lessons learned with those preparing for or suffering similar tragedies.*

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

### Performance Measurements

As part of the continuing effort to align resources with operational priorities, each department was asked to review existing performance measurements to ensure alignment with the 2016-17 County Goals and Objectives. These measurements should be realistic, easily quantifiable, and reflect progress on long-term multi-year strategic initiatives or the accomplishment of shorter-term tactical goals, that directly correlate to the identified County objectives and reflect activities within the department's control. Performance measurement progress continues to be reported as part of each quarterly budget report.

Performance measure information in the 2016-17 Adopted Budget book includes departmental strategies to achieve selected County Goals and Objectives, departmental performance measures for 2016-17 to demonstrate if departments are meeting the County Goals and Objectives and prior year accomplishments for performance measures carried over from the prior year. The following chart provides a sample of specific department performance measures for 2016-17:



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

DEPARTMENT	OBJECTIVE	PERFORMANCE MEASURE
<b>FOCUS ON RECOVERY AND RESILIENCY FOLLOWING THE DECEMBER 2, 2015 TERRORIST ATTACK (SB STRONG)</b>		
County Administrative Office	Develop a memorial honoring County victims and first responders.	Participate on the memorial planning committee.
County Administrative Office	Document actions taken to support the victims and the County organization and analyze their effectiveness in order to share lessons learned with those preparing for or suffering similar tragedies.	Coordinate recovery, documentation, and evaluation efforts following the December 2, 2015 Terrorist Attack. (Target 100%)
Behavioral Health	Support County employees affected by the December 2, 2015 terrorist attack.	Number of providers and supportive personnel trained (Target 225).
<b>IMPLEMENT THE COUNTYWIDE VISION</b>		
Community Development and Housing	Continue the County role of convening conversations on community collaboration and collective action.	Activities, events and programs completed and delivered by the Affordable Housing Collaborative (Target: 8).
Public Health	Continue to promote the Countywide Vision and support the Element Groups.	Complete the 2016-17 Work Plan for addressing priorities of the Wellness Element Group of the Countywide Vision (Target: 100%).
<b>CREATE, MAINTAIN, AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY</b>		
Clerk of the Board	Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment.	Turnaround time for processing new business licenses (Target: 11 days).
Economic Development	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	Number of jobs resulting from County Economic Development attraction and expansion efforts (Target: 1,650).
Airports	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	Occupancy Rate of Developed Space for Commercial Use (Target: 92%).
Regional Parks	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.	Number of tourist visitors to Regional Parks (Target: 110,000).
<b>IMPROVE COUNTY GOVERNMENT OPERATIONS</b>		
Arrowhead Regional Medical Center	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of survey respondents who would "definitely" recommend the hospital (Target: 72%).
Fleet Management	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Current level of uptime (vehicle availability) of light-duty vehicles serviced at Fleet facilities (Target: 96%).
Land Use Services	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Complete initial review of planning permit applications within 3 weeks of acceptance (Target: 70%).
Public Works	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of flood control basins cleaned out to full capacity before rainy season (Target: 99%).
Special Districts	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of customers (with cellular read meters) notified of new leaks within 1 business day of detection (Target: 100%).
<b>OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER</b>		
Information Services Department	Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.	Percentage of current year's task for the 800 MHz system upgrade completed (Target: 100%).
Risk Management	Develop a long-term budget plan which brings County operations into both fiscal and programmatic balance, including full funding of reserves for infrastructure and operating system maintenance and replacement.	Cost of risk as a percentage of County budget (Target: <2%).
Assessor-Recorder-County Clerk	Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.	Percentage of completed Business Property Statements filed by the annual deadline (Target: 99%).
Real Estate Services	Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.	Reduction in electricity usage (kilowatt hours - kWh) (Target: 600,000).
<b>ENSURE DEVELOPMENT OF A WELL-PLANNED, BALANCED, AND SUSTAINABLE COUNTY</b>		
Land Use Services	Ensure that the County's approach to development recognizes the diverse character of County unincorporated areas.	Complete 100% of the following Countywide Plan tasks (Target: 100%).
<b>PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS</b>		
Sheriff/Coroner/Public Administrator	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Number of contacts with homeless individuals, which results in an estimated 30% annual referral rate for housing assistance (Target: 800).
Child Support Services	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Amount of child support collected for every dollar expended (Target: \$4.35).
Children and Family Services	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Number of newly licensed foster family homes (Target: 145).
District Attorney	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Number of victims served at the Children's Assessment Center (Target: 1,810).
Probation	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Percentage of adult supervision cases recidivating (Target: 26.0%).
Public Defender	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Number of Social Service Practitioner referrals for adult cases (Target: 900).
County Fire Protection District	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Percentage reduction in the number of hospital readmissions to ARMC for Medi-Care patients (Target: 30%).
<b>PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES</b>		
Auditor-Controller/Treasurer/Tax Collector	Maintain close working relationships with cities, tribes and other governmental agencies.	Percentage of apportionments completed by the third week of the following fiscal year (Target: 100%).
Public Health	Maintain close working relationships with cities, tribes and other governmental agencies.	Number of Rescue Group Partners (Target: 441).
Registrar of Voters	Collaborate with other agencies to help shape legislation and regulations which affect the County.	Number of national, state and regional committees of which the department is a member (Target 12).



## **BUDGET PLANNING CALENDAR**

### **ONGOING**

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

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

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

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

### **OCTOBER THROUGH 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 for departmental input in preparation of the budget submittal. Internal training is conducted for all users of the system.



County Fiscal Plan – The five-year County fiscal plan is developed based on revenue projections and estimates of ongoing cost changes to maintain current service levels 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.

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

**APRIL THROUGH JUNE**

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

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

Fiscal Overview – The Board of Supervisors 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 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 2016-17 Budget

October 6, 2015	Fee Instructions to Departments
December 18, 2015	Capital Improvement Call Letter to Departments
December 7, 2015	Departments Submit Fee Workbooks
February 1, 2016	Departments Submit Capital Improvement Requests
March 10, 2016	Budget Prep System Training





March 14, 2016	Budget Prep System opened for Departmental Input
March 15, 2016	2016-17 Fee Workshop
March 18, 2016	Budget Instructions to Departments
April 5, 2016	Fee Hearing
April 5, 2016	2016-17 Internal Service Rates Approved
April 6, 2016	Departments Submit Budget Workbooks
May 10, 2016	2016-17 Budget Workshop and Fiscal Overview
May 24, 2016	Recommended Budget Delivered to the Board of Supervisors
June 14, 2016	Budget Hearing and Adoption of 2016-17 Budget
October 2016	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 estimated costs and revenue projections for 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 2016-17.

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

For some departments, budgets are also built utilizing revenues generated from fees. On March 15, 2016, the Board of Supervisors held a fee workshop to discuss recommended fee changes and the fee process, and held a fee hearing on April 5, 2016. The fee hearing is designed to take public testimony related to fee changes for the 2016-17 fiscal year. The majority of approved fees become effective July 1, 2016.

### 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 2016-17 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 governmental funds to agree to the Auditor-Controller/Treasurer/Tax Collector's actual fund balance.

### Other Entities Budget Process

In 2014-15, Board Governed Special Districts and Other Agencies (referred to collectively as "entities") were consolidated into the uniform, Countywide budget process. These entities include special revenue funds, capital





project funds, internal service funds, enterprise funds and permanent funds. Acting as the appropriate governing body, the Board is presented with and adopts a recommended budget for each respective entity.

#### Budget Adoption and Recommended Changes to the 2016-17 Recommended Budget

The 2016-17 Adopted Budget, including all entities and funds discussed above, was formally adopted on June 14, 2016. At that time, the Board approved the following changes:

- An increase of \$350,000 to the County Administrative Office Litigation budget unit to fund external legal services. This increase is funded from Discretionary General Funding that was originally included in the 2016-17 Recommended Budget as a contribution to the General Fund Reserve for Asset Replacement.
- An increase of \$839,295 to the Information Services General Fund budget unit to fund staffing and software licensing associated with the GIS Enterprise License Agreement project, and the creation of a General Fund reserve in the amount of \$1,678,590 to fund the next two years of the project. This increase is funded from Discretionary General Funding that was originally included in the 2016-17 Recommended Budget as a contribution to the General Fund Reserve for Asset Replacement.
- An increase in Requirements and Sources of \$1,279,700 to fund additional Capital Improvement Projects for the Arrowhead Regional Medical Center, Probation, Library, and Sheriff's Departments. These increases are funded with the use of additional Realignment funding (Probation - \$60,000), Discretionary General Funding previously designated as a contribution to the General Fund Reserve for Asset Replacement (Library - \$880,000), and transfers of existing appropriation (Sheriff's Department - \$339,700). Changes in the Arrowhead Regional Medical Center are funded with savings from existing CIP projects and result in no net impact to Requirements or Sources.

#### Amending the Adopted Budget

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

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

#### **Transfer of Salaries and Benefits Appropriation:**

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

#### **Transfers of Fixed Asset Appropriation:**

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

#### **Transfers impacting Operating Transfers Out Appropriation:**

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



**BUDGET BOOK FORMAT**

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

**DEPARTMENT  
Department Head**

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

**DEPARTMENT MISSION STATEMENT**

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

Photo of the Department Head

**ORGANIZATIONAL CHART**

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

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

**SUMMARY OF BUDGET UNITS**

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Name of General Fund Budget Unit	0	0	0			0
Total General Fund	0	0	0			0
<b>Special Revenue Funds</b>						
Name of Special Revenue Fund Budget Unit	0	0		0		0
Total Special Revenue Funds	0	0		0		0
<b>Internal Service Funds</b>						
Name of ISF Budget Unit	0	0			0	0
Total Internal Service Funds	0	0			0	0
<b>Enterprise Funds</b>						
Name of EF Budget Unit	0	0			0	0
Total Enterprise Funds	0	0			0	0
<b>Total - All Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



## 2015-16 MAJOR ACCOMPLISHMENTS

← 2015-16 Major Accomplishments provides significant departmental accomplishments during the last fiscal year.

## DEPARTMENT GOALS AND OBJECTIVES

COUNTY GOAL: BLANK		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE						
OBJECTIVE						
STRATEGY			0	0	0	0
STRATEGY						
STRATEGY						
STRATEGY						

↑ The above table lists the County Goals and Objectives, department strategies and performance measures for the 2016-17 fiscal year.

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

### Name of Budget Unit

## DESCRIPTION OF MAJOR SERVICES

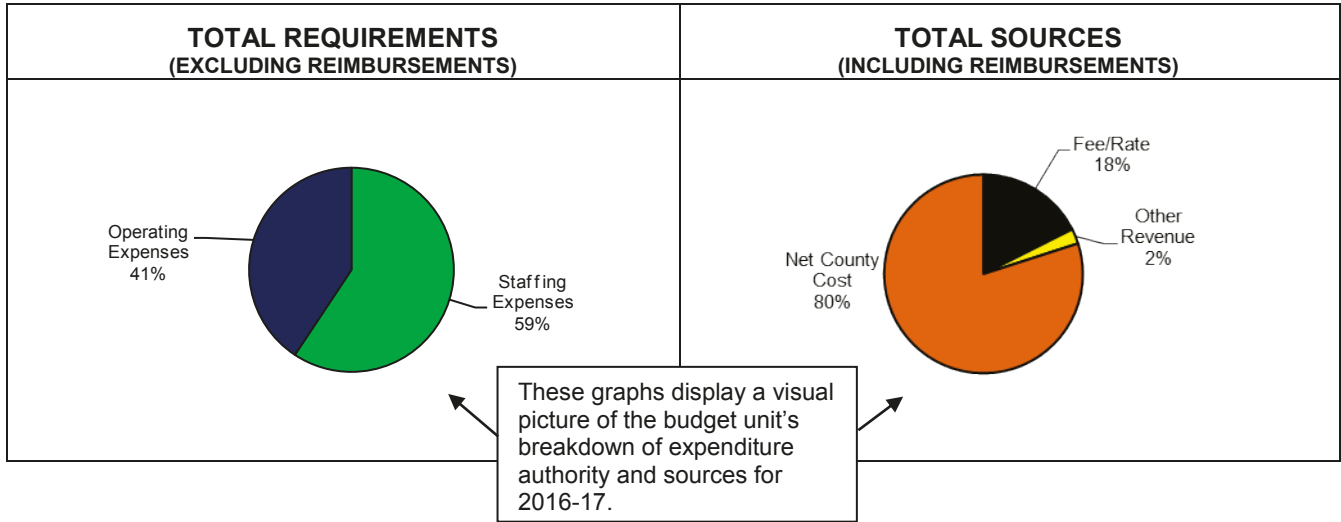
← Description of Major Services provides a narrative describing the function and activity of the budget unit.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$5,434,814
Total Sources (Incl. Reimb.)	\$501,095
Net County Cost	\$4,933,719
Total Staff	17
Funded by Net County Cost	91%

↑ Budget at a Glance lists the budget unit's 2016-17 total requirements excluding reimbursements, total sources including reimbursements, total budgeted staffing, use of net county cost or use of carry over funding, if any, and percentage of requirements funded by net county cost, if applicable.



**2016-17 ADOPTED BUDGET**



**ANALYSIS OF 2016-17 ADOPTED 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: -

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	0	0	0	0	0	0	0
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	0	0	0	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	0	0	0	0	0
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	0	0	0	0	0	0
Net County Cost	0	0	0	0	0	0	0
Budgeted Staffing*	0	0	0	0	0	0	0



## DETAIL OF 2016-17 ADOPTED BUDGET

**Detail of 2016-17 Adopted Budget section only applies to funds that have been consolidated for presentation purposes** (i.e. Assessor/Recorder/County Clerk Recorder Special Revenue Funds, Human Services Subsistence funds, etc.) This section depicts the budget detail of each individual budget unit for 2016-17, including staffing, requirements, sources, net county cost, fund balance, and net position, where applicable; and also includes a description of significant budgeted Requirements and Sources.

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

The Major Expenditures and Revenue in the 2016-17 Adopted Budget section briefly describes significant budgeted requirements and sources included within the Departments' Adopted budget.

## BUDGET CHANGES AND OPERATIONAL IMPACT

The Budget Changes and Operational Impact section briefly describes any major budget unit program impacts, and highlights the 2016-17 budget, including significant changes in requirements and sources from the prior year Final budget.

## 2016-17 POSITION SUMMARY

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Division Name	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0

\*Detailed classification listing available in Appendix D.

The 2016-17 Position Summary above displays 2015-16 final staffing by division within the budget unit and the details regarding positions that have been added, deleted or reorganized to derive the 2016-17 Adopted staffing. It also provides limited term and regular position counts for 2016-17 budgeted staffing.

## STAFFING CHANGES AND OPERATIONAL IMPACT

The Staffing Changes and Operational Impact section briefly highlights budgeted staffing changes and operational impacts for 2016-17, including significant changes from the prior year budgeted staffing.



**SUMMARY**

	Fiscal Year 2014-15 Actual Amount	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2015-16 Final Budget	Fiscal Year 2016-17 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
<b>Requirements</b>						
Staffing Expenses	1,723,309,722	1,897,422,414	1,916,639,098	1,980,983,760	64,344,662	3.36%
Operating Expenses	2,232,629,165	2,650,015,127	2,744,037,376	2,734,663,111	(9,374,265)	-0.34%
Capital Expenditures	175,270,768	330,462,928	383,089,588	439,065,162	55,975,574	14.61%
Reimbursements	(277,965,985)	(334,355,666)	(353,846,917)	(354,995,276)	(1,148,359)	0.32%
Contingencies	0	126,105,409	43,195,582	108,495,246	65,299,664	151.17%
Subtotal Appropriation	3,853,243,670	4,669,650,212	4,733,114,727	4,908,212,003	175,097,276	3.70%
Operating Transfers Out	376,549,082	429,934,041	505,628,925	493,916,175	(11,712,750)	-2.32%
General Fund Contributions to Reserves	0	68,515,086	168,898,179	60,717,946	(108,180,233)	-64.05%
Non-General Fund Contr. to Reserves/Net Position	0	359,359,025	321,766,198	18,762,710	(303,003,488)	-94.17%
Total Requirements	4,229,792,752	5,527,458,364	5,729,408,029	5,481,608,834	(247,799,195)	-4.33%
<b>Sources</b>						
Taxes	798,544,354	792,753,688	804,779,853	853,638,531	48,858,678	6.07%
1991 Realignment	263,855,598	272,517,138	274,217,763	293,883,324	19,665,561	7.17%
2011 Realignment	347,597,438	398,381,791	404,084,631	397,222,639	(6,861,992)	-1.70%
State/Fed/Other Government	1,578,695,362	1,638,865,645	1,694,605,562	1,802,100,657	107,495,095	6.34%
Fee/Rate	922,847,648	950,085,636	956,344,868	969,765,753	13,420,885	1.40%
Other Revenue	188,491,807	121,546,176	129,198,981	137,090,668	7,891,687	6.11%
Operating Transfers In	377,548,877	421,040,321	491,794,998	479,576,366	(12,218,632)	-2.48%
Use of Fund Balance/Unrestricted Net Position*	(190,874,903)	750,236,072	760,901,828	378,901,091	(382,000,737)	-50.20%
General Fund Unassigned Fund Balance*	(56,913,429)	179,109,752	179,109,753	119,325,690	(59,784,063)	-33.38%
Use of General Fund Reserves	0	2,922,144	34,369,792	50,104,116	15,734,324	45.78%
Total Sources	4,229,792,752	5,527,458,364	5,729,408,029	5,481,608,834	(247,799,195)	-4.33%
Budgeted Staffing**	21,589	21,881	22,109	22,494	385	1.74%

\* For 2014-15, the two Fund Balance budget line items represent the actual increase to fund balance/net position.

\*\*2014-15 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the fiscal year.

Note: Beginning in 2016-17 the Housing Authority of the County of San Bernardino has been added to this budget book. Prior years have been restated for comparative purposes.

**Overview of 2016-17 Requirements and Sources**

As the largest political subdivision of the State, counties are vested by the California State legislature with the powers necessary to provide for the health and welfare of the people within its borders. The \$5.5 billion 2016-17 Adopted Budget reflects the planned allocation of resources necessary to carry out this mission for the citizens of San Bernardino County. This budget has been developed in accordance with the Countywide Vision which promotes a sustainable system of high-quality education, community health, public safety, housing, retail, recreation, arts and culture, and infrastructure. The County's 22,494 budgeted positions are responsible for a wide variety of services to residents, from responding to calls for help in emergencies (Sheriff and Fire Department) to giving businesses the tools they need to succeed (Economic Development Agency) to providing a home for children in need (Human Services – Subsistence). The following budget is adopted in order to continue to provide the County's many important services in a fiscally responsible and sustainable manner.

Total Requirements of \$5.5 billion consist primarily of Staffing and Operating Expenses, which represent 80.8% (\$4.7 billion) of Total Requirements (excluding the effect of reimbursements). Staffing Expenses of \$2.0 billion consist of salaries of \$1.3 billion and benefit costs of \$730.2 million. Departments with significant budgeted staffing expenses include the Sheriff/Coroner/Public Administrator (all budget units - \$446.7 million, 3,747 positions), Human Services Administrative Claim (\$345.6 million, 4,806 positions), and Arrowhead Regional Medical Center (\$263.7 million, 3,772 positions). The largest benefit related cost for the County is employee pensions (retirement), which makes up 58.4% (\$426.4 million) of all costs associated with employee benefits. The increase in staffing costs of \$64.3 million is largely due to increased costs of \$29.8 million for 139 additional staff for the Fire Protection District as a result of the assumption of fire protection services from the Cities of San





Bernardino and Twentynine Palms. Other increases in staffing include \$8.0 million for the Arrowhead Regional Medical Center (80 positions) and \$5.3 million in the Law and Justice Departments (80 positions). The Human Services Group is also increasing staffing expenses by \$10.1 million while adding a net 13 positions due to position changes across multiple departments.

Operating Expenses in the County include costs for services and supplies, internal service fund charges, travel, transfers to the other County departments, and other charges. These expenses represent the largest share of costs within the County at \$2.7 billion, which is primarily a result of the State giving the County the responsibility for administration of Human Services programs. Many of these programs provide subsistence payments to help residents in need throughout the County and as a result, the Human Services operational group makes up almost half (46.0%) of the County's operating expenses. In 2016-17 Operating Expenses are decreasing by \$9.4 million which is primarily associated with increases in Human Services (\$62.9 million) and Administration (\$10.1 million) but is offset by decreases in Operations and Community Services (\$34.2 million), the Flood Control District (\$21.3 million), and the Arrowhead Regional Medical Center (\$23.0 million).

Total Requirements of \$5.5 billion are decreasing from the 2015-16 Final Budget by \$247.8 million, or 4.33%. This decrease is primarily associated with a decrease in contributions to reserves/net position in the General Fund, and Special Revenue, Enterprise and Internal Service Funds. For the non-general funds, the 2015-16 budget included a change in the treatment of amounts not planned to be spent during the fiscal year. Instead of budgeting these amounts in contingencies, these amounts are now contributed to reserves/net position. As a result, the 2015-16 contribution to reserves/net position for the non-general funds included all amounts accumulated over multiple years, that were not budgeted for use in the 2015-16 fiscal year. In 2016-17 the contribution amount only represents the excess of sources over requirements, where they occur, for 2016-17. General fund reserve contributions are decreasing due to Contributions to Reserves made in the 2015-16 first quarter budget report, primarily funded with additional monies made available from 2014-15 final results of operations.

Total Requirements includes Contingencies and Contributions to Reserves (General Fund and Non General Fund). Like Contingencies, Contributions to Reserves represent Sources that are not planned to be spent in the coming fiscal year. Beginning in 2015-16, governmental funds other than the general fund eliminated the use of Contingencies, which represented Sources in excess of Requirements. Instead amounts that are available but not budgeted to be spent, are contributed to reserves. Excluding Contingencies and Contributions to Reserves, the total budget available for expenditure in 2016-17 is \$5.4 billion (including Operating Transfers Out and Reimbursements). Further detail on General Fund Contingencies and Reserves can be found in the Discretionary General Funding and Restricted Funds section of the Executive Summary.

New for 2016-17 is the inclusion of the budget for the Housing Authority of the County of San Bernardino (HACSB) into this budget book. Total Requirements for HACSB included in the 2016-17 Adopted Budget are \$309.4 million (including Operating Transfers Out and Contributions to Reserves). Prior years have been restated to include HACSB Requirements for comparative purposes. Further detail on HACSB is included in the Other Agencies section of this budget book.

The three major funding sources of the County include revenue from other governmental entities (State, Federal or Other Government), funding for direct services provided (Fee/Rate), and taxes. At \$1.8 billion, State, Federal or Other Government Revenue represents 30.9% of the County budget (including the effect of Reimbursements). The Human Services operational group receives the largest amount of funds from other governments, with \$410.8 million received from the State and \$650.8 million received from the federal government. Fee/Rate revenue of \$969.8 million represents 16.6% of the County budget (including the effect of Reimbursements) and includes funding from licenses, permits, fines, fees, rates, and other charges for direct services provided by the County. Much of this funding (\$213.0 million) is received by departments, such as the Fleet, Information Services and Risk Management Departments, that provide direct services to other County Departments. Other notable departments that receive funding to provide specific services include the Sheriff's Department (\$137.6 million), which provides law enforcement services for 14 incorporated county cities, and the Public Work's Solid Waste Division (\$70.7 million) that is responsible for the operation and management of the County solid waste disposal system.



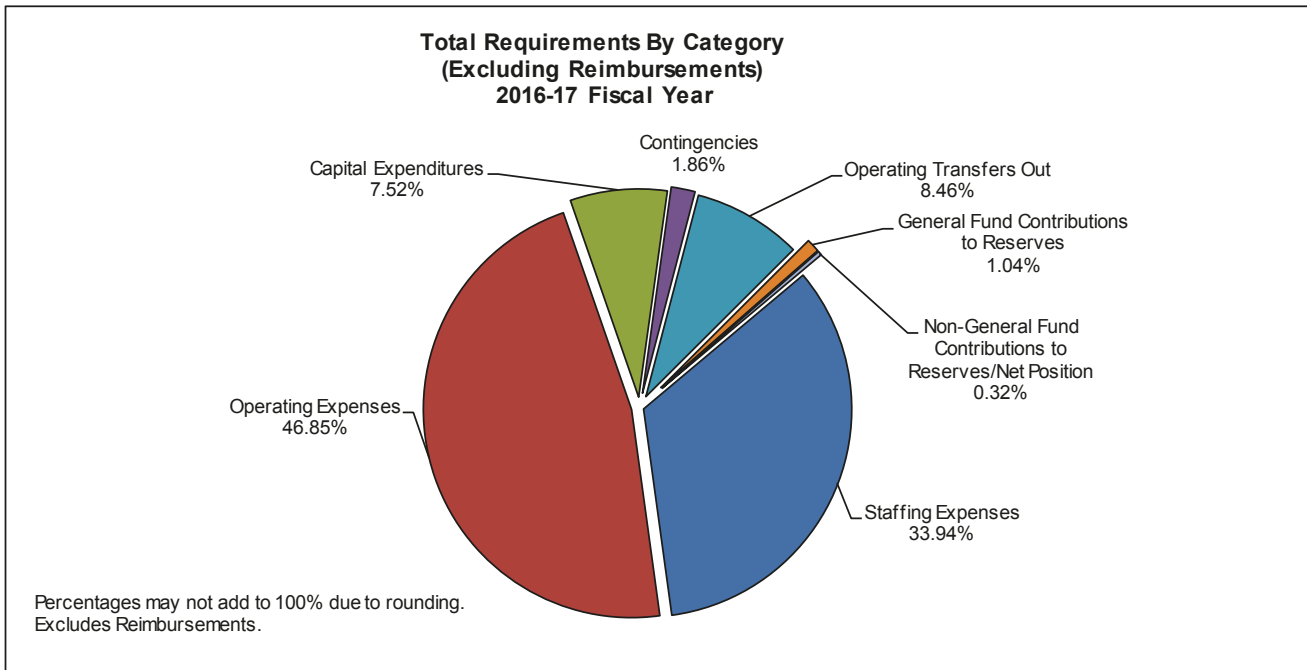
While historically it has been assumed that counties are reliant on relatively stable property taxes for the provision of services, with the realignment of many state services, counties have become increasingly dependent on sales tax revenue. When combining 1991 and 2011 Realignment revenues, which are primarily funded with sales tax (\$691.1 million), with County sales tax (\$22.7 million) and Proposition 172 Half Cent Sales taxes (\$169.1 million), the portion of requirements funded primarily with sales tax represents 15.1% of the County budget (including the effect of Reimbursements). While sales taxes are projected to experience a modest increase in 2016-17, they tend to be much more volatile and quicker to react to changes in the economy, resulting in a higher risk of funding losses in future years.

The County recognizes that a recession is likely to commence in the very near future, as the current economic expansion reached 7 years as of the end of June 2016 and is the 4th longest in the history of the United States. In a stable conservative fashion, rather than attempting to time the economic cycles, the County has taken the approach of budgeting revenue growth conservatively.

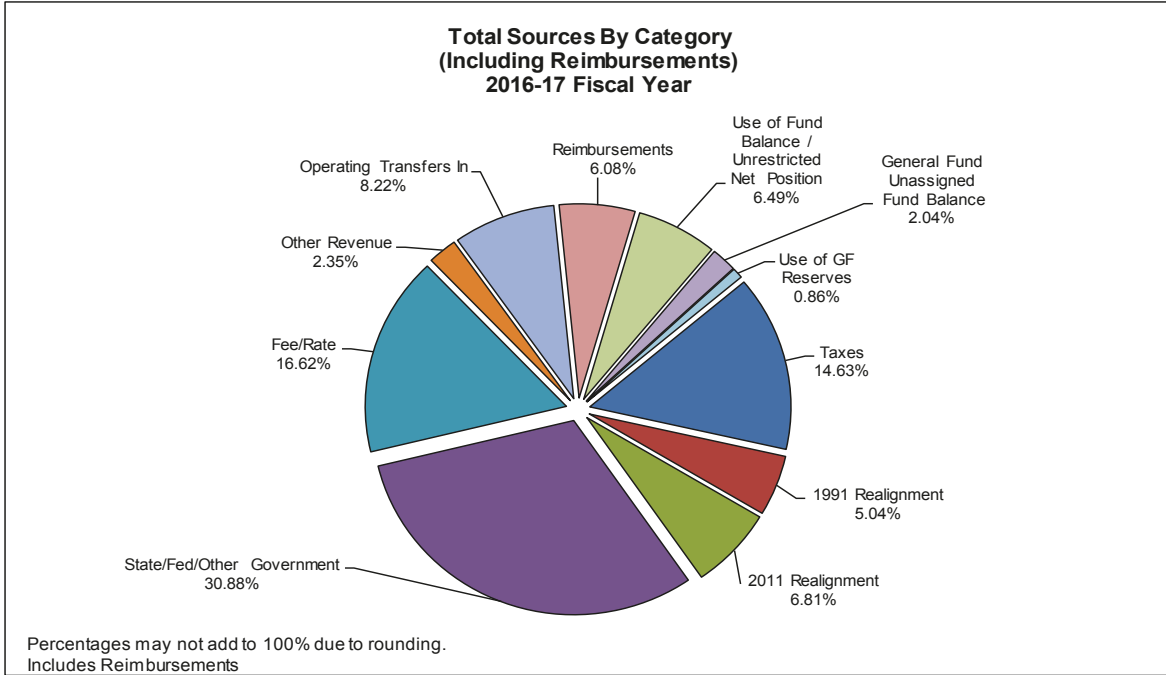
The County’s approach to increasing County reserves reflects a fiscally conservative recognition of the resource shift from historically stable to risky tax sources. In 2015-16, the County contributed a total of \$490.7 million between General Fund (\$168.9 million) and Non-General Fund (\$321.8 million) reserves and is budgeted to contribute \$60.7 and \$18.8 million in 2016-17, respectively. Further detail on County General Fund Reserves can be found in the Discretionary General Funding and Restricted Funds section of this budget book. Information regarding Non-General Fund Reserves can be found on Budget Unit Specific pages within the budget book.

**REQUIREMENTS AND SOURCES BY CATEGORY**

Total Requirements shown below (which exclude Reimbursements) represent expenditure authority (appropriation) adopted by the Board of Supervisors, Operating Transfers Out, and Contributions to Reserves/Net Position for the County General Fund and for non-general fund departments. Operating Transfers Out provide a mechanism to transfer funding between budget units and are not appropriated to spend.



Total Sources shown below (which include Reimbursements) include projected revenue and Operating Transfers In, which provide a mechanism to transfer funding from one budget unit to another within the County. Additionally, Sources include the use of fund balance/unrestricted net position for all non-general funds, the general fund available unassigned fund balance, and the use of General Fund reserves.



**REQUIREMENTS SUMMARY**

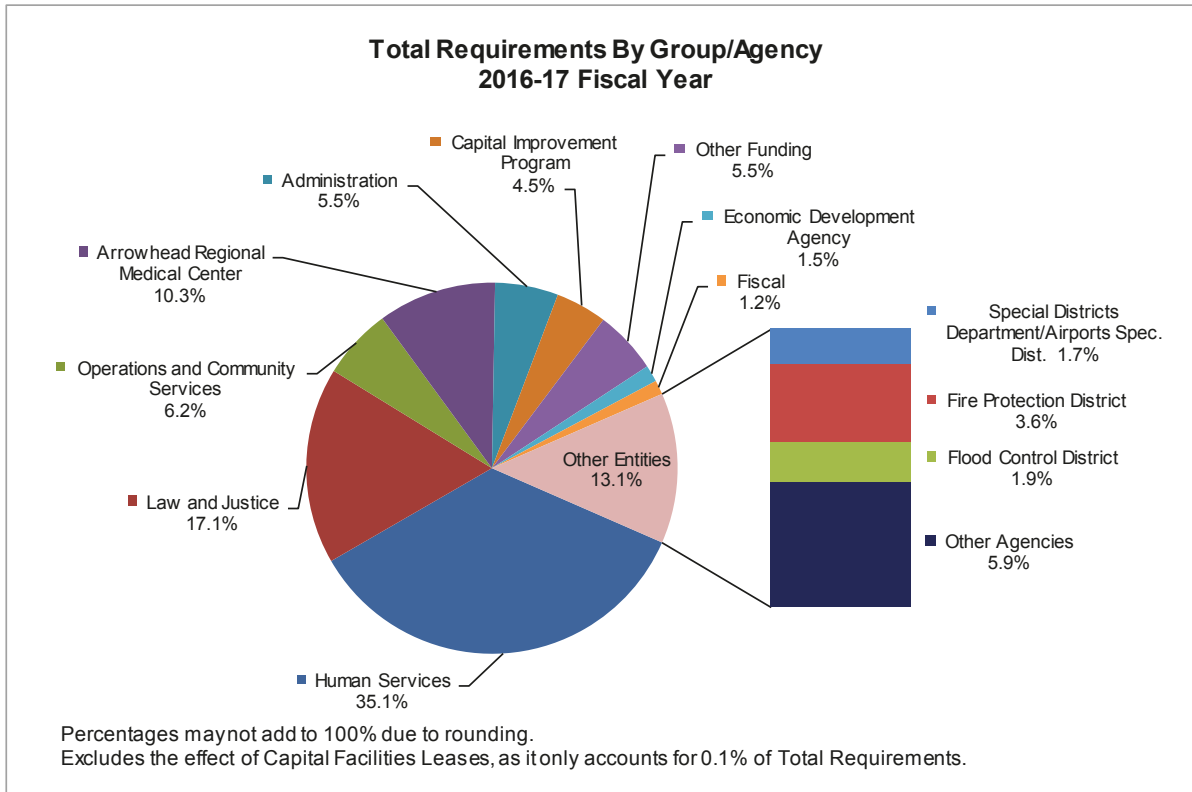
The 2016-17 Adopted Budget includes Requirements of \$5.5 billion, which is a net decrease of \$247.8 million or 4.33% compared to the 2015-16 Final Budget.

	Fiscal Year 2014-15 Actual Amount	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2015-16 Final Budget	Fiscal Year 2016-17 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
<b>County:</b>						
Administration	222,427,527	291,462,469	301,453,613	301,383,534	(70,079)	-0.02%
Capital Facilities Leases	13,297,988	12,940,810	12,940,810	7,240,810	(5,700,000)	-44.05%
Economic Development Agency	43,968,241	91,323,492	92,469,725	79,717,457	(12,752,268)	-13.79%
Fiscal	59,281,433	78,243,609	78,861,878	67,579,061	(11,282,817)	-14.31%
Arrowhead Regional Medical Center	506,251,949	529,808,838	555,649,769	565,201,660	9,551,891	1.72%
Human Services	1,570,035,135	1,896,338,489	1,917,405,697	1,921,791,097	4,385,400	0.23%
Law and Justice	837,870,934	930,293,104	964,376,115	937,003,162	(27,372,953)	-2.84%
Operations and Community Services	264,223,524	405,372,538	417,989,217	337,765,596	(80,223,621)	-19.19%
Capital Improvement Program	114,451,717	183,148,204	218,943,169	244,874,363	25,931,194	11.84%
Other Funding	81,032,482	314,155,802	359,415,429	301,252,886	(58,162,543)	-16.18%
<b>Subtotal:</b>	<b>3,712,840,930</b>	<b>4,733,087,355</b>	<b>4,919,505,422</b>	<b>4,763,809,626</b>	<b>(155,695,796)</b>	<b>-3.16%</b>
<b>Special Districts/Other Agencies:</b>						
Special Districts Department/Airports Spec. Dist.	43,346,775	129,142,965	135,070,578	92,742,760	(42,327,818)	-31.34%
Fire Protection District	137,065,263	196,035,176	202,976,041	198,535,609	(4,440,432)	-2.19%
Flood Control District	52,765,847	176,049,767	178,035,238	105,061,179	(72,974,059)	-40.99%
Other Agencies	283,773,937	293,143,101	293,820,750	321,459,660	27,638,910	9.41%
<b>Subtotal:</b>	<b>516,951,822</b>	<b>794,371,009</b>	<b>809,902,607</b>	<b>717,799,208</b>	<b>(92,103,399)</b>	<b>-11.37%</b>
<b>Total:</b>	<b>4,229,792,752</b>	<b>5,527,458,364</b>	<b>5,729,408,029</b>	<b>5,481,608,834</b>	<b>(247,799,195)</b>	<b>-4.33%</b>
Budgeted Staffing*	21,589	21,881	22,109	22,494	385	1.74%

\* 2014-15 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the fiscal year.

Requirements include contributions to Available Reserves and Net Position.





Below are explanations of the major expenditures that are included in the \$5.5 billion 2016-17 Adopted Budget and changes from the 2015-16 Final Budget. It should be noted that Requirements discussed in this section include Contributions to Reserves/Net Position. As a result, the Total Requirements included in this section may not align with the Total Requirements discussed on Budget Unit Specific pages.

**County Operations**

**Administration** has Requirements of \$301.4 million and contains County departments and functions that provide leadership and support to departments that provide direct public services to County residents. The leadership section of this operational group includes the Board of Supervisors (\$7.7 million), which is the governing body of County government, and the County Administrative Office (\$5.1 million), which directs and coordinates departmental activities according to the law and strategic goals set by the Board of Supervisors. Various support functions include civil legal services provided by County Counsel (\$9.7 million), employment and employee related services provided by Human Resources (\$18.1 million), and information technology support provided by the Information Services Department (\$89.2 million). The largest department in the Administration operational group is the Department of Risk Management, which has Requirements of \$106.3 million and administers the County self-insured workers’ compensation, public liability, property conservation, safety and risk reduction programs as well as its insured programs.

Requirements for this operational group are relatively unchanged from the 2015-16 Final Budget, decreasing less than \$0.1 million from the prior year. Notable changes in this group include an increase of \$5.8 million across the Information Services Department budget units to fund increased operating expenses, the first year cost of the GIS Enterprise License Agreement project, and additional staffing for server management and fiscal administration. This increase is largely offset by a \$6.0 million decrease in the Risk Management Operations budget unit which is the result of a reclassification of Operating Transfers in to Reimbursements that has the effect of reducing total Requirements.



**Capital Facilities Leases** has Requirements of \$7.2 million which is a \$5.7 million decrease from the prior year. This budget unit funds the cost of long-term capital lease payments for the major County facilities financed by the General Fund. Requirements are decreasing as the result of the elimination of the lease payment for the 2002 Justice Center/Airport Improvements financing that matured on July 1, 2016. The final facility financed by the General Fund is the West Valley Detention Center.

**Economic Development Agency** has Requirements of \$79.7 million and provides services that seek to create, maintain, and grow the economic value of the County. Such services include small business assistance and technical support, permitting assistance, and business site selection assistance. Notable departmental Requirements include \$51.8 million for Community Development and Housing (CDH) services which includes \$17.7 million for infrastructure improvements in the areas surrounding San Sevaire and Cedar Glen communities and \$29.4 million for low-moderate income housing assistance. In addition, the Department of Workforce Development (\$24.4 million – including Contributions to Reserves), which is funded by federal Workforce Innovation and Opportunity Act revenue, includes \$15.4 million in direct services to job seekers and business customers, including vocational training, On-the-Job training, supportive services, business consulting, and workshops.

The net reduction in Requirements of \$12.8 million is primarily due to a decrease of \$8.4 million in CDH as the result of projects completed in 2015-16, and an increase in reimbursements of \$1.2 million in Workforce Development from the Human Services Transitional Assistance Department to provide low-income adults with paid work experience.

**Fiscal** has Requirements of \$67.6 million and includes the Auditor-Controller/Treasurer/Tax Collector (\$39.5 million) and the Assessor/Recorder/County Clerk (\$28.1 million). These departments provide services to the public and other County departments related to the establishment and collection of County property taxes along with other fiscal services that ensure the proper reporting and usage of taxpayer funds. Notable Requirements in the Auditor-Controller/Treasurer/Tax Collector include \$25.5 million for staffing expenses to provide accounting, auditing, collections, and investment services to County departments and constituents. The Assessor/Recorder/County Clerk includes a total of \$19.4 million in staffing expenses (\$18.4 million in the general fund budget unit and \$1.0 million in special revenue fund budget units) to perform mandated assessment of properties, recording of real estate and other documents, and County clerk functions.

Total Requirements in this group are decreasing \$11.3 million (14.3%) and are primarily associated with a decrease in Contributions to Reserves in special revenue funds as compared to the prior year. 2015-16 was the first year amounts not planned to be spent were contributed to reserves instead of being appropriated as contingencies, and as a result the 2015-16 Available Reserves represented amounts accumulated over multiple years.

**Arrowhead Regional Medical Center (ARMC)** has Requirements of \$565.2 million (including Contributions to Net Position) and provides medical services to County residents. ARMC is an acute care facility that provides a full range of inpatient and outpatient services, has three off campus community health centers, and provides Department of Behavioral Health's inpatient activities and numerous specialty activities. For 2016-17, ARMC will focus on the next steps of healthcare transformation brought about by the renewal of the State of California's Section 1115 Waiver by the Centers for Medicare and Medicaid Services.

ARMC is increasing Requirements by \$9.6 million, which represents a 1.72% increase over the prior year. This increase is primarily due to a \$10.3 million increase in Capital Expenditures, primarily in the department's capital improvement program budget, related to the funding of numerous projects including the installation of a Multipurpose Angio Unit that will provide versatility in the types of procedures performed from simple x-rays to complex angiography.

**Human Services** is the largest operational group within the County with Requirements totaling \$1.9 billion. This group provides health and social service programs to County residents through a number of County departments. Health services are provided primarily through the Department of Behavioral Health (\$446.9 million) and Public Health (\$108.5 million). Social services are provided primarily through Human Services (\$1.1 billion) including the





Human Services Administrative Claim budget unit (\$564.0 million), the Human Service Subsistence Payments budget units (\$548.5 million) and the Wraparound Reinvestment Fund budget unit (\$11.6 million). Additional social services are provided by the Preschool Services Department (\$51.7 million – including Contributions to Reserves), Child Support Services Department (\$39.9 million), and the Aging and Adult Services Department (\$9.5 million). Notable Requirements in the Human Services group include \$1.3 billion in Operating Expenses of which \$549.4 million are in the Human Services Subsistence funds and represent either direct payments to welfare recipients or payments to organizations that provide services to the welfare recipients.

Human Services is increasing Requirements by a net \$4.4 million which primarily includes increases of \$62.9 million in Operating Expenses, \$17.2 million in Operating Transfers Out and \$10.1 million in Staffing Expenses that are largely offset by decreases in Contributions to Reserves of \$78.5 million. Changes in Operating Expenses are primarily the result of increases in the Department of Behavioral Health which include an increase of \$60.8 million to fund increases to service provider contracts for inpatient hospitalization, indigent hospital care, foster family services, general mental health services, and services for children, youth, and families. Increases in Operating Transfers Out are primarily due to the construction of facilities for the Department of Behavioral Health (\$39.1 million) and are offset by a decrease in the Master Settlement Agreement fund due to the elimination of a one-time transfer of funds in the prior year (\$18.3 million), which was contributed to the ARMC Jail Ward Reserve. The net increase in staffing expenses within this operational group (\$10.1 million) is primarily the result of the addition of a net 13 positions across all programs and increases in costs associated with negotiated salary and benefit changes.

**Law and Justice** has Requirements of \$937.0 million and provides public safety services to County residents. The Sheriff/Coroner/Public Administrator (all units - \$607.2 million) provides law enforcement services for the unincorporated areas of the County and certain services on a countywide basis through its Operations budget unit (\$240.7 million). Another primary function of the Sheriff's Department is to provide Detention facilities (\$206.4 million) for all of the County pre-sentenced inmates as well as sentenced inmates no longer required to go to State prison. This is the result of the realignment of services by the State for adult offenders (2011 Realignment). The Sheriff's Department also provides law enforcement services to 14 county cities through contractual agreements (\$137.6 million). The Probation Department (\$168.5 million) provides supervision of adult and juvenile probationers throughout the County as well as for recently realigned State parolees (2011 Realignment). The District Attorney's Office (\$81.8 million) is responsible for prosecuting crimes committed within the County, and the Public Defender (\$38.5 million) provides mandated representation to indigent adult clients in felony, misdemeanor, and mental health civil commitment cases, as well as to clients facing probation, parole, or post-community supervision release violations.

Requirements are decreasing by a net \$27.4 million in this operational group primarily due to increases in Staffing Expenses and Capital Expenditures that are offset by decreases in Operating Transfers Out and Contributions to Reserves.

Staffing Expenses are increasing by a net \$5.3 million and includes the following notable changes:

- An increase of \$4.8 million in the Sheriff's Detentions budget unit will fund a combination of new positions, increased retirement costs and negotiated salary increases.
- An increase of \$2.4 million in the District Attorney's Criminal Prosecution budget will fund a combination of negotiated salary increases and new positions.
- A decrease of \$1.7 million in Probation's general fund budget unit due to the budgeting of existing positions at lower classifications to better meet the recruitment needs of the department.

Capital Expenditures are increasing by \$9.3 million and are primarily due to increases in the Sheriff's Operations budget unit to purchase two replacement patrol helicopters. These increases are offset by decreases in Operating Transfer Out as follows:

- \$7.4 million between Probation's general fund budget unit (\$3.4 million) and the SB 678 special revenue fund (\$4.0 million) which are due to one-time projects funded in 2015-16.
- \$6.3 million between the Sheriff's Operations budget (\$4.1 million) and special revenue budget units (\$2.2 million) due to the completion of capital improvement projects in 2015-16.





The remainder of the decrease in this group reflects a decrease in Contributions to Reserves in special revenue funds as compared to the prior year. 2015-16 was the first year amounts not planned to be spent were contributed to reserves instead of being appropriated as contingencies, and as a result the 2015-16 Available Reserves represented amounts accumulated over multiple years.

**Operations and Community Services** has Requirements of \$337.8 million and provides both internal support of County operations as well as external services to the public that promote the quality of life and well-being of County residents. Services that support the general operation of County government include custodial, grounds, and maintenance by Real Estate Services - Facilities Management Division (\$17.3 million), the payment of County utilities (\$19.6 million), Real Estate Services (\$1.3 million) and the Chino Agricultural Preserve (\$2.6 million). Departments that provide direct services to the community include Agriculture/Weights and Measures (\$7.4 million), the County Library (\$18.0 million), Land Use Services (\$23.3 million), Registrar of Voters (\$9.6 million), Regional Parks (\$14.7 million), and the County Museum (\$3.9 million). Notably, this group also includes the Department of Public Works – Transportation (\$117.6 million) and Public Works – Solid Waste Management (\$85.1 million – including Contributions to Net Position). The Transportation Division is responsible for the operation, maintenance, and improvement of the County's road system that currently includes approximately 2,550 miles of roadway. Solid Waste Management is responsible for the operation and management of the County solid waste disposal system, which consists of six regional landfills, nine transfer stations, and thirty-three closed landfills or disposal sites.

The net decrease in Requirements is \$80.2 million, which represents a 19.2% decrease from the 2015-16 Final Budget. Reimbursements are decreasing by a total of \$14.5 million primarily due to the reduction of projects in the Public Works Transportation funds that are funded through reimbursements. Operating expenses are decreasing by \$34.2 million which includes the following notable decreases:

- \$2.2 million decrease in Land Use – Planning primarily due to a reduction in the use of one-time funding for the Countywide Plan project.
- \$16.8 million decrease in Public Works – Transportation due to reductions in projects funded by Measure I, Facilities, and Regional Development Mitigation plan funding.
- \$9.1 million decrease in the Solid Waste Management Division due to a decrease of import tonnage and a negative cost of living adjustment for contracted operations rates.

Lastly, the remainder of the decrease in this group reflects a decrease in Contributions to Reserves in special revenue funds as compared to the prior year. 2015-16 was the first year amounts not planned to be spent were contributed to reserves instead of being appropriated as contingencies and as a result the 2015-16 Available Reserves represented amounts accumulated over multiple years.

**Capital Improvement Program** has Requirements of \$244.9 million and is used to account for funding resources designated for the acquisition or construction of major capital facilities. The increase in Requirements is due to an increase in new projects funded in 2016-17. Notably, this includes the construction of two Crisis Stabilization Centers and four Crisis Residential Treatment Centers for the Department of Behavioral Health (\$37.9 million), additional funding for the design of the ARMC Jail Ward Project (\$2.5 million) and increased funding for the Sheriff's consolidation project (\$4.5 million). Further detail on major capital projects for 2016-17 are shown in the Capital Improvement Program section of this budget summary and in the CIP section of this budget book.

**Other Funding** of \$301.3 million primarily represents the Countywide Discretionary Fund (\$111.3 million), General Fund Contingencies (\$81.7 million), and various restricted funds within the General Fund including contingencies within the Proposition 172 Half-Cent Sales tax budget unit (\$26.8 million), 1991 Realignment expenditures (\$10.6 million), and expenditures in the Automated Systems Development Fund (\$8.7 million). Other Funding also includes Contribution to General Fund Reserves of \$60.7 million. Requirements within the Countywide Discretionary Fund are used primarily to transfer Discretionary General Funding to various budget units outside the General Fund to fund various programs and projects, such as a multi-year 800 MHz upgrade project (\$17.9 million), and numerous non-major capital improvement projects for County facilities (\$12.0 million).

Restricted Funds (General Fund) consist of four limited use budgets – Proposition 172 Half-Cent Sales tax, 1991 Realignment, 2011 Realignment, and Automated Systems Development. Proposition 172 revenue assists in



funding the Sheriff/Coroner/Public Administrator, District Attorney, and Probation departments. Realignment assists in funding realigned law and justice, mental health, social services and health programs within the County. Automated Systems Development is funding that is set aside for the purpose of developing, upgrading, and/or replacing the County Financial Accounting System. Further detail on all Restricted Funds can be found in the Discretionary General Funding and Restricted Funds section of this budget document.

The net decrease to Other Funding of \$58.2 million primarily represents decreases to General Fund Contributions to Reserves (\$108.2 million) which are offset by an increase in General Fund Contingencies by \$65.3 million. Contingencies represent funding available from 2016-17 Sources that have not been allocated for expenditure. Further detail on County Contingencies and Reserves can be found in the Discretionary General Funding and Restricted Funds section of this budget document.

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

**Special Districts Department/Airports Special District** has Requirements of \$92.7 million and is managed primarily by the Special Districts Department (\$88.2 million) with \$4.5 million in Requirements managed by County Airports. Airports manages County Service Area 60, which funds the operation, capital projects and maintenance of the Apple Valley Airport that was built in 1970 and is a public use airport providing general aviation services to the High Desert region.

The Special Districts Department provides for the management, and maintenance of general, parks and recreation, road, sanitation, streetlighting, and water districts for 101 Districts, County Services Areas (CSA) and Improvement Zones within the County. On December 29, 1969 the Board of Supervisors established CSA 70 Countywide to provide a centralized mechanism for administration of personnel and operations which serve all of the Board Governed CSAs. Staff within CSA 70 Countywide provide centralized and regional management services, administration, engineering, fiscal, human resources, lien administration, park maintenance, payroll, information services, road maintenance and inspection services.

Overall Requirements across Special Districts are decreasing by \$42.3 million. Requirements budgeted to fund expenses in 2016-17 are decreasing slightly from the prior year due to the completion of projects throughout various districts. However the major change in Requirements is due to a decrease in Contributions to Reserves/Net Position as compared to the prior year. 2015-16 was the first year amounts not planned to be spent were contributed to reserves or net position instead of being appropriated as contingencies. As a result the 2015-16 contributions represented amounts accumulated over multiple years.

**Fire Protection District** has Requirements of \$198.5 million and provides fire protection and emergency services throughout the County. The District encompasses approximately 16,585 square miles, operates over 70 fire stations and 11 facilities within four Regional Service Zones (Mountain, North Desert, South Desert and Valley) and serves more than 60 unincorporated communities, the City of San Bernardino, City of Twentynine Palms, City of Grand Terrace, and the Town of Yucca Valley. Additionally, County Fire provides fire protection services through contracts to five cities, which include Adelanto, Needles, Victorville, Hesperia, and Fontana's independent fire protection district.

Requirements are decreasing by \$4.4 million which is primarily due to an increase in staffing expenses as a result of the annexation of fire protection services from the Cities of San Bernardino and Twentynine Palms. This increase is offset by reductions in Operating Transfers Out (\$10.3 million) which reflect a decreased use of reserve funding, and a decrease in Contributions to Reserves. 2015-16 was the first year amounts not planned to be spent were contributed to reserves instead of being appropriated as contingencies, and as a result the 2015-16 Available Reserves represented amounts accumulated over multiple years.

**Flood Control District** was created in 1939 under special State legislation and has Requirements of \$105.1 million. The District has developed an extensive system of flood control and water conservation facilities, including dams, conservation basins, debris basins, channels and storm drains. The purpose of these facilities is to intercept and convey flood flows through and away from developed areas of the County, as well as to promote water conservation and improved water quality.



The net decrease in Requirements of \$73.0 million is primarily due to reductions of \$21.3 million in Operating Expenses which includes a contribution of one-time funds in 2015-16 to the refunding of the District's Judgement Obligation Bonds and professional services for construction projects. The remainder of the decrease in this group reflects a decrease in Contributions to Reserves in special revenue funds as compared to the prior year. 2015-16 was the first year amounts not planned to be spent were contributed to reserves instead of being appropriated as contingencies and as a result the 2015-16 Available Reserves represented amounts accumulated over multiple years.

**Other Agencies** has total Requirements of \$321.5 million and contains five Other Agency budget reporting entities in the County, including the Housing Authority of the County of San Bernardino (\$309.4 million - including Contributions to Net Position), In-Home Supportive Services Public Authority (\$7.8 million), Inland Counties Emergency Medical Agency (\$4.1 million), County Industrial Development Authority (\$56,616), and Economic and Community Development Corporation (\$43 dollars). The Housing Authority of the County of San Bernardino (HACSB) is a critical economic partner of the County providing vital resources, skills, and motivation to individuals and families to help them transition out of government-assisted programs and into economic independence. The In-Home Supportive Services (IHSS) program was created in 1973 to serve elderly, blind, and/or disabled individuals who are not able to remain safely in their home without assistance. The Inland Counties Emergency Medical Agency (ICEMA) was developed under a Joint Powers Agreement with San Bernardino, Inyo and Mono Counties and is charged with the coordination, evaluation, and monitoring of emergency medical services within public and private pre-hospital providers, specialty hospitals, paramedic base hospitals, and the effectiveness of Emergency Medical Services (EMS) educational programs and medical disaster preparedness. The County Industrial Development Authority and Economic and Community Development Corporation are agencies created to provide various methods of financing on behalf of private enterprise in order to promote and enhance economic development and increase opportunities for useful employment.

Requirements are increasing by 9.4% (\$27.6 million) associated with an increase in HACSB, primarily due to the increase of Sources available to fund the Capital Fund Program and the Housing Choice Voucher program.

**TOTAL REQUIREMENTS BY FUND TYPE**

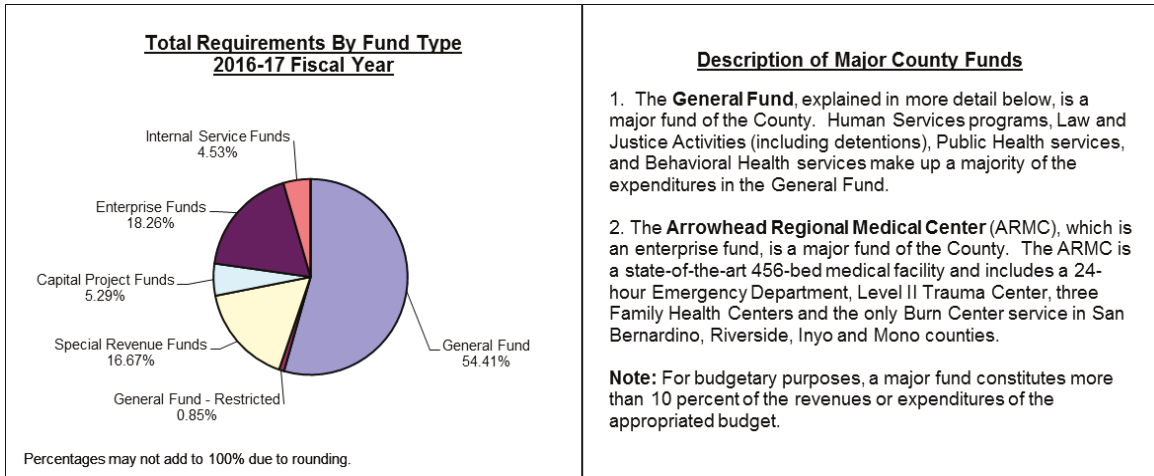
	Fiscal Year 2014-15 Actual Amount	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2015-16 Final Budget	Fiscal Year 2016-17 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
General Fund	2,456,969,616	2,892,796,649	2,994,485,835	2,982,519,393	(11,966,442)	-0.40%
General Fund - Restricted	771,213	49,256,709	49,258,709	46,453,716	(2,804,993)	-5.69%
Special Revenue Funds	589,260,121	1,151,526,320	1,172,652,675	913,613,186	(259,039,489)	-22.09%
Capital Project Funds	127,718,156	221,295,580	257,951,345	289,882,833	31,931,488	12.38%
Enterprise Funds	878,428,608	972,148,505	1,004,132,813	1,000,924,400	(3,208,413)	-0.32%
Internal Service Funds	176,639,785	238,826,536	249,318,587	248,210,306	(1,108,281)	-0.44%
Permanent Funds	5,252	1,608,065	1,608,065	5,000	(1,603,065)	-99.69%
<b>Total</b>	<b>4,229,792,752</b>	<b>5,527,458,364</b>	<b>5,729,408,029</b>	<b>5,481,608,834</b>	<b>(247,799,195)</b>	<b>-4.33%</b>
Budgeted Staffing*	21,589	21,881	22,109	22,494	385	1.74%

\*2014-15 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the fiscal year.

**Requirements include contributions to Available Reserves and Net Position.**



**MAJOR COUNTY FUNDS**



**Governmental Fund Types**

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

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

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

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

**Proprietary Fund Types**

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

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



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

	General Fund	Special Revenue Funds**	Capital Project Funds	Enterprise Funds	Internal Service Funds	Contr. To Reserves/Net Position	Total - All Funds
<b>ADMINISTRATION</b>							
BOARD OF SUPERVISORS	7,663,486						7,663,486
BOARD DISCRETIONARY FUNDING	1,422,305						1,422,305
CLERK OF THE BOARD	2,099,466						2,099,466
COUNTY ADMINISTRATIVE OFFICE	5,076,909						5,076,909
COUNTY ADMINISTRATIVE OFFICE - LITIGATION	745,761						745,761
COUNTY COUNSEL	9,654,658						9,654,658
FINANCE AND ADMINISTRATION	3,065,263					7,530	3,072,793
HUMAN RESOURCES	13,554,747	4,511,521					18,066,268
FLEET MANAGEMENT					40,468,867		40,468,867
INFORMATION SERVICES	3,251,440				85,909,655		89,161,095
PURCHASING	2,536,046				11,592,780	22,137	14,150,963
RISK MANAGEMENT					106,296,377	173	106,296,550
LOCAL AGENCY FORMATION COMMISSION	308,741						308,741
COUNTY SCHOOLS	3,195,672						3,195,672
<b>TOTAL ADMINISTRATION</b>	<b>52,574,494</b>	<b>4,511,521</b>	<b>0</b>	<b>0</b>	<b>244,267,679</b>	<b>29,840</b>	<b>301,383,534</b>
<b>CAPITAL FACILITIES LEASES</b>							
CAPITAL FACILITIES LEASES	7,240,810						7,240,810
<b>TOTAL CAPITAL FACILITIES LEASES</b>	<b>7,240,810</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,240,810</b>
<b>ARROWHEAD REGIONAL MEDICAL CENTER</b>							
ARROWHEAD REGIONAL MEDICAL CENTER*				560,727,493		4,474,167	565,201,660
<b>TOTAL ARROWHEAD REGIONAL MEDICAL CENTER</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>560,727,493</b>	<b>0</b>	<b>4,474,167</b>	<b>565,201,660</b>
<b>ECONOMIC DEVELOPMENT AGENCY</b>							
ECONOMIC DEVELOPMENT	3,535,436						3,535,436
COMMUNITY DEVELOPMENT AND HOUSING		32,536,834	19,258,020				51,794,854
WORKFORCE DEVELOPMENT		22,993,213				1,393,954	24,387,167
<b>TOTAL ECONOMIC DEVELOPMENT AGENCY</b>	<b>3,535,436</b>	<b>55,530,047</b>	<b>19,258,020</b>	<b>0</b>	<b>0</b>	<b>1,393,954</b>	<b>79,717,457</b>
<b>FISCAL</b>							
ASSESSOR/RECORDER/COUNTY CLERK	23,673,605	4,417,943					28,091,548
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR	39,250,013	200,000				37,500	39,487,513
<b>TOTAL FISCAL</b>	<b>62,923,618</b>	<b>4,617,943</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>37,500</b>	<b>67,579,061</b>
<b>HUMAN SERVICES</b>							
AGING AND ADULT SERVICES	9,450,173						9,450,173
PUBLIC GUARDIAN	1,309,616						1,309,616
BEHAVIORAL HEALTH	223,299,970	223,646,299					446,946,269
CHILD SUPPORT SERVICES	39,889,701						39,889,701
HEALTH ADMINISTRATION	120,371,376	17,000,000				381,156	137,752,532
HUMAN SERVICES	1,112,462,465	11,578,529					1,124,040,994
PRESCHOOL SERVICES		50,690,123				971,709	51,661,832
PUBLIC HEALTH	104,535,572	3,926,780				47,302	108,509,654
VETERANS AFFAIRS	2,230,326						2,230,326
<b>TOTAL HUMAN SERVICES</b>	<b>1,613,549,199</b>	<b>306,841,731</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,400,167</b>	<b>1,921,791,097</b>
<b>LAW AND JUSTICE</b>							
COUNTY TRIAL COURTS	37,731,403	1,884,255				3,135	39,618,793
DISTRICT ATTORNEY	72,918,145	8,883,729					81,801,874
LAW AND JUSTICE GROUP ADMINISTRATION	5,000	1,312,021					1,317,021
PROBATION	153,196,633	15,347,870					168,544,503
PUBLIC DEFENDER	38,520,660						38,520,660
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	584,671,701	22,528,610					607,200,311
<b>TOTAL LAW AND JUSTICE</b>	<b>887,043,542</b>	<b>49,956,485</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,135</b>	<b>937,003,162</b>
<b>OPERATIONS AND COMMUNITY SERVICES</b>							
AGRICULTURE/WEIGHTS AND MEASURES	7,222,637	145,698					7,368,335
AIRPORTS	3,445,895	7,260,685					10,706,580
COMMUNITY SERVICES GROUP	274,090						274,090
COUNTY LIBRARY		17,976,016					17,976,016
COUNTY MUSEUM	3,848,945			80,092			3,929,037
LAND USE SERVICES	23,301,652						23,301,652
PUBLIC WORKS	3,281,366	117,674,007		79,966,633		5,168,544	206,090,550
REAL ESTATE SERVICES	41,179,662	2,641,030					43,820,692
REGIONAL PARKS	9,891,178	4,795,381		40,761			14,727,320
REGISTRAR OF VOTERS	9,571,324						9,571,324
<b>TOTAL OPERATIONS AND COMMUNITY SERVICES</b>	<b>102,016,749</b>	<b>150,492,817</b>	<b>0</b>	<b>80,087,486</b>	<b>0</b>	<b>5,168,544</b>	<b>337,765,596</b>
<b>CAPITAL IMPROVEMENT PROGRAM</b>							
CAPITAL IMPROVEMENT PROGRAM			244,874,363				244,874,363
<b>TOTAL CAPITAL IMPROVEMENT PROGRAM</b>	<b>0</b>	<b>0</b>	<b>244,874,363</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>244,874,363</b>
<b>OTHER FUNDING</b>							
ALL OTHER FUNDING (E.G. COUNTYWIDE DISCRETIONARY, PROP 172, REALIGNMENT)	300,089,261	1,163,625					301,252,886
<b>TOTAL OTHER FUNDING</b>	<b>300,089,261</b>	<b>1,163,625</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>301,252,886</b>
<b>SPECIAL DISTRICTS DEPARTMENT/ AIRPORTS SPECIAL DISTRICT</b>							
SPECIAL DISTRICTS DEPARTMENT/ AIRPORTS SPECIAL DISTRICT		23,534,348	25,750,450	40,940,999		2,516,963	92,742,760
<b>TOTAL SPECIAL DISTRICTS DEPARTMENT/ AIRPORTS SPECIAL DISTRICT</b>	<b>0</b>	<b>23,534,348</b>	<b>25,750,450</b>	<b>40,940,999</b>	<b>0</b>	<b>2,516,963</b>	<b>92,742,760</b>
<b>FIRE PROTECTION DISTRICT</b>							
FIRE PROTECTION DISTRICT		196,315,539				2,220,070	198,535,609
<b>TOTAL FIRE PROTECTION DISTRICT</b>	<b>0</b>	<b>196,315,539</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,220,070</b>	<b>198,535,609</b>
<b>FLOOD CONTROL DISTRICT</b>							
FLOOD CONTROL DISTRICT		101,140,862			3,920,317	0	105,061,179
<b>TOTAL FLOOD CONTROL DISTRICT</b>	<b>0</b>	<b>101,140,862</b>	<b>0</b>	<b>0</b>	<b>3,920,317</b>	<b>0</b>	<b>105,061,179</b>
<b>OTHER AGENCIES</b>							
OTHER AGENCIES		11,933,949		308,007,341		1,518,370	321,459,660
<b>TOTAL OTHER AGENCIES</b>	<b>0</b>	<b>11,933,949</b>	<b>0</b>	<b>308,007,341</b>	<b>0</b>	<b>1,518,370</b>	<b>321,459,660</b>
<b>GRAND TOTAL*</b>	<b>3,028,973,109</b>	<b>906,038,867</b>	<b>289,882,833</b>	<b>989,763,319</b>	<b>248,187,996</b>	<b>18,762,710</b>	<b>5,481,608,834</b>

\* Includes Requirements of \$16,874,017 that is budgeted in the Capital Improvement Program budget (Fund CJE).

\*\* Includes Requirements associated with the North Etiwanda Trust Reserve Permanent Fund (VFG).

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





**TOTAL REVENUE AND OTHER FUNDING SOURCES**

	Fiscal Year 2014-15 Actual Amount	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2015-16 Final Budget	Fiscal Year 2016-17 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
<b>Revenue</b>						
Taxes	798,544,354	792,753,688	804,779,853	853,638,531	48,858,678	6.07%
1991 Realignment	263,855,598	272,517,138	274,217,763	293,883,324	19,665,561	7.17%
2011 Realignment	347,597,438	398,381,791	404,084,631	397,222,639	(6,861,992)	-1.70%
State/Fed/Other Government	1,578,695,362	1,638,865,645	1,694,605,562	1,802,100,657	107,495,095	6.34%
Fee/Rate	922,847,648	950,085,636	956,344,868	969,765,753	13,420,885	1.40%
Other Revenue	188,491,807	121,546,176	129,198,981	137,090,668	7,891,687	6.11%
<b>Total Revenue</b>	<b>4,100,032,207</b>	<b>4,174,150,075</b>	<b>4,263,231,658</b>	<b>4,453,701,572</b>	<b>190,469,914</b>	<b>4.47%</b>
<b>Other Funding Sources</b>						
Operating Transfers In	377,548,877	421,040,321	491,794,998	479,576,366	(12,218,632)	-2.48%
Use of Fund Balance/Unrestricted Net Position*	(190,874,903)	750,236,072	760,901,828	378,901,091	(382,000,737)	-50.20%
General Fund Unassigned Fund Balance*	(56,913,429)	179,109,752	179,109,753	119,325,690	(59,784,063)	-33.38%
Use of General Fund Reserves	0	2,922,144	34,369,792	50,104,116	15,734,324	45.78%
<b>Total Other Funding Sources</b>	<b>129,760,545</b>	<b>1,353,308,289</b>	<b>1,466,176,371</b>	<b>1,027,907,262</b>	<b>(438,269,109)</b>	<b>-29.89%</b>
<b>Total Revenue and Other Funding Sources</b>	<b>4,229,792,752</b>	<b>5,527,458,364</b>	<b>5,729,408,029</b>	<b>5,481,608,834</b>	<b>(247,799,195)</b>	<b>-4.33%</b>

\* For 2014-15, the two Fund Balance budget line items represent the actual increase to fund balance/net position.

The revenue and other funding sources schedule above includes all County funds. This schedule includes Operating Transfers In, which are the mechanism for providing funding from one budget unit to another within the County. Additionally, this summary schedule provides the use of fund balance/unrestricted net position for all non-general funds, the general fund unassigned fund balance, as well as the use of general fund and non-general fund reserves. Descriptions of major sources of funding in the 2016-17 Adopted Budget and changes from the 2015-16 Final Budget are included below.

**Revenue**

**Taxes** of \$853.6 million consist of approximately \$543.4 million of Property Tax (\$518.6 million) and Sales, Occupancy, and Other Taxes (\$24.9 million) that are deposited directly into the Countywide Discretionary General Fund budget unit for allocation by the Board of Supervisors. Additionally, \$134.0 million in Property Tax is reported for the County Library (\$14.7 million), Fire Protection District (\$66.2 million), Flood Control District (\$45.3 million), and Board Governed Districts managed by the Special Districts Department and Airports (\$7.8 million). Finally, Taxes also consist of Proposition 172 Half-Cent Sales Tax (\$169.1 million) and Sales Tax – Measure I Road Operations funds (\$6.6 million).

The net increase of \$48.9 million is primarily related to a \$23.9 million projected increase in taxes that fund Fire Protection Services which is largely attributed to the assumption of fire protection services from the City of San Bernardino. The remainder of the increases is primarily the result of projected increases in the taxes that are deposited into the Countywide Discretionary General Fund budget unit. This is the result of a projected 3.5% increase in the assessed valuation of properties within the County resulting in \$16.4 million of additional property tax revenue. Additionally, it is estimated that the Proposition 172 Half-Cent Sales Tax will increase by \$4.3 million in the upcoming fiscal year. For more detail on Discretionary General Fund related taxes, refer to the Discretionary General Funding and Restricted Funds section of the 2016-17 Adopted Budget.

**1991 Realignment** revenues of \$293.9 million are increasing by \$19.7 million over the prior year while **2011 Realignment** revenues of \$397.2 million are decreasing over the prior year final budget by \$6.9 million. Although technically not categorized as the receipt of taxes, this funding is received from the State and is primarily derived from sales taxes to pay for realigned law and justice, mental health, social services and health programs within the County. Because sales tax tends to be much more volatile and quicker to react to changes in the economy, its usage results in a higher risk of funding decreases in future years. These decreases will likely coincide with an economic downturn when there is an increased need for programs funded with this revenue. For more detail on





Realignment funding, refer to the Discretionary General Funding and Restricted Funds section of the 2016-17 Adopted Budget.

**State, Federal, and Other Government** represent the largest revenue source within the County totaling \$1.8 billion. The Human Services operational group receives the largest amount of funds from other governments, with \$1.1 billion received from State, Federal and other governments. Countywide, there is an overall increase of \$107.5 million from the 2015-16 final budget in this revenue category, which represents an increase of 6.3%.

Notable changes within this revenue source include:

- **Human Services** is increasing \$74.0 million primarily due to increases within the Department of Behavioral Health's MHSA (\$42.3 million) and General Fund (\$29.9 million) budgets. Increases in the MHSA budget are primarily the result of increases in MHSA revenue and state SB82 grants approved by the California Health Facilities Financing Authority. Increases in the General Fund are primarily due to increases in Medi-Cal revenue related to program expansion, increased service capacity, and expanded eligibility under the Affordable Care Act (ACA).
- **Operations and Community Services** is increasing this revenue source by \$17.6 million primarily due to increases in the Public Works – Transportation budget unit associated with funding for new construction, reconstruction and routine maintenance of the County's maintained roads and bridges.
- **ARMC** is increasing State, Federal and Other Government revenue by \$11.0 million due to volume increases in acute inpatient, outpatient, and behavioral health units which are funded by a combination of revenue associated with programs such as the state's Managed Care Program and the Federal Medicare program.
- **Other Agencies** are increasing State, Federal and Other Government revenue by \$10.2 million primarily due to increases in financing for HACSB's Capital Fund Program and the Housing Choice Voucher program.

**Fee/Rate** includes the following types of revenues: licenses, permits, fines, fees, rates, and other services. Total revenue of \$969.8 million is anticipated to increase from the 2015-16 Final Budget by \$13.4 million. Much of this funding (\$213.0 million) is received by departments, such as the Information Services Department and Risk Management Department that provide direct services to other County Departments. Other notable departments that receive funding to provide specific services include the Sheriff's Department (\$137.6 million), which provides law enforcement services for 14 incorporated county cities, and Public Works Solid Waste Division (\$70.7 million) that is responsible for the operation and management of the County solid waste disposal system.

The most significant change in this category is included in the **Fire Protection District** that is increasing by \$13.7 million including \$7.4 million in new special assessment taxes as a result of the annexation of the City of San Bernardino into Service Zone FP-5 San Bernardino, \$2.2 million in new special assessment taxes from the annexation of Twentynine Palms into Service Zone FP-5 Twentynine Palms, and a \$1.3 million increase from the City of Fontana for additional contract services.

**Other Revenue** of \$137.1 million primarily includes interest earnings, rents and concessions, and tobacco settlement funds. This revenue source is anticipated to increase by a net \$7.9 million over the prior year final budget. Notable changes include the administrative group where Risk Management is increasing Other Revenue by \$2.9 million due to increases in insurance recoveries and a \$3.9 million increase in Special Districts due to increases in projected special assessments and contributions to the Big Bear Alpine Zoo Relocation project.

### **Other Funding Sources**

**Operating Transfers In** of \$479.6 million is a funding source that provides a mechanism to transfer funding from one budget unit to another within the County or other entity. Two of the most notable groups with large Operating Transfers In include the Capital Improvement Program (\$120.0 million) and Other Agencies (\$182.4 million). Operating Transfers In are the main funding source for the Capital Improvement Program as the program is funded primarily through monies received from other County Departments and the County General Fund for



specific projects. The Operating Transfers In for Other Agencies are primarily budgeted within HACSB (\$181.3 million) and reflects the movement of funds within the agency related to the Moving to Work Program.

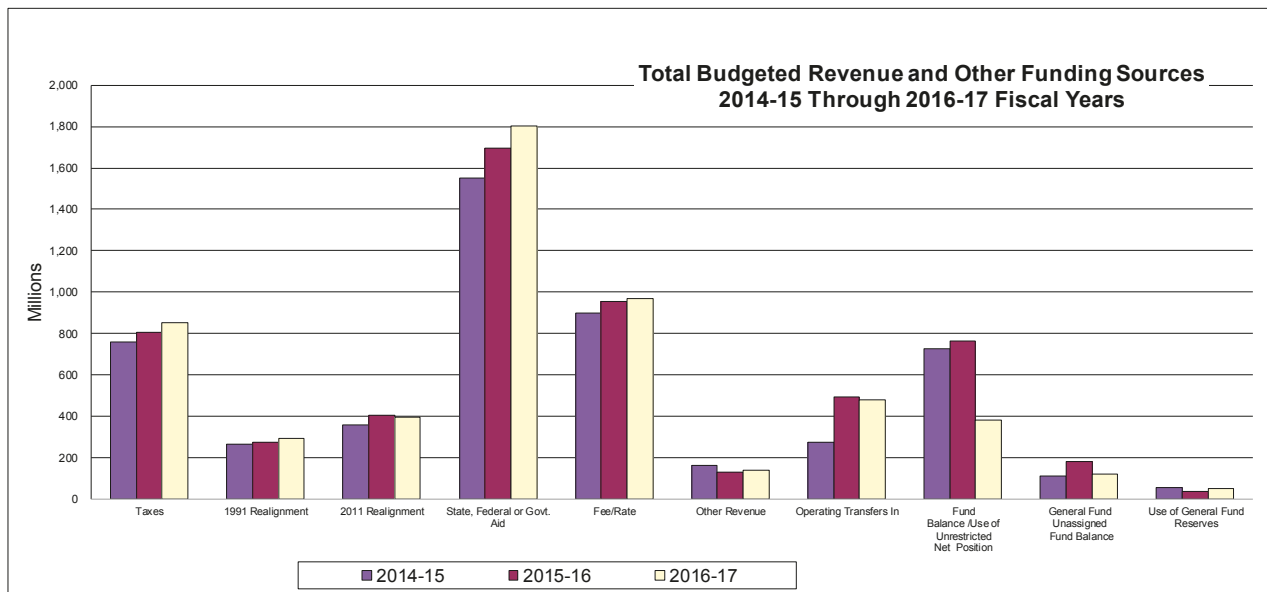
The net decrease in this funding source of \$12.2 million is primarily the result of the one-time nature of the majority of Operating Transfers In and varies from year to year based on the availability of one-time sources.

**Use of Fund Balance/Unrestricted Net Position** of \$378.9 million represents unspent funds carried over from prior years that are budgeted in the Restricted General Funds, Special Revenue Funds, and Capital Project funds in the County and the use of unrestricted net position in Internal Service and Enterprise funds. The use of fund balance/net position is decreasing from the prior year by \$382.0 million primarily due to the one-time use of fund balance in 2015-16 that was contributed to reserves.

**General Fund Unassigned Fund Balance** of \$119.3 million represents unspent general fund balance carried over from 2015-16. This amount, in conjunction with other one-time money, funds one-time costs for department programs, capital improvement projects, transportation projects, contributions to General Fund Reserves, and also funds the County’s mandatory 1.5% contingency, which per Board Policy 05-01 is in the general fund to accommodate unanticipated operational changes, legislative impacts, or other economic events affecting County operations that could not have been reasonably anticipated. General Fund Unassigned Fund Balance is decreasing by \$59.8 million from the prior year, and reflects the estimate of the General Fund results of operations for 2015-16.

**Use of General Fund Reserves** of \$50.1 million represents the use of General Fund Reserves set aside for the County Permit System Upgrade (\$0.7 million), Give Big (\$0.1 million), the CalFresh Waiver Discontinuance (\$2.5 million), the Rimforest Drainage Project (\$0.7 million), the National Trails Highway (\$3.2 million), Cedar Avenue Interchange (\$0.08 million), Green Tree Blvd Connection (\$0.8 million), ARMC Jail Ward (\$2.5 million), County Buildings and Acquisition Project (\$8.0), Glen Helen Rehabilitation Center 512 Bed Step Housing Program (\$22.4 million), and Cash Flow Deficit (\$9.1 million). This represents an increase of \$15.7 million from the 2015-16 Final Budget and is detailed in the Discretionary General Funding and Restricted Funds section of this budget document.

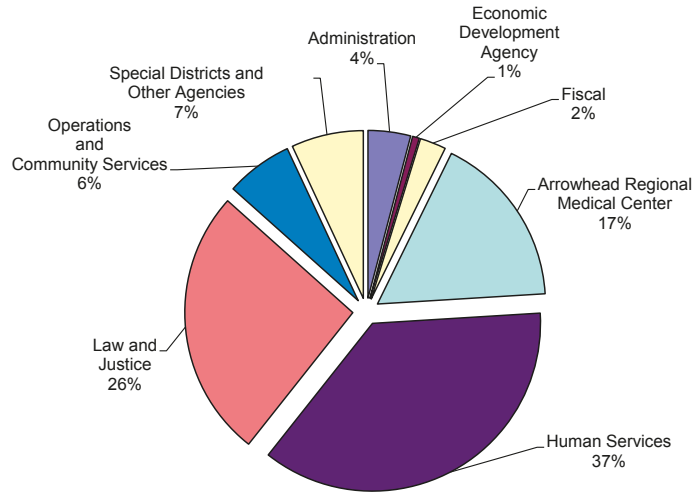
The bar graph below includes total budgeted revenue and other funding sources from the two prior Budgets and the 2016-17 Adopted Budget. 2014-15 amounts will not match previous information on prior pages because the bar graph reports on budgeted revenue and the previous tables reflect actual revenue received.



### BUDGETED STAFFING SUMMARY

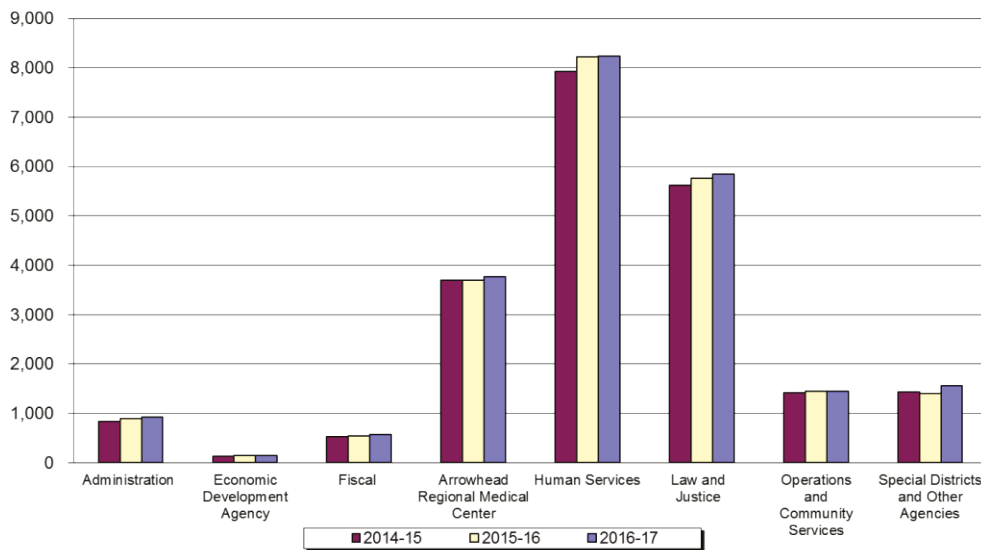
Budgeted staffing is accounted for using headcount; each position, whether full time or part time, is counted as one. The pie chart below depicts the budgeted staffing by group/agency for the 2016-17 fiscal year. The following bar graph illustrates the budgeted staffing for the 2016-17 fiscal year as well as the prior two fiscal years.

**Budgeted Staffing By Group / Agency  
2016-17 Fiscal Year**



Percentages may not add to 100% due to rounding.

**Budgeted Staffing By Group / Agency  
2014-15 Through 2016-17 Fiscal Years**



	2015-16 Final Budget Staffing	Change from Modified Budget			2016-17 Adopted Budget Staffing	Percentage Change
		Caseload Driven/ Grant or Special Funded Programs	All Other Programs	Total Change		
County - General Fund	14,332	28	65	93	14,425	0.6%
County - Other Funds	6,375	132	1	133	6,508	2.1%
Special Districts and Other Agencies	1,402	159	-	159	1,561	11.3%
Total	22,109	319	66	385	22,494	1.7%

Budgeted Staffing for caseload driven/grant, or special revenue funded programs, increased overall by a net 319 positions. Significant changes from the previous year's final budgeted staffing in caseload driven, grant or special fund programs include the following:

### County - General Fund

- **Behavioral Health** is increasing budgeted staffing by a net of 28 positions between the Behavioral Health and Alcohol and Drug Services budget units. This is primarily to accommodate the expansion of the CHOICE program as well as the Correctional Mental Health Services expansion.
- **Public Health** is increasing by a net of seven positions to address changes in grant funding, operational needs, quality improvement, equity issues, and to increase efficiency in operations.
- **The Human Services Administrative Claim** is decreasing by a net of 48 budgeted positions. This includes the addition of 86 positions across its various departments but is offset by the deletion of 134 positions, the majority of which are from the Transitional Assistance Department (131). While a small increase in TAD funding is anticipated, it is more than offset by increased salary costs and planned one-time expenditures. As a result, the department is requesting the deletion of these vacant positions to reflect anticipated allocations.
- **The District Attorney** is increasing budgeted staffing by 20 positions including the addition of one Deputy District Attorney IV to assist the department with increased workload, and 19 extra help positions to provide additional victim/witness services, aid in the department's Cold Case Prosecution Unit, and provide temporary clerical assistance.
- **Probation** is increasing budgeted staffing by 11 positions in the Administrative, Corrections and Detentions budget unit including five positions to support the department's Tattoo Removal Program, two Program Specialists to help monitor and evaluate the department's programs and treatments, and four administrative positions to improve management of the department's financial reporting and budget development processes.
- **Sheriff's Department** is increasing budgeted staffing by 14 positions in its Detentions unit including the addition of seven positions to meet TB testing requirements at the West Valley Detention Center, three positions to manage the department's inmate health records, and one Sheriff's Nurse Supervisor II to act as the department's Quality Improvement Coordinator to ensure compliance with the National Commission on Correction Health Care Standards.

### County - Other Funds

- **Information Services - Computer Operations** is increasing budgeted staffing by nine regular positions to address an increased workload related to server management, system support and fiscal/administrative functions.



- **Arrowhead Regional Medical Center** is increasing budgeted staffing by a net of 80 positions to address the addition of 12 beds in the behavioral health unit, increased staffing in the sterile processing unit, and additional positions tied to achieving goals for the renewed Waiver.
- **The Behavioral Health Mental Health Services Act** budget unit is increasing budgeted staffing by 23 positions. The Community Crisis Response Team (CCRT) is expanding to 24 hour clinical services and additional staffing increases are necessary to provide administrative support and to expand services in other MHSa programs such as the Homeless Outreach Support Team, which provides permanent support housing with wraparound case management.
- **Preschool Services** is increasing budgeted staffing by 11 positions including eight limited term positions that will allow the department to convert staffing at three sites from Head Start to Early Head Start and three regular positions to address the increased demand for health and disability services for both Head Start and Early Head Start children and parents.

### Special Districts and Other Agencies

- **Fire Protection District** is increasing budgeted staffing by 139 positions primarily as a result of the annexation of fire protection services from the Cities of San Bernardino and Twentynine Palms.

Budgeted staffing for all other programs in both the general fund and other funds is increasing by a net 66 budgeted positions. Significant changes from the previous year's final budgeted staffing in all other programs include the following:

- **Administration** – Excluding the previously mentioned increases in Information Services, budgeted staffing within the Administration Group is increasing by a total of 23 positions. Significant changes within the group include increases in the Board of Supervisors (9), Human Resources (6) and Risk Management (4). The Board of Supervisors is increasing positions to recognize the addition of limited term contract positions added since the First Quarter Budget Report. Human Resources is requesting to add six positions to improve access to professional guidance and training for Human Resources Officers, to improve the ability for the department to serve as an additional resource to departments and also to support increased workload due to labor negotiations and recruitment. Risk Management is adding four positions to assist with claims handling due to an unexpected increase in claims related to the Waterman Incident, City of San Bernardino Fire annexation to County Fire, and to reduce claims per adjuster ratio.
- **Fiscal** – The Fiscal Group is increasing budgeted staffing by a total of 15 positions primarily due to additions within the Assessor/Recorder/County Clerk (13). The Assessor/Recorder/County Clerk is requesting to increase staffing to adequately address anticipated increases in development, to improve overall operations through reorganization, and to enhance public assistance in the Assessor and Recorder divisions.
- **Law and Justice** – Excluding the previously mentioned increases in the Sheriff's Detentions, District Attorney, and Probation budget units, the Law and Justice Group is adding 35 positions. This primarily includes 31 positions within the Sheriff's Operations budget unit including two Sheriff's Services Specialists to provide evidence handling for Fontana and Big Bear, one Sheriff's pilot for fixed wing operations, one Detective for Terrorism Liaison Officer for Crime Intelligence, four Dispatcher IIs to provide workload relief, 17 Public Service Employees to provide temporary workload relief due to vacancies and three student interns for the Bureau of Administration.
- **Operations and Community Services** – The Operations and Community Services Group is increasing staffing by a net of six positions. Significant changes within this group include a decrease within Regional Parks (10) and increases in Land Use Services (7), Real Estate Services (4) and the County Library (3). Regional Parks is deleting 10 positions which have been vacant for the majority of 2015-16 and have been deemed unnecessary. Land Use is increasing positions across multiple divisions in order to



improve the quality and timeliness of services provided. In addition, Real Estate Services is adding a net of four positions to assist with contract administration, project management, and workload relief. The County Library is adding a net three positions to assist with the new Bloomington Library, bookmobile program and to perform analysis of system-wide procedures, branch supervision, program implementation, and budgetary analysis.

- **Other Agencies** are increasing by a net of 14 positions primarily due to an increase of 10 budgeted positions in the In-Home Supportive Services budget unit associated with new responsibilities mandated by state and federal agencies, such as fingerprinting requirements of IHSS Providers and new federal legislation on overtime and services for homecare workers.





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

**BUDGETED STAFFING SUMMARY**

Department	2014-15 Final Budget	2015-16 Final Budget	2016-17 Adopted Budget	Change Between 2015-16 & 2016-17
<b>ADMINISTRATION</b>				
<b><u>GENERAL FUND</u></b>				
BOARD OF SUPERVISORS	48	51	60	9
CLERK OF THE BOARD	14	13	13	-
COUNTY ADMINISTRATIVE OFFICE	17	17	17	-
COUNTY ADMINISTRATIVE OFFICE - AUTOMATED SYSTEMS DEVELOPMENT	-	12	13	1
COUNTY COUNSEL	86	93	95	2
FINANCE AND ADMINISTRATION	18	20	20	-
HUMAN RESOURCES	79	91	98	7
HUMAN RESOURCES - CENTER FOR EMPLOYEE HEALTH AND WELLNESS	12	12	12	-
INFORMATION SERVICES	13	15	15	-
PURCHASING	23	25	25	-
SUBTOTAL GENERAL FUND	310	349	368	19
<b><u>OTHER FUNDS</u></b>				
FLEET MANAGEMENT	87	93	95	2
HUMAN RESOURCES - COMMUTER SERVICES	3	3	4	1
HUMAN RESOURCES - EMPLOYEE BENEFITS AND SERVICES	31	31	29	(2)
INFORMATION SERVICES - APPLICATION DEVELOPMENT	87	88	89	1
INFORMATION SERVICES - COMPUTER OPERATIONS	120	123	132	9
INFORMATION SERVICES - TELECOMMUNICATIONS SERVICES	98	100	100	-
PURCHASING - PRINTING SERVICES	15	16	17	1
PURCHASING - SURPLUS PROPERTY AND STORAGE OPERATIONS	3	4	4	-
PURCHASING - MAIL/COURIER SERVICES	25	24	21	(3)
RISK MANAGEMENT - OPERATIONS	57	58	62	4
SUBTOTAL OTHER FUNDS	526	540	553	13
<b>TOTAL ADMINISTRATION</b>	<b>836</b>	<b>889</b>	<b>921</b>	<b>32</b>
<b>ARROWHEAD REGIONAL MEDICAL CENTER</b>				
<b><u>OTHER FUNDS</u></b>				
ARROWHEAD REGIONAL MEDICAL CENTER	3,696	3,692	3,772	80
<b>TOTAL ARROWHEAD REGIONAL MEDICAL CENTER</b>	<b>3,696</b>	<b>3,692</b>	<b>3,772</b>	<b>80</b>
<b>ECONOMIC DEVELOPMENT AGENCY</b>				
<b><u>GENERAL FUND</u></b>				
ECONOMIC DEVELOPMENT	10	12	10	(2)
<b><u>OTHER FUNDS</u></b>				
COMMUNITY DEVELOPMENT AND HOUSING	24	26	24	(2)
WORKFORCE DEVELOPMENT	105	109	113	4
SUBTOTAL OTHER FUNDS	129	135	137	2
<b>TOTAL ECONOMIC DEVELOPMENT AGENCY</b>	<b>139</b>	<b>147</b>	<b>147</b>	<b>-</b>



**BUDGETED STAFFING SUMMARY**

Department	2014-15 Final Budget	2015-16 Final Budget	2016-17 Adopted Budget	Change Between 2015-16 & 2016-17
<b>FISCAL</b>				
<b>GENERAL FUND</b>				
ASSESSOR/RECORDER/COUNTY CLERK	222	224	237	13
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR	297	315	317	2
SUBTOTAL GENERAL FUND	519	539	554	15
<b>OTHER FUNDS</b>				
ASSESSOR/RECORDER/COUNTY CLERK - SPECIAL REVENUE FUNDS	10	10	10	-
SUBTOTAL OTHER FUNDS	10	10	10	-
<b>TOTAL FISCAL</b>	<b>529</b>	<b>549</b>	<b>564</b>	<b>15</b>
<b>HUMAN SERVICES</b>				
<b>GENERAL FUND</b>				
AGING AND ADULT SERVICES - AGING PROGRAMS	38	40	40	-
AGING AND ADULT SERVICES - PUBLIC GUARDIAN - CONSERVATOR	19	21	21	-
CHILD SUPPORT SERVICES	431	428	424	(4)
HEALTH ADMINISTRATION	1	1	1	-
BEHAVIORAL HEALTH	513	584	610	26
BEHAVIORAL HEALTH - ALCOHOL AND DRUG	75	90	92	2
PUBLIC HEALTH	715	736	743	7
PUBLIC HEALTH - CALIFORNIA CHILDREN'S SERVICES	174	179	179	-
HUMAN SERVICES - ADMINISTRATIVE CLAIM	4,707	4,854	4,806	(48)
VETERANS AFFAIRS	22	26	22	(4)
SUBTOTAL GENERAL FUND	6,695	6,959	6,938	(21)
<b>OTHER FUNDS</b>				
HUMAN SERVICES - WRAPAROUND REINVESTMENT FUND	1	-	-	-
BEHAVIORAL HEALTH - MENTAL HEALTH SERVICE ACT	517	567	590	23
PRESCHOOL SERVICES	707	700	711	11
SUBTOTAL OTHER FUNDS	1,225	1,267	1,301	34
<b>TOTAL HUMAN SERVICES</b>	<b>7,920</b>	<b>8,226</b>	<b>8,239</b>	<b>13</b>
<b>LAW AND JUSTICE</b>				
<b>GENERAL FUND</b>				
DISTRICT ATTORNEY - CRIMINAL PROSECUTION	503	511	531	20
LAW AND JUSTICE GROUP ADMINISTRATION	1	1	1	-
PROBATION - ADMINISTRATION, CORRECTIONS & DETENTION	1,183	1,238	1,249	11
PROBATION - JUVENILE JUSTICE GRANT PROGRAM	39	47	46	(1)
PUBLIC DEFENDER	247	262	267	5
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	1,698	1,701	1,732	31
SHERIFF - DETENTIONS	1,373	1,419	1,433	14
SHERIFF - LAW ENFORCEMENT CONTRACTS	578	582	582	-
SUBTOTAL GENERAL FUND	5,622	5,761	5,841	80
<b>OTHER FUNDS</b>				
SHERIFF/CORONER/PUBLIC ADMINISTRATOR - PUBLIC GATHERINGS	-	-	-	-
SUBTOTAL OTHER FUNDS	-	-	-	-
<b>TOTAL LAW AND JUSTICE</b>	<b>5,622</b>	<b>5,761</b>	<b>5,841</b>	<b>80</b>



**BUDGETED STAFFING SUMMARY**

Department	2014-15 Final Budget	2015-16 Final Budget	2016-17 Adopted Budget	Change Between 2015-16 & 2016-17
<b>OPERATIONS AND COMMUNITY SERVICES</b>				
<b><u>GENERAL FUND</u></b>				
AGRICULTURE/WEIGHTS AND MEASURES	64	64	65	1
AIRPORTS	20	20	20	-
COMMUNITY SERVICES GROUP	-	1	1	-
COUNTY MUSEUM	21	22	22	-
LAND USE SERVICES - ADMINISTRATION	36	38	40	2
LAND USE SERVICES - LAND DEVELOPMENT	8	8	8	-
LAND USE SERVICES - PLANNING	31	31	29	(2)
LAND USE SERVICES - BUILDING AND SAFETY	23	21	23	2
LAND USE SERVICES - CODE ENFORCEMENT	30	33	35	2
LAND USE SERVICES - FIRE HAZARD ABATEMENT	17	14	17	3
PUBLIC WORKS - SURVEYOR	25	23	23	-
REAL ESTATE SERVICES (RES)	26	24	24	-
RES - PROJECT MANAGEMENT DIVISION	22	22	24	2
RES - FACILITIES MANAGEMENT DIVISION	102	111	113	2
RES - UTILITIES	2	2	2	-
REGIONAL PARKS	232	205	195	(10)
REGISTRAR OF VOTERS	37	73	73	-
SUBTOTAL GENERAL FUND	696	712	714	2
<b><u>OTHER FUNDS</u></b>				
COUNTY LIBRARY	291	295	298	3
COUNTY MUSEUM - MUSEUM STORE	2	3	3	-
PUBLIC WORKS - TRANSPORTATION - ROAD OPERATIONS	341	341	343	2
PUBLIC WORKS - SOLID WASTE MANAGEMENT - OPERATIONS	83	86	87	1
REGIONAL PARKS - ENTERPRISE FUNDS	4	6	4	(2)
REGIONAL PARKS - SPECIAL REVENUE FUNDS	-	-	-	-
SUBTOTAL OTHER FUNDS	721	731	735	4
<b>TOTAL OPERATIONS AND COMMUNITY SERVICES</b>	<b>1,417</b>	<b>1,443</b>	<b>1,449</b>	<b>6</b>
<b>TOTAL COUNTY DEPARTMENTS - GENERAL FUND</b>	<b>13,852</b>	<b>14,332</b>	<b>14,425</b>	<b>93</b>
<b>TOTAL COUNTY DEPARTMENTS - OTHER FUNDS</b>	<b>6,307</b>	<b>6,375</b>	<b>6,508</b>	<b>133</b>
<b>COUNTY DEPARTMENTS GRAND TOTAL</b>	<b>20,159</b>	<b>20,707</b>	<b>20,933</b>	<b>226</b>
<b>SPECIAL DISTRICTS AND OTHER AGENCIES</b>				
<b><u>OTHER FUNDS</u></b>				
SPECIAL DISTRICTS DEPARTMENT	188	182	184	2
FIRE PROTECTION DISTRICT	911	878	1,017	139
FLOOD CONTROL DISTRICT	162	166	170	4
OTHER AGENCIES	169	176	190	14
SUBTOTAL OTHER FUNDS	1,430	1,402	1,561	159
<b>TOTAL SPECIAL DISTRICTS AND OTHER AGENCIES</b>	<b>1,430</b>	<b>1,402</b>	<b>1,561</b>	<b>159</b>
<b>TOTAL ALL COUNTY ENTITIES</b>	<b>21,589</b>	<b>22,109</b>	<b>22,494</b>	<b>385</b>



## **CAPITAL IMPROVEMENT PROGRAM**

The County budget summary includes Requirements for Capital Improvement Projects. Below find summary information on the types and costs of projects budgeted in 2016-17.

### Projects Administered by Real Estate Services Department – Project Management Division

#### **CAPITAL PROJECTS FUNDS SUMMARY**

	Fund CJP	Fund CJV	Sub-Total	ARMC Capital Fund CJE	Total
<b>Requirements</b>					
Land	2,223,235		2,223,235		2,223,235
Improvements to Land	15,512,745		15,512,745	1,333,545	16,846,290
Structures and Improvements	247,024,726	899,330	247,924,056	15,540,472	263,464,528
Salaries and Benefits Transfers Out	-		-		-
Fixed Assets Transfers Out	477,847		477,847		477,847
<i>Total Requirements</i>	<u>265,238,553</u>	<u>899,330</u>	<u>266,137,883</u>	<u>16,874,017</u>	<u>283,011,900</u>

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

In August 2015, County departments were requested to provide a five-year projection of their capital requirements. The 2016-2021 5-Year Capital Improvement Program Plan was completed in December 2015. That document included information on Major Capital Improvements that are currently in progress, and projects proposed by County departments and Special Districts to commence within the next five years. It is intended to be a tool for management and the Board to prioritize capital needs, develop funding plans, and stay informed about the progress of multi-year projects. Departments request funding for these capital improvement projects as part of the budget process, when they submit a request for funding consideration to the Real Estate Services Department. Requests can also be submitted mid-year, if necessary, with any required budget adjustments made on quarterly budget reports.

The Real Estate Services Department – Project Management Division (RES-PMD) manages major county projects which include construction and rehabilitation of facilities, and repair projects. The 2016-17 budgets for these projects are summarized in the schedule above. The schedule above does not include Operating Transfers Out or Reimbursements as part of total Requirements. Instead, the schedule represents total budgeted project costs.

RES-PMD Requirements include \$266.1 million in projects managed through Capital Funds and \$16.9 million in projects managed through Arrowhead Regional Medical Center Enterprise Funds, for a total project budget of \$283.0 million.

The 2016-17 Adopted Budget includes \$129.5 million in new project funding. This includes \$58.6 million in projects funded with Discretionary General Funding. Discretionary General Funding allocations include the 800MHz Upgrade Project (\$17.9 million) the County Buildings Acquisition and Retrofit Project (\$8.0 million), various Sheriff facility improvements (\$12.2 million) and the ARMC Jail Ward project (\$2.5 million). Additionally \$12.0 million in new project funding is allocated to non-major CIP and maintenance projects.

Projects approved in prior years but not yet completed have carryover balances of \$153.5 million. The major multi-year projects with carryover balances are the 800 MHz Upgrade Project, the County Buildings Acquisition and Retrofit Project, and the Sheriff's Aviation Relocation from Rialto Airport to San Bernardino International Airport.



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

#### Projects Administered by Other County Departments

Transportation and Solid Waste projects are administered by the Department of Public Works. Requirements for these projects are accounted for in special revenue and enterprise funds and budgeted in the respective department(s) budgets. Budgets for both the Transportation and Solid Waste departments are found in the Operations and Community Services section of this budget book. Total projects budgeted in 2016-17 (both new and carryover) for Transportation is \$67.8 million, and for Solid Waste is \$10.1 million. Transportation project types include major rehabilitation and overlay, surface chip and seal, and major infrastructure improvements. Solid Waste Management project types include closure construction, liner construction, land acquisition, and construction of landfill gas extraction systems.

Also reflected in the Capital Improvement Program are \$0.4 million in Requirements for minor projects which are administered by various departments with oversight and inspection provided by RES-PMD. In 2016-17, this includes Airports (\$0.3 million), CONFIRE (\$45,000), and Public Works (\$60,000).

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

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

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

Flood Control, found in the Operations and Community Services section of this budget book, has twenty-nine major improvement projects budgeted in 2016-17. Requirements for these projects (both new and carryover) total \$43.1 million and includes right-of-way acquisition expenses, consultants for design or geotechnical services, labor, and construction costs.

Special Districts Department capital projects are found in the Special Districts Department section of this budget book, in the Capital Improvement Program pages. In 2016-17, Requirements for these projects (both new and carryover) total \$45.0 million. Requirements include \$9.2 million for the design and construction of a new Big Bear Alpine Zoo, \$8.5 million for Lake Gregory Dam rehabilitation, \$5.4 million for the Snow Drop Road Project and \$5.3 million for the CSA 70 Pioneertown Offsite Pipeline Supply project.



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

County General Fund operations of \$3.0 billion are funded with four major types of sources: countywide discretionary revenue (\$838.8 million), Proposition 172 revenue (\$169.1 million), 1991 and 2011 Realignment revenues (\$689.3 million), and departmental revenue (\$1.3 billion).

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

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

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

The following sections provide details of:

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

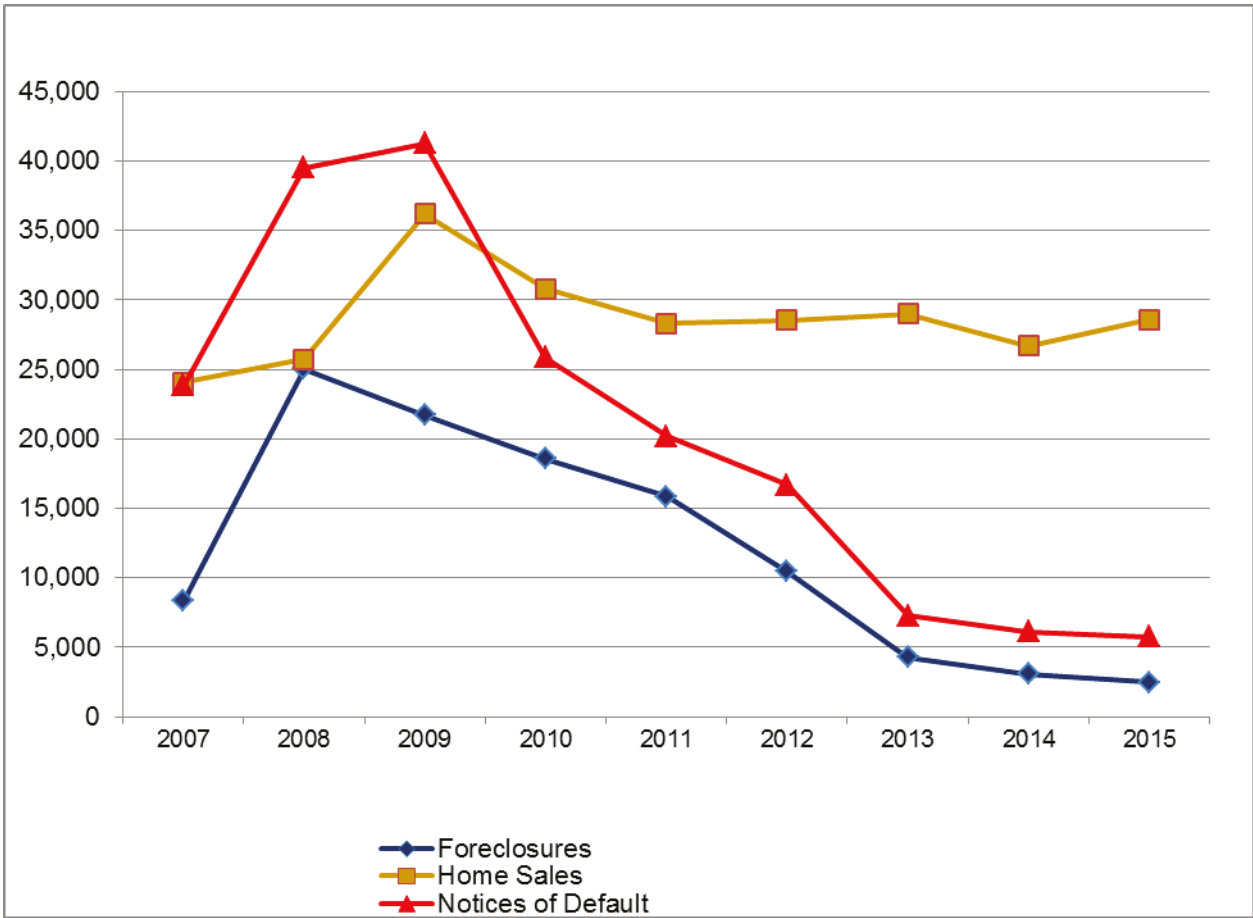




**ECONOMIC INDICATORS**

Property related revenue accounts for 61.8 percent of the County’s discretionary revenue and other funding sources. These revenues were severely impacted by the mortgage and financial crisis, which also had a significant effect on the housing market within the County. During this crisis, home values plummeted while foreclosures and notices of default skyrocketed. Assessed valuation was negatively affected both by homes selling at prices lower than their current assessed valuation, and by Proposition 8 reassessments, which lower valuations of properties (where no change in ownership has occurred) if the current assessed value of such property is greater than the fair market value of the property. However, as shown in the chart below, foreclosures have declined from their peak of 25,038 experienced in 2008, down to 2,477 in 2015. Home sales have stabilized at roughly 28,000 annually since 2011. In addition, as shown in the chart on the next page, the median home prices are rising.

**COUNTY OF SAN BERNARDINO  
FORECLOSURES/HOME SALES/NOTICES OF DEFAULT BY QUARTER  
CALENDAR YEARS 2007 THROUGH 2015**

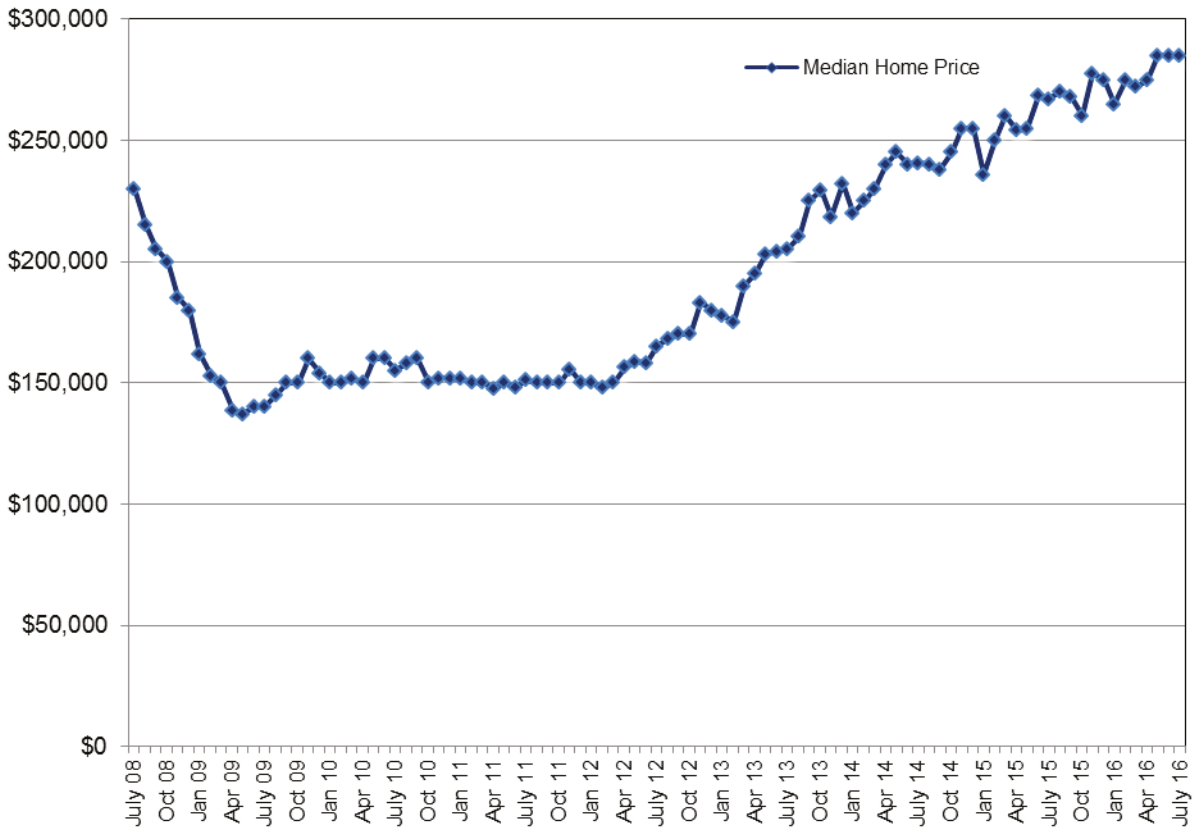


Source: County Assessor and CoreLogic/Dataquick



In 2015, foreclosures were down 18.9% from 2014, and for the second quarter of 2016 they were down by 24.8%. 2015 Notices of Default were down by 6.0% from the prior year, and for the second quarter of 2016 are down 6.0%. As foreclosures and Notices of Default decline, the County continues to see a rise in the median price of a home. The chart below shows the fluctuation in the median price over the past eight years. Prior to the steady increase that began at the end of 2012, the median price had been stable at approximately \$150,000 for the 34 month period between September 2009 and June 2012. As of July 2016, the County’s median home price has risen to \$285,000.

**COUNTY OF SAN BERNARDINO  
 MEDIAN HOME PRICE BY MONTH  
 JULY 2008 THROUGH JULY 2016**

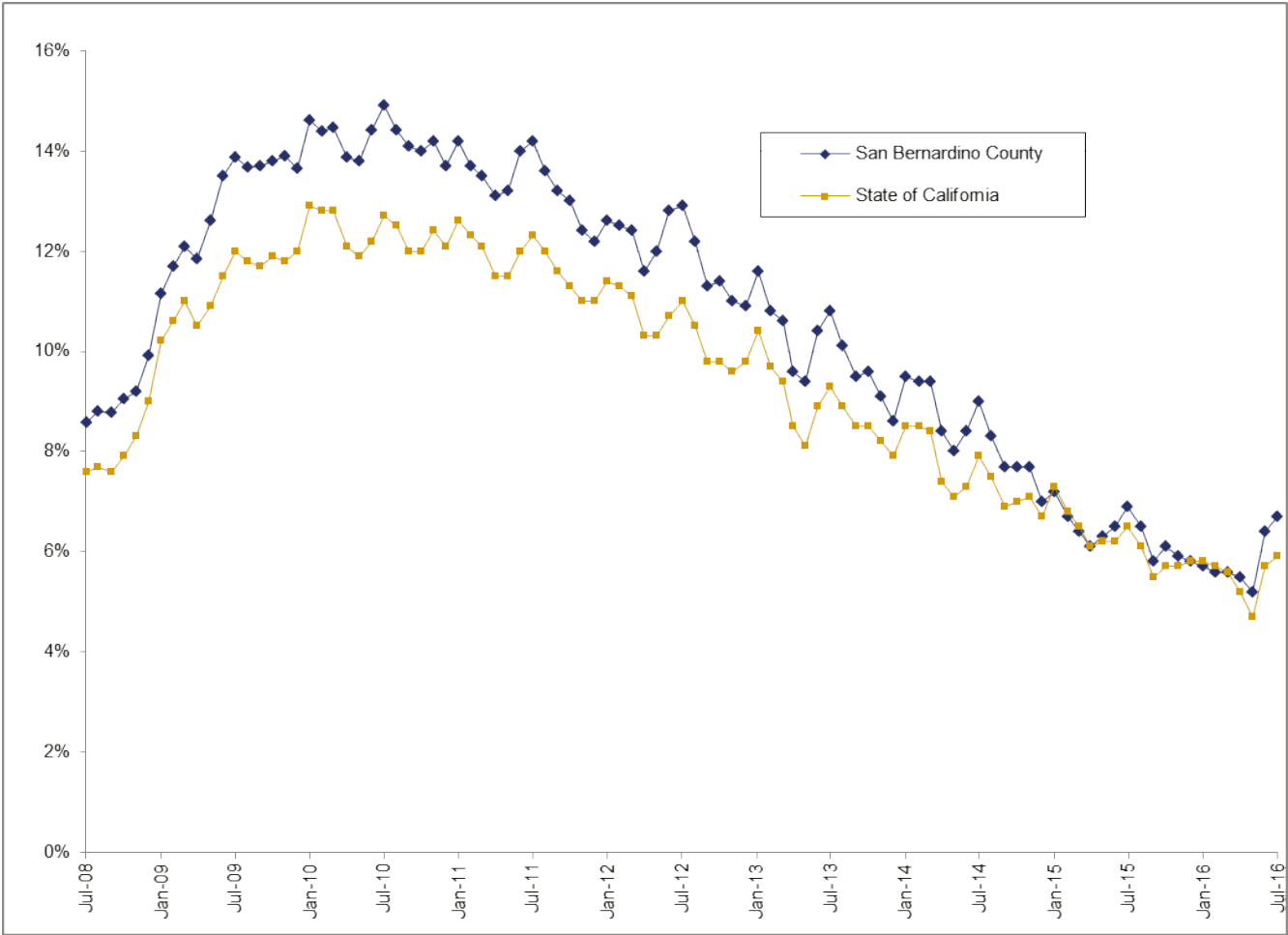


Source: CoreLogic/Dataquick



During the recession, in addition to the decline in property values, the loss of jobs in the County led to high levels of unemployment, as shown in the chart below. County unemployment reached its peak of 14.8% in July 2010. However conditions have improved. In 2015, 58,692 jobs were added, and total job gains since 2011 are 196,708, which is 137.56% of the 142,993 jobs lost during the recession. Job growth for 2016 is forecasted at 48,700, which, if achieved, will be consistent with median job growth experienced prior to the recession. Unemployment has declined to 6.7% as of July 2016, which compares to unemployment rates for the State and the United States of America, which were 5.9% and 4.9%, respectively.

**COUNTY OF SAN BERNARDINO  
UNEMPLOYMENT RATES  
STATE OF CALIFORNIA AND SAN BERNARDINO COUNTY  
JULY 2008 THROUGH JULY 2016**



Source: State of California Employment Development Department



## **GENERAL FUND – FIVE YEAR FORECAST 2016-17 THROUGH 2020-21**

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

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

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

### **Significant Issues Impacting the General Fund**

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

Although there are minimal projected increases in retirement costs in 2016-17, the County is currently projecting the equivalent of an 11% loss in the County pension system for the year ending June 30, 2016, which is reflected as Hypothetical Retirement costs of \$18.8 million through 2020-21.

Known costs associated with approved Memoranda of Understanding (MOUs) with employee groups reflect a cumulative change over the next five year period of \$24.1 million. However, the costs associated with current and upcoming negotiations with employee groups present an estimated \$43.2 million challenge to the County's current operating surplus projected for the next five years. These Hypothetical MOU costs reflect the assumption that salary adjustments for the contracts with the employee groups currently in negotiations will mirror the salary adjustments received by the employees with recently executed employee contracts.

The County currently estimates that the ongoing cost of staffing the expanded High Desert Detention Center is \$27.6 million. Previously, the recommended funding deferral grew staffing in phases, moving Phase 2 to Fiscal Year 2017-18 and Phase 3 to Fiscal Year 2018-19, to mitigate costs. However, these costs are not funded in the Ongoing Budget Plan.

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



**TABLE 1**  
**FIVE-YEAR FINANCIAL FORECAST**  
**DISCRETIONARY GENERAL FUNDING**  
**FISCAL YEARS 2016-17 THROUGH 2020-21**  
(dollars in millions)

	<u>2016-17</u>	<u>Total Change</u> <u>2016-17 through 2020-21</u>
<b>2015-16 Ongoing Carryover</b>	<b>\$10.8</b>	<b>\$10.8</b>
Property Tax	\$27.1	\$77.3
Proposition 172 Sales Tax	4.3	18.3
Other Revenue	5.3	10.9
<b>Total Ongoing Revenue Change</b>	<b>\$36.7</b>	<b>\$106.5</b>
<b><u>Ongoing Cost Changes:</u></b>		
Retirement	(0.7)	(18.6)
Other MOU Costs	(8.6)	(24.1)
County Fire Subsidy Costs	(1.2)	(1.9)
Other Costs	(6.6)	7.6
Transportation Operations/Pavement Management Program (PCI)	(5.4)	(5.4)
<b>Total Change in Costs</b>	<b>(22.5)</b>	<b>(42.4)</b>
<b>Yearly Operating Available</b>	<b>\$25.0</b>	<b>\$74.9</b>
<b><u>Ongoing Costs Not Funded in the Ongoing Budget Plan</u></b>		
High Desert Detention Center Staffing (Phases 2 and 3)	0.0	(27.6)
<b>Subtotal Ongoing (Deficit)/Surplus including Ongoing Costs Not Funded</b>	<b>\$25.0</b>	<b>\$47.3</b>
Hypothetical Memoranda Of Understanding (MOU) Costs	(5.2)	(43.2)
Hypothetical Retirement Costs	0.0	(18.8)
<b>Annual Ongoing (Deficit)/Surplus including Ongoing Costs Not Funded</b>	<b>\$19.8</b>	<b>\$(14.7)</b>

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

Table 1 displays the County's 2016-17 financial forecast and summarizes the County's five-year financial forecast. The forecast reflects ongoing expenditures funded with ongoing discretionary revenue in the County's General Fund. The forecast shows that ongoing revenues are increasing due to projected increases in property tax and Proposition 172 sales tax revenue. Ongoing Cost Changes reflect the cost to maintain current service levels. After accounting for these changes, the Yearly Operating Available is positive for the next five fiscal years, but only provides for minimal increases in services or labor costs.

In recent years, the County has identified other ongoing costs not previously included in the five year forecast that need to be addressed. These costs are identified in Table 1 as Ongoing Costs Not Funded in the Ongoing Budget Plan and represent deferred staffing of the High Desert Detention Center. After including this cost component, the County's General Fund has a cumulative structural surplus of \$47.3 million over the next five fiscal years.

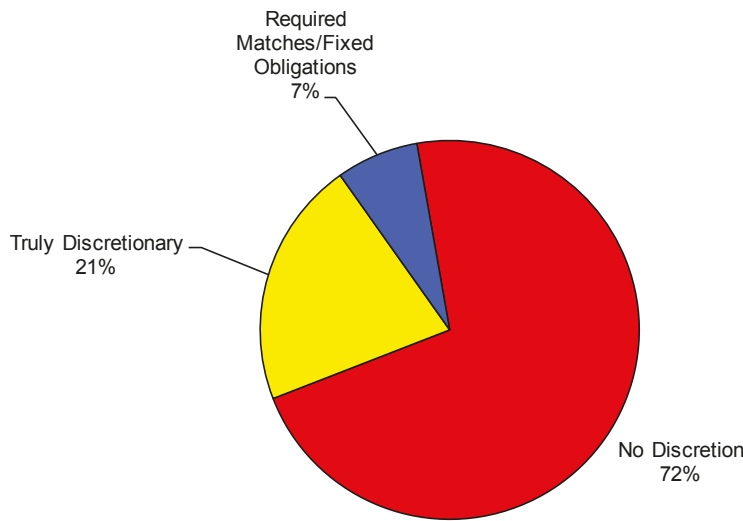
However, this forecast also illustrates the need for continued caution in allocating any surplus in light of upcoming and current negotiations with employee groups. The surplus reverts to a deficit when potential Memoranda of Understanding (MOU) and Retirement costs are included. Costs associated with future negotiations have been estimated and identified in Table 1 as Hypothetical MOU Costs and Hypothetical Retirement Costs.



**COUNTYWIDE DISCRETIONARY REVENUE**

The entire General Fund budget including operating transfers in is \$3.0 billion, however, only \$0.63 billion (or 21.1%) is truly discretionary as seen in this pie chart.

**2016-17 Adopted Budget  
General Fund Spending**



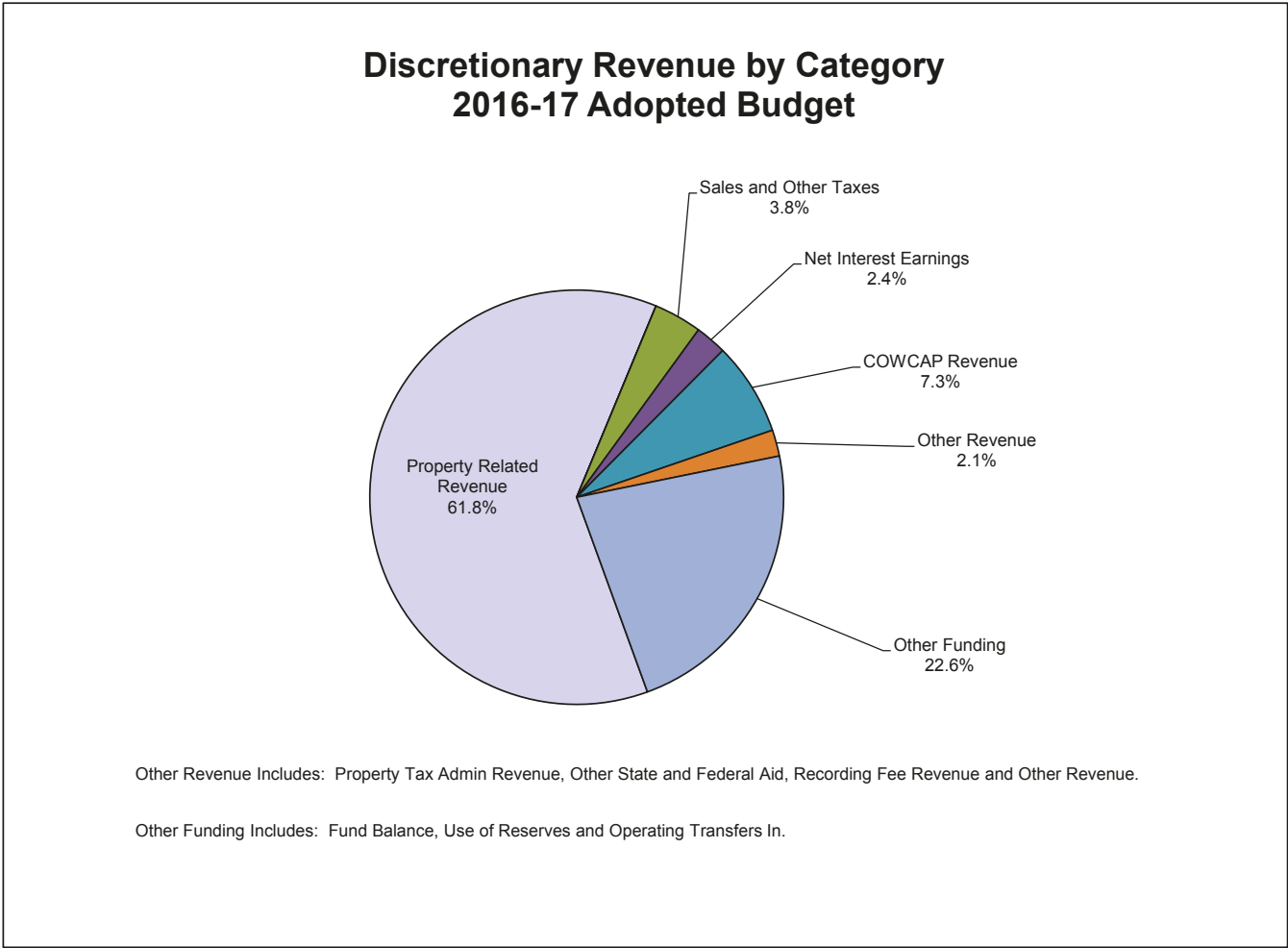
<b>SPENDING WHERE THERE IS NO DISCRETION. INCLUDES:</b>	<b>2,143,677,544</b>
Welfare costs reimbursed by state and federal monies (\$1,075.8 million)	
Other program costs funded by program revenues such as user fees (\$1,067.9 million)	
<b>REQUIRED HEALTH AND WELFARE MATCHES AND OTHER FIXED OBLIGATIONS:</b>	<b>209,559,106</b>
<b>SPENDING WHERE THERE IS DISCRETION. INCLUDES:</b>	<b>629,282,743</b>
Reserve Contributions (\$52.4 million)	
Contingencies Contributions (\$71.7 million)	
Law and justice program costs funded by local revenues (\$354.1 million)	
All other program costs funded by local revenues (\$151.1 million)	
<b>TOTAL:</b>	<b>\$2,982,519,393</b>

Countywide discretionary revenue and other funding sources total \$838,841,849 and is first obligated to pay for required health and welfare matches and other fixed obligations, which total \$209,559,106. The remaining amount of \$629,282,743 is available to fund departmental budgets' Net County Cost or other expenditures.





Shown below are the sources of countywide discretionary revenue and other funding sources of \$838,841,849 for the 2016-17 Adopted Budget:



Percentages may not add to 100% due to rounding.



## COUNTYWIDE DISCRETIONARY REVENUE WHICH PAYS FOR NET COUNTY COST

2016-17 Discretionary General Funding of \$838,841,849 includes Countywide Discretionary Revenue of \$648.9 million and Other Funding Sources of \$189.9 million. Per the County Fund Balance and Reserve Policy, the General Purpose Reserve will be built up with one-time sources until the target of 20% of locally funded appropriation is reached. The 2016-17 Adopted Budget includes a contribution of \$8,347,763 to the General Purpose Reserve (1% of locally funded appropriation) and brings the funding level to \$97,124,165, or 14.6% of locally funded appropriation. County policy also requires a minimum of 1.5% of locally funded appropriation be placed in General Fund Mandatory Contingencies, which is \$9,988,981 for 2016-17.

	2015-16 Adopted Budget	2015-16 Final Budget	2015-16 Actual	2016-17 Adopted Budget
<b>Countywide Discretionary Revenue</b>				
Property Related Revenue:				
Current Secured, Unsecured, Unitary	249,353,638	253,579,567	265,447,010	261,788,006
VLF/Property Tax Swap	227,495,213	232,065,308	232,070,078	240,212,594
Supplemental Property Tax	3,000,000	5,000,000	5,276,604	5,000,000
Property Transfer Tax	7,500,000	7,725,000	10,707,845	7,725,000
Penalty on Current Taxes	2,160,000	2,160,000	2,588,730	2,160,000
Prior Property Taxes, Penalties and Interest	1,690,000	1,690,000	2,392,414	1,690,000
<b>Total Property Related Revenue<sup>(1)</sup></b>	<b>491,198,851</b>	<b>502,219,875</b>	<b>518,482,682</b>	<b>518,575,600</b>
Sales and Other Taxes:				
Sales and Use Tax <sup>(1)</sup>	21,561,071	21,561,071	34,823,350	22,682,247
Franchise Fees	5,950,000	6,645,000	6,870,114	6,645,000
Hotel/Motel Tax	1,500,000	1,500,000	2,313,311	1,500,000
Other Taxes	790,000	678,000	729,384	678,000
<b>Total Sales and Other Taxes</b>	<b>29,801,071</b>	<b>30,384,071</b>	<b>44,736,159</b>	<b>31,505,247</b>
Net Interest Earnings	20,550,000	20,550,000	29,627,687	20,550,000
COWCAP Revenue	57,921,243	57,921,243	57,912,336	61,089,208
Property Tax Admin Revenue	8,636,581	8,636,581	9,472,857	8,809,313
Recording Fee Revenue	2,850,000	2,850,000	3,512,472	2,850,000
State and Federal Aid	5,122,675	5,122,675	5,859,144	5,122,675
Other Revenue	430,000	430,000	16,874,100	430,000
<b>Total Countywide Discretionary Revenue</b>	<b>616,510,421</b>	<b>628,114,445</b>	<b>686,477,437</b>	<b>648,932,043</b>
<b>Other Funding Sources</b>				
Available Fund Balance, beginning	176,598,036	176,598,036	176,598,036	117,903,385
Fund Balance for Board Discretionary Fund Allocations	2,511,716	2,511,716	2,511,716	1,422,305
Use of Reserves	2,922,144	34,369,792	34,369,792	50,104,116
Operating Transfers In (One-Time)	12,000,000	33,018,544	21,080,335	3,480,000
Operating Transfers In (Ongoing)	17,000,000	17,000,000	17,000,000	17,000,000
<b>Total Other Funding Sources</b>	<b>211,031,896</b>	<b>263,498,088</b>	<b>251,559,879</b>	<b>189,909,806</b>
<b>Total Countywide Discretionary Revenue and Other Funding Sources</b>	<b>827,542,317</b>	<b>891,612,533</b>	<b>938,037,316</b>	<b>838,841,849</b>
<b>Locally Funded Appropriation</b>				
Total Countywide Discretionary Revenue	616,510,421	628,114,445	686,477,437	648,932,043
Operating Transfers In (Ongoing)	17,000,000	17,000,000	17,000,000	17,000,000
<b>Locally Funded Appropriation</b>	<b>633,510,421</b>	<b>645,114,445</b>	<b>703,477,437</b>	<b>665,932,043</b>

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



## **Countywide Discretionary Revenue**

Property Related Revenue accounts for 61.8% of countywide discretionary revenue and other funding sources. These revenues were severely impacted as a result of the mortgage and financial crisis, which also had a significant effect on the housing market within the County. Assessed valuation was negatively affected both by homes selling at prices lower than their current assessed valuation, and by Proposition 8 reassessments, which lower valuations of properties (where no change in ownership has occurred) if the current assessed value of such property is greater than the fair market value of the property. However, the median price of a home in the County has risen and the volume of home sales remains relatively stable. Rising home prices are also leading to value being added back to the assessment roll for valuations that had been reduced through Proposition 8 reassessments.

The 2016-17 Adopted Budget anticipates a 3.5% increase in the assessed valuation of properties within the County.

Subsequent to the adoption of the 2016-17 Budget, the Assessor/Recorder/County Clerk published the County's assessment roll that reflected an increased in assessed valuation of 4.2% for 2016-17. The County will analyze the roll increase and future supplemental roll activity to evaluate the need for budget adjustments in the quarterly report process.

### **Elimination of Redevelopment Agencies**

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

### **The Teeter Plan**

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

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

As a participant in the Teeter Plan, the County General Fund receives its entire share of its Teeter Secured Levy, regardless of delinquencies. The County General Fund also receives all participating agencies share of the penalties and interest associated with the delinquent taxes advanced under the Teeter Plan once they are paid. These interest and penalties, accounted for as interest earnings in Countywide discretionary revenue, are projected to remain static to prior year earnings.



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

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

Secured Property Tax Revenue makes up approximately \$236.1 million of the \$261.8 million in the 2016-17 “Current Secured, Unsecured, Unitary” budgeted revenue number, up from \$228.2 million in the 2015-16 Final Budget. This reflects a projected increase in assessed valuation of 3.5%. This number also includes a \$1.0 million increase in residual revenue related to the dissolution of Redevelopment Agencies pursuant to ABx1 26 and pass-through payments consistent with the legislation (see ‘Elimination of Redevelopment Agencies’ on the previous page).

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

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

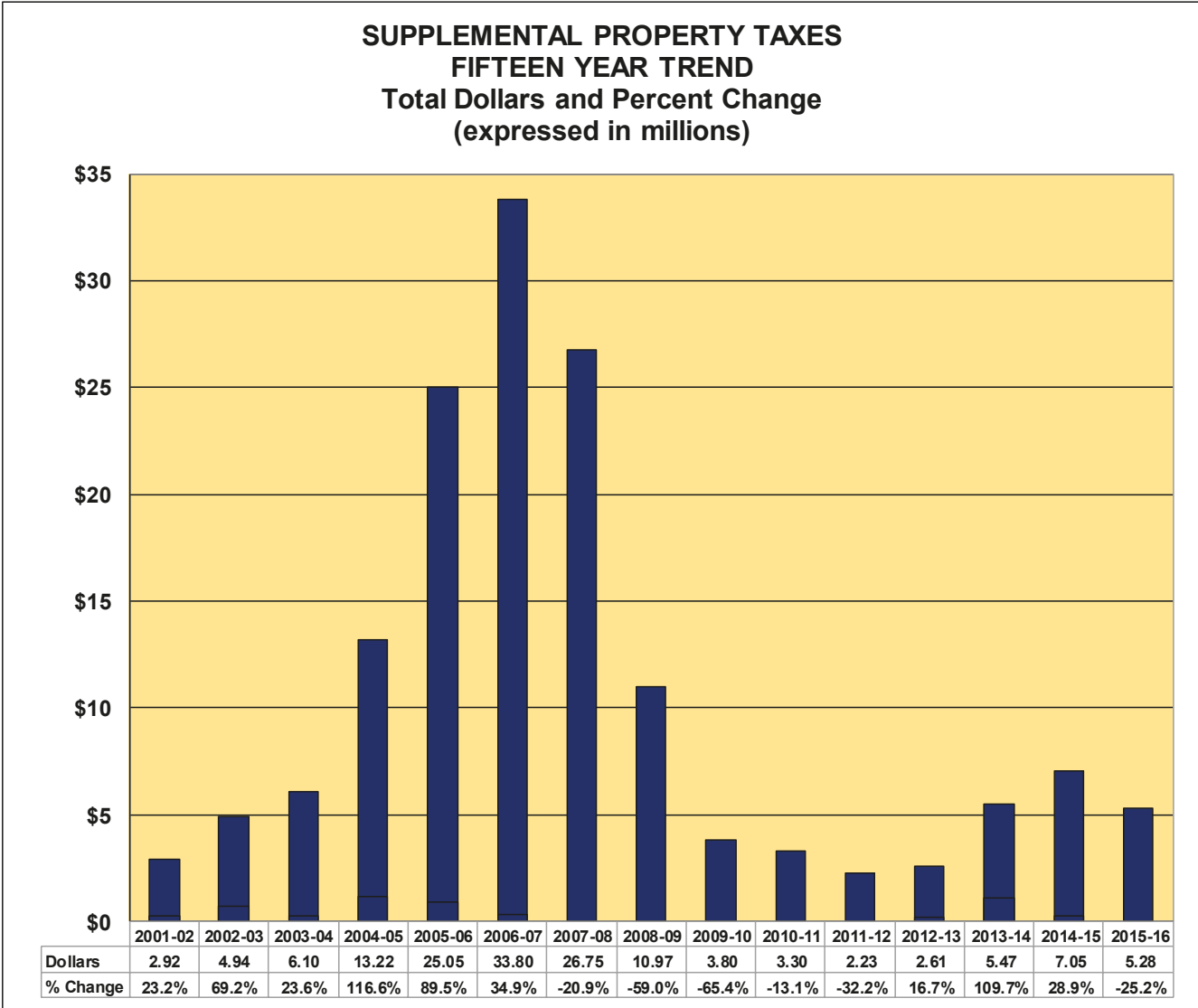
The VLF Backfill was eliminated in the 2004-05 State Budget. In that year, the VLF Backfill to cities and counties was permanently replaced with an equivalent increase in property tax revenues (VLF/Property Tax Swap revenues). This increase was funded by decreases in property tax revenues allocated to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

For 2004-05, the State established the base amount of the VLF/Property Tax Swap. The base is equal to the amount of VLF backfill that the counties and cities would have received in 2004-05, calculated using actual VLF receipt amounts for 2004-05. For years beginning in 2005-06, the VLF/Property Tax Swap amount is calculated using the prior year VLF/Property Tax Swap amount adjusted by the percent change in assessed valuation. This percent change includes both secured and unsecured assessed valuation, but excludes the change in unitary valuations. The 2016-17 budgeted amount reflects the projected increase in assessed valuation of 3.5% as compared to the 2015-16 actual revenue.

### **Supplemental Property Tax**

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



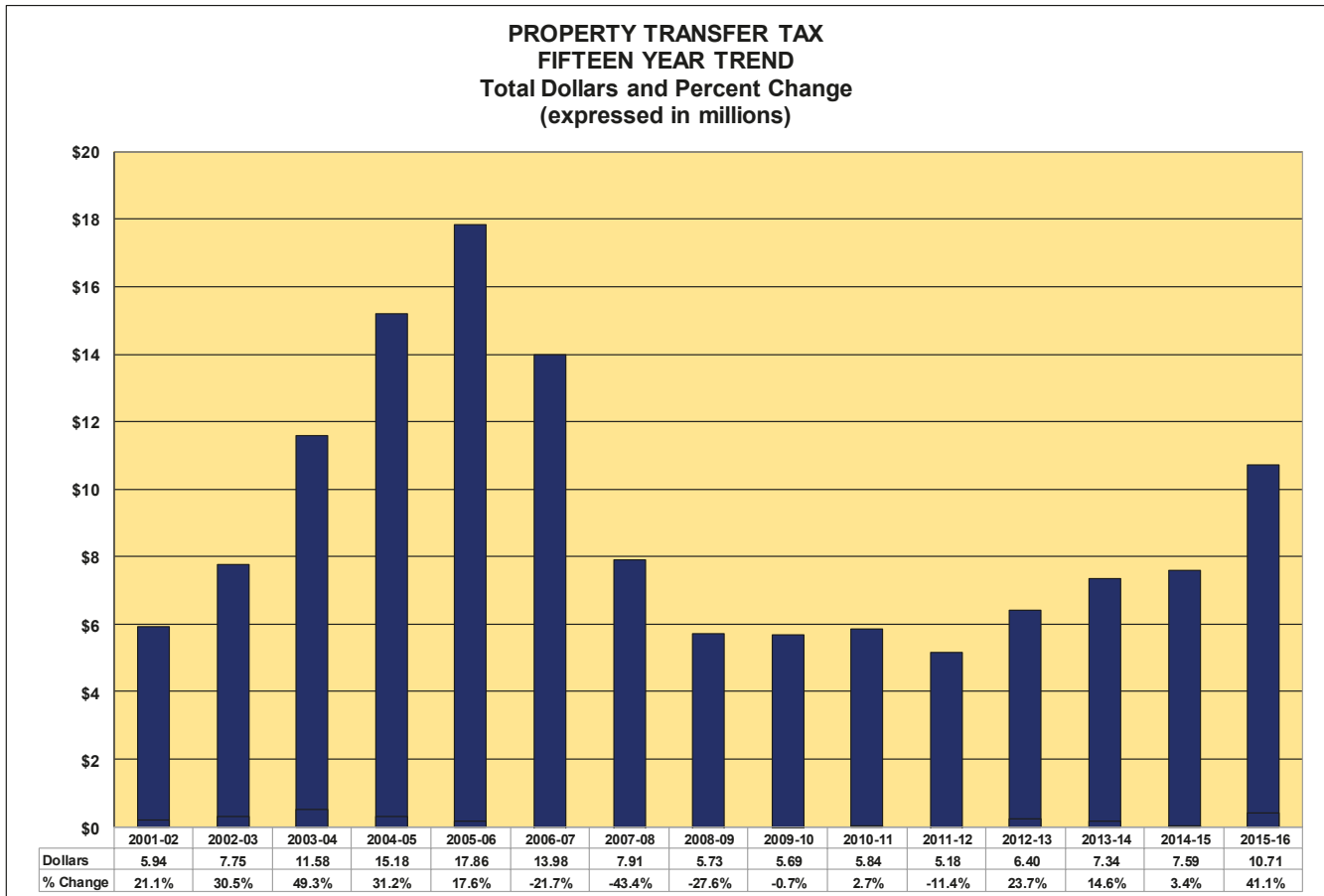


As shown in the chart above, supplemental property tax revenues have declined significantly since 2006-07 as a result of the collapse of the housing market. Supplemental revenue in 2012-13 showed the first year over year increase since 2006-07. The County projects the ongoing portion of these revenues to be \$5.0 million in 2016-17.



### Property Transfer Tax

The Property Transfer Tax is collected when any lands, tenements, or other realty sold within the County is granted, assigned, transferred, or otherwise conveyed to or vested in the purchaser. The tax is imposed when the value of the property exceeds \$100. The tax rate is \$0.55 for each \$500 of property value. For sales in the unincorporated areas of the County, the County receives 100% of the tax. For sales in cities, the County receives 50% of the tax. The County anticipates that property transfer tax will total \$7.7 million in 2016-17. The following chart presents the most recent fifteen year trend of property transfer tax revenue.



### Sales and Use Tax

Countywide discretionary revenue includes 1.0% of the 8.0% sales tax rate charged on purchases made in the unincorporated areas of the County. When preparing the annual budget, the County projects future sales tax revenue based on data provided by a local economist and the County’s sales tax consultant. For 2016-17, Sales and Use Tax revenue is anticipated to increase by 5.2% over the prior year budgeted amount.

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

Effective with the fiscal year that began on July 1, 2004, the State changed the way sales tax revenue was distributed to counties and cities. Prior to that time, counties and cities received 1.0% of the State’s base sales tax rate. Pursuant to new provisions enacted by the legislature, this 1.0% share of sales tax was reduced by 0.25%, to 0.75%. The additional 0.25% in sales tax revenue was redirected to the State to be used to fund debt service on the California Economic Recovery Bonds, which were approved by voters as Proposition 57. In return, counties and cities received additional property tax revenue (funded by reducing the schools’ share of property tax revenue) in an amount equal to the 0.25% sales tax revenues forgone. The State General Fund then made up the loss of property tax revenue to the schools. This change is referred to as the ‘Triple Flip’.





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

Since 2013-14, both components of discretionary sales tax revenue (Sales and Use Tax Allocation of 0.75%, and Sales Tax/Property Tax Swap) were combined and reported together as Sales and Use Tax. However, the Triple Flip expired December 31, 2015 with the final payment of the California Economic Recovery Bonds in August 2015. Effective January 1, 2016, the County's share of the base sales tax rate was restored to the full 1.0%.

2016-17 ongoing sales tax revenue in the unincorporated area is projected to total \$25.6 million (after adjusting for the Triple Flip). However, the County has budgeted only \$22.7 million for 2016-17. The sales tax revenue projection of \$22.7 million excludes the portion of the County ongoing sales tax revenue remitted to the City of Redlands under the sales tax sharing agreement explained below:

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

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

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

### **Net Interest Earnings**

Net interest earnings for 2016-17 are projected at \$20.6 million and anticipated to remain flat when compared to the 2015-16 Adopted Budget amount as there are no material changes projected to penalties and interest earned from the Teeter program. For more information see the section titled 'The Teeter Plan' found earlier in this section.

The one-time receipt of \$3.6 million of interest on SB90 late payments in 2015-16 was considered extraordinary revenue and not incorporated into 2016-17 interest projections.

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

The budgeted COWCAP Revenue reflects the recovered allowable costs included in the 2016-17 Countywide Cost Allocation Plan (COWCAP) published by the Auditor-Controller/Treasurer/Tax Collector. COWCAP revenue is reimbursement for overhead/indirect costs incurred by the General Fund. Reimbursements are received from various State and federal grant programs (that permit such reimbursement) and General Fund departments and taxing entities such as the County Library and Board-governed Special Districts. The County



anticipates COWCAP revenue to increase by \$3.2 million when compared to the 2015-16 Adopted Budget based on information provided by the Auditor-Controller/Treasurer/Tax Collector.

### **Property Tax Administration Revenue**

Property tax administration revenue consists of:

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

The 2016-17 Adopted budget anticipates revenue to be relatively flat compared to the 2015-16 Final Budget as there are no anticipated changes to supplemental property tax revenues and no material change in the County's cost to provide property tax assessment and collection services.

### **Recording Fee Revenue**

The Recorder's Division of the County's Assessor/Recorder/County Clerk's Office collects certain fees for the official recording of documents. Recording Fees are expected to remain flat to the prior year's budget.

### **State and Federal Aid**

State and federal aid consists of a payment from the welfare realignment trust fund, which replaced the State revenue stabilization program, SB90 reimbursements from the State, and excess Vehicle License Fee (VLF) revenue. It also includes revenues received from the federal government's Payment in Lieu of Taxes (PILT) program. The Emergency Economic Stabilization Act of 2008 (Public Law 110-343) was enacted on October 3, 2008 and authorized full funding for the PILT program from 2008 through 2012, which generated approximately \$1.0 million in additional PILT revenue annually. Although scheduled to end in 2012, the full funding level for PILT was extended through federal fiscal year 2016 (October 1, 2015 to September 30, 2016). It is anticipated that this revenue will remain flat as compared to the 2015-16 actuals as there are no changes anticipated to the related programs in 2016-17.

### **Other Revenue**

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



## **Other Funding Sources**

### **Fund Balance**

The 2015-16 year-end fund balance for the General Fund is \$119.3 million. This reflects fund balance that is available for appropriation. Anticipated fund balance is a result of unspent General Fund contingencies, departmental cost savings and additional revenue.

### **Use of Reserves**

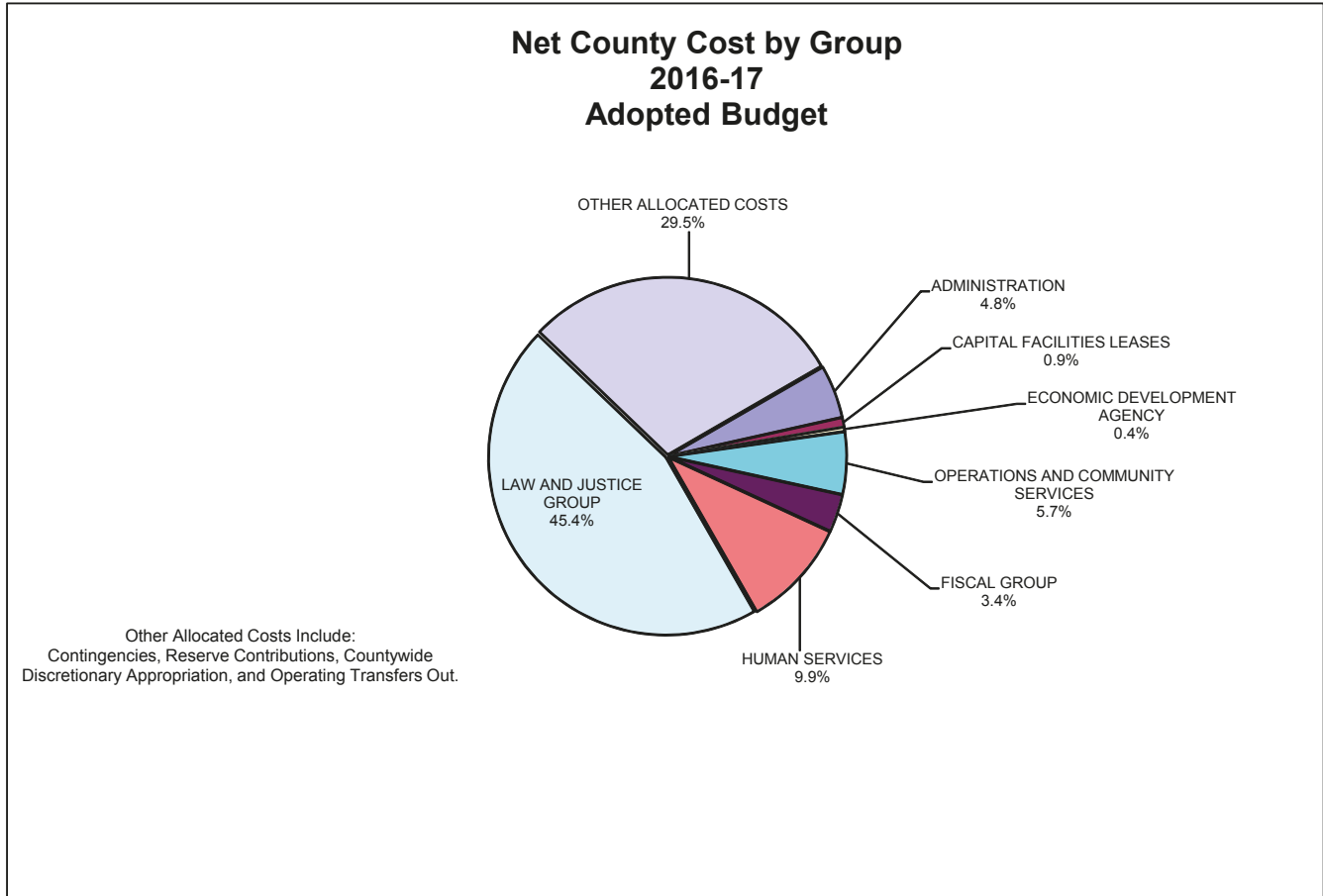
The County has set aside specific reserves and the Adopted Budget anticipates drawing down the reserves for use on projects. The \$50.1 million use of General fund reserves is primarily to fund capital projects, Transportation projects, and other one-time needs in 2016-17.

### **Operating Transfers In**

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



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



Percentages may not add to 100% due to rounding.

The schedule on the following page shows a comparison of 2015-16 final Net County Cost and 2016-17 adopted Net County Cost by department. This schedule also includes requirements and sources, including operating transfers, which are mechanisms to move funding between the various county budget units. Operating transfers are presented in the following chart because the intended purpose is to provide a complete picture of the departments' requirements and sources.



Department Title	2015-16 Final Budget:			2016-17 Adopted Budget:		
	Requirements	Sources	Net County Cost	Requirements	Sources	Net County Cost
BOARD OF SUPERVISORS (ALL DISTRICTS)	7,682,582	-	7,682,582	7,663,486	-	7,663,486
CLERK OF THE BOARD	2,109,445	236,172	1,873,273	2,099,466	219,235	1,880,231
COUNTY ADMINISTRATIVE OFFICE	5,060,819	-	5,060,819	5,076,909	-	5,076,909
COUNTY ADMINISTRATIVE OFFICE - LITIGATION	393,868	-	393,868	745,761	-	745,761
COUNTY COUNSEL	8,683,274	5,467,467	3,215,807	9,654,658	6,275,947	3,378,711
FINANCE AND ADMINISTRATION	3,101,526	-	3,101,526	3,065,263	-	3,065,263
HUMAN RESOURCES	7,380,566	774,563	6,606,003	7,353,290	846,622	6,506,668
HUMAN RESOURCES - UNEMPLOYMENT INSURANCE	4,000,500	-	4,000,500	4,000,500	-	4,000,500
HUMAN RESOURCES - EMPLOYEE HEALTH AND WELLNESS	2,229,264	2,228,127	1,137	2,200,957	2,200,957	-
INFORMATION SERVICES - GIS AND MULT-MEDIA SERVICES	2,393,609	216,872	2,176,737	3,251,440	212,922	3,038,518
PURCHASING	2,538,229	773,451	1,764,778	2,536,046	820,330	1,715,716
LOCAL AGENCY FORMATION COMMISSION	294,039	-	294,039	308,741	-	308,741
COUNTY SCHOOLS	3,139,352	-	3,139,352	3,195,672	-	3,195,672
<b>ADMINISTRATION SUBTOTAL:</b>	<b>49,007,073</b>	<b>9,696,652</b>	<b>39,310,421</b>	<b>51,152,189</b>	<b>10,576,013</b>	<b>40,576,176</b>
CAPITAL FACILITIES LEASES	12,940,810	5,700,000	7,240,810	7,240,810	-	7,240,810
<b>CAPITAL FACILITIES LEASES SUBTOTAL:</b>	<b>12,940,810</b>	<b>5,700,000</b>	<b>7,240,810</b>	<b>7,240,810</b>	<b>-</b>	<b>7,240,810</b>
ECONOMIC DEVELOPMENT	3,848,263	233,000	3,615,263	3,535,436	220,000	3,315,436
<b>ECONOMIC DEVELOPMENT AGENCY SUBTOTAL:</b>	<b>3,848,263</b>	<b>233,000</b>	<b>3,615,263</b>	<b>3,535,436</b>	<b>220,000</b>	<b>3,315,436</b>
ASSESSOR/RECORDER/COUNTY CLERK	23,713,134	7,021,748	16,691,386	23,673,605	7,025,000	16,648,605
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR	39,614,796	27,718,097	11,896,699	39,250,013	27,160,388	12,089,625
<b>FISCAL SUBTOTAL:</b>	<b>63,327,930</b>	<b>34,739,845</b>	<b>28,588,085</b>	<b>62,923,618</b>	<b>34,185,388</b>	<b>28,738,230</b>
HEALTH ADMINISTRATION	120,279,015	105,279,015	15,000,000	120,371,376	105,371,376	15,000,000
BEHAVIORAL HEALTH/ALCOHOL AND DRUG SERVICES	185,436,802	183,431,018	2,005,784	223,299,970	221,307,759	1,992,211
PUBLIC HEALTH	85,772,972	79,284,996	6,487,976	83,013,050	78,534,422	4,478,628
PUBLIC HEALTH - CALIFORNIA CHILDREN'S SERVICES	21,901,939	17,092,434	4,809,505	21,050,291	16,746,219	4,303,802
PUBLIC HEALTH - INDIGENT AMBULANCE	472,501	-	472,501	472,501	-	472,501
AGING AND ADULT SERVICES	9,991,487	9,991,487	-	9,450,173	9,450,173	-
AGING AND ADULT SERVICES - PUBLIC GUARDIAN-CONSERVATOR	1,188,811	280,513	908,298	1,309,616	422,000	887,616
CHILD SUPPORT SERVICES	40,551,826	40,529,563	22,263	39,889,701	39,889,701	-
HUMAN SERVICES - ADMINISTRATIVE CLAIM	551,335,334	534,303,265	17,032,069	563,994,911	542,997,213	20,997,698
DOMESTIC VIOLENCE/CHILD ABUSE SERVICES	531,812	531,812	-	531,812	531,812	-
ENTITLEMENT PAYMENTS (CHILDCARE)	26,552,701	26,552,701	-	25,528,380	25,528,380	-
OUT-OF-HOME CHILD CARE	1,210,566	-	1,210,566	1,110,566	-	1,110,566
AID TO ADOPTIVE CHILDREN	64,462,155	62,412,635	2,049,520	68,000,000	65,700,480	2,299,520
AFDC - FOSTER CARE	136,844,207	118,470,799	18,373,408	148,623,654	127,726,708	20,896,946
REFUGEE CASH ASSISTANCE	125,000	125,000	-	125,000	125,000	-
CASH ASSISTANCE FOR IMMIGRANTS	2,521,954	2,521,954	-	2,521,954	2,521,954	-
CALWORKS - ALL OTHER FAMILIES	258,658,750	253,267,251	5,391,499	244,312,640	239,287,028	5,025,612
KINSHIP GUARDIANSHIP ASSISTANCE PROGRAM	10,889,739	9,764,054	1,125,685	12,305,750	10,804,158	1,501,592
SERIOUSLY EMOTIONALLY DISTURBED	-	-	-	-	-	-
CALWORKS - 2 PARENT FAMILIES	45,949,621	44,905,012	1,044,609	43,850,925	42,850,555	1,000,370
AID TO INDIGENTS (GENERAL RELIEF)	1,571,708	248,000	1,323,708	1,556,873	306,863	1,250,010
VETERANS AFFAIRS	2,459,269	926,677	1,532,592	2,230,326	660,000	1,570,326
<b>HUMAN SERVICES SUBTOTAL:</b>	<b>1,568,708,169</b>	<b>1,489,918,186</b>	<b>78,789,983</b>	<b>1,613,549,199</b>	<b>1,530,761,801</b>	<b>82,787,398</b>
COUNTY TRIAL COURTS - DRUG COURT PROGRAMS	-	-	-	-	-	-
COUNTY TRIAL COURTS - GRAND JURY	453,461	-	453,461	442,952	-	442,952
COUNTY TRIAL COURTS - INDIGENT DEFENSE PROGRAM	10,369,383	32,000	10,337,383	10,043,258	32,000	10,011,258
COUNTY TRIAL COURTS - COURT FACILITIES/JUDICIAL BENEFITS	1,211,897	-	1,211,897	1,014,763	-	1,014,763
COUNTY TRIAL COURTS - COURT FACILITIES PAYMENTS	2,676,349	-	2,676,349	2,676,349	-	2,676,349
COUNTY TRIAL COURTS - FUNDING OF MAINTENANCE OF EFFORT	25,509,881	14,182,000	11,327,881	23,554,081	10,726,316	12,827,765
DISTRICT ATTORNEY - CRIMINAL PROSECUTION	72,836,637	37,441,867	35,394,770	72,918,145	39,413,128	33,505,017
LAW & JUSTICE GROUP ADMINISTRATION	92,839	92,839	-	5,000	5,000	-
PROBATION - ADMINISTRATION, CORRECTIONS AND DETENTION	153,922,189	77,357,342	76,564,847	153,196,633	77,215,942	75,980,691
PROBATION - JUVENILE JUSTICE GRANT PROGRAM	17,280	-	17,280	-	-	-
PUBLIC DEFENDER	38,809,269	4,219,996	34,589,273	38,520,660	4,387,086	34,133,574
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	239,850,179	162,057,141	77,793,038	240,730,402	165,383,333	75,347,069
SHERIFF - DETENTIONS	197,172,971	67,538,836	129,634,135	206,354,117	71,216,247	135,137,870
SHERIFF - CONTRACTS	135,751,710	135,751,710	-	137,587,182	137,587,182	-
<b>LAW AND JUSTICE SUBTOTAL:</b>	<b>878,673,045</b>	<b>498,673,731</b>	<b>380,000,314</b>	<b>887,043,542</b>	<b>505,966,234</b>	<b>381,077,308</b>
AGRICULTURE/WEIGHTS AND MEASURES	6,965,278	5,542,860	1,422,418	7,222,637	5,809,655	1,412,982
AIRPORTS	3,526,602	3,526,602	-	3,445,895	3,445,895	-
COMMUNITY SERVICES GROUP - ADMIN	270,000	-	270,000	274,090	-	274,090
COUNTY MUSEUM	3,913,201	432,900	3,480,301	3,848,945	395,700	3,453,245
LAND USE SERVICES - ADMINISTRATION	1,592,320	-	1,592,320	1,286,340	-	1,286,340
LAND USE SERVICES - PLANNING	9,678,450	3,995,034	5,683,416	7,325,595	2,595,000	4,730,595
LAND USE SERVICES - LAND DEVELOPMENT	1,016,493	384,810	631,683	928,324	281,112	647,212
LAND USE SERVICES - BUILDING AND SAFETY	5,819,848	5,255,719	564,129	5,349,734	4,792,424	557,310
LAND USE SERVICES - CODE ENFORCEMENT	6,590,495	795,490	5,795,005	5,822,393	694,588	5,127,805
LAND USE SERVICES - FIRE HAZARD ABATEMENT	2,540,783	2,255,165	285,618	2,589,266	2,291,073	298,193
PUBLIC WORKS-SURVEYOR	3,243,549	2,502,675	740,874	3,281,366	2,546,047	735,319
REAL ESTATE SERVICES (RES)	1,253,791	1,253,791	-	1,315,417	1,315,417	-
RES - FACILITIES MANAGEMENT	16,385,043	16,177,043	208,000	17,273,477	17,065,477	208,000
RES - PROJECT MANAGEMENT DIVISION	-	-	-	-	-	-
RES - UTILITIES	20,894,541	347,495	20,547,046	19,585,889	253,268	19,332,621
RES - RENTS AND LEASES	943,284	943,284	-	1,130,994	1,130,994	-
RES - COURTS PROPERTY MANAGEMENT	2,064,941	2,064,941	-	1,873,885	1,873,885	-
REGIONAL PARKS	10,675,534	8,571,356	2,104,178	9,891,178	7,612,000	2,279,178
REGISTRAR OF VOTERS	9,327,245	2,362,723	6,964,522	9,571,324	2,365,573	7,205,751
<b>OPERATIONS AND COMMUNITY SERVICES SUBTOTAL:</b>	<b>106,701,398</b>	<b>56,411,888</b>	<b>50,289,510</b>	<b>102,016,749</b>	<b>54,468,108</b>	<b>47,548,641</b>
<b>GENERAL FUND DEPARTMENT SUBTOTAL:</b>	<b>2,683,207,688</b>	<b>2,095,373,302</b>	<b>587,834,386</b>	<b>2,727,461,543</b>	<b>2,136,177,544</b>	<b>591,283,999</b>
CONTINGENCIES	16,665,070	-	16,665,070	81,656,833	-	81,656,833
RESERVE CONTRIBUTIONS	168,898,179	-	168,898,179	60,717,946	-	60,717,946
BOARD DISCRETIONARY FUND	2,511,716	-	2,511,716	1,422,305	-	1,422,305
NON DEPARTMENTAL APPROPRIATION	7,500,000	7,500,000	-	7,500,000	7,500,000	-
OPERATING TRANSFERS OUT	115,703,182	-	115,703,182	103,760,766	-	103,760,766
<b>TOTAL COUNTYWIDE ALLOCATED COSTS:</b>	<b>311,278,147</b>	<b>7,500,000</b>	<b>303,778,147</b>	<b>255,057,850</b>	<b>7,500,000</b>	<b>247,557,850</b>
<b>GRAND TOTAL:</b>	<b>2,994,485,835</b>	<b>2,102,873,302</b>	<b>891,612,533</b>	<b>2,982,519,393</b>	<b>2,143,677,544</b>	<b>838,841,849</b>

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



**REQUIREMENTS****NON-DEPARTMENTAL BUDGET UNIT**

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

	<b>2015-16 Adopted Budget</b>	<b>2015-16 Final Budget</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted Budget</b>
Services & Supplies	1,000,000	1,000,000	1,092,736	1,000,000
Other Charges	6,500,000	6,500,000	1,440,180	6,500,000
<b>Total Expenditure Authority</b>	<b>7,500,000</b>	<b>7,500,000</b>	<b>2,532,916</b>	<b>7,500,000</b>

Non-departmental expenditure authority pays for Countywide expenditures not allocable to a specific department, interest expense on the County's annual Tax and Revenue Anticipation Notes, and unanticipated costs such as settlements. The amount budgeted has not decreased to reflect actual cost experience. This is to ensure that payments can be made when needed without having to request additional spending authority. Settlement payments can have required payment dates without sufficient lead time to obtain approval for budget adjustments. The net interest earnings revenue reported in the table titled 'Countywide Discretionary Revenue Which Pay for Net County Cost' is reduced by these expenditures.

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





**OPERATING TRANSFERS OUT**

	<b>2015-16 Adopted Budget</b>	<b>2015-16 Final Budget</b>	<b>2015-16 Actuals</b>	<b>2016-17 Adopted Budget</b>
<b>One-Time</b>				
Capital Improvement Fund				
401 Arrowhead Building HVAC	400,000	400,000	400,000	-
Apple Valley Library Structural Beam Repair Project	2,500,000	2,500,000	2,500,000	1,340,000
ARMC Jail Ward	-	-	-	2,500,000
Board of Supervisors Chamber Remodel	-	1,200,000	1,200,000	-
Civil Liabilities Remodel	180,000	180,000	180,000	-
County Building Acquisition and Retrofit Project	11,200,000	11,200,000	11,200,000	8,000,000
County Government Center Café Remodel	-	-	-	250,000
County Fire Consolidation Headquarters	-	13,500,000	13,500,000	-
County Museum Camera System	-	-	-	50,000
Demolition of Old Central Juvenile Hall Building	1,500,000	1,830,000	1,830,000	500,000
Environmental Health Services Remodels	-	3,200,000	3,200,000	-
Glen Helen Rehabilitation Center Remodels	406,600	406,600	406,600	6,000,000
High Desert Detention Center Generator	1,000,000	1,000,000	1,000,000	-
High Desert Detention Center Housing Unit 2 HVAC	1,700,000	1,700,000	1,700,000	-
Lake Gregory Dam	-	2,090,000	2,090,000	-
Minor CIP Program	-	725,000	725,000	-
Regional Parks Improvements	-	-	-	1,778,226
Searles Valley Historical Society Building Demolition	-	-	-	105,000
Security Assessments and Improvements	-	-	-	2,000,000
Sheriff's Aviation Relocation	-	250,000	250,000	-
Sheriff's Morongo Jail Camera and Intercom System	-	-	-	400,000
Sheriff's Consolidation Remodel	-	-	-	4,500,000
Sheriff's Training Center Lead Mitigation Phase II	2,470,000	2,470,000	2,470,000	-
Sheriff's Training Center Range Restrooms	-	-	-	75,500
Update Valley Public Safety Operations Center (PSOC) Needs Assessment	200,000	200,000	200,000	-
Yucca Valley - Station 41 Room Addition	560,928	560,928	560,928	-
West Valley Detention Center Rec Yard Enclosure	-	-	-	1,200,000
800 MHz Project	8,500,000	8,500,000	-	-
Community Development and Housing - RDA Dissolution	150,000	150,000	150,000	-
County Fire Memorandum of Understanding Incentive Pay	-	795,083	795,083	-
County Fire Pilot's Weekend	-	132,000	132,000	-
County Fire Reserve Reduction	(12,820,000)	(12,820,000)	(12,820,000)	-
Flood Control District - Rimforest Drainage Project	874,098	874,098	874,098	650,000
Litigation	-	964,650	964,650	-
Public Works - Transportation Projects	6,432,500	9,841,855	9,841,855	4,093,500
Spring Valley Parkway Project	-	25,000	25,000	-
Memoranda of Understanding Costs - Funded from Labor Reserve	-	754,273	685,810	-
Special Districts CSA 120 North Etiwanda Preserve Parking Lot	-	-	-	250,000
Special Districts CSA 120 North Etiwanda Preserve Vegetation/Wildlife Study	-	-	-	250,000
<b>Ongoing</b>				
Aging and Adult Services	1,057,620	1,057,620	1,057,620	1,057,620
Capital Improvement Fund - Annual Allocation	12,000,000	12,000,000	12,000,000	12,000,000
800 MHz Project	17,881,452	17,881,452	17,881,452	17,881,452
General Fund Subsidy to County Fire Protection District				
Operations	461,429	461,429	461,429	5,590,967
Office of Emergency Services	1,901,228	1,901,228	1,901,228	1,901,228
North Desert Zone	7,976,378	7,976,378	7,976,378	8,151,634
South Desert Zone	3,455,077	3,455,077	3,455,077	4,077,591
Valley Zone	2,349,499	2,349,499	2,349,499	98,500
Mountain Zone	-	-	-	1,437,083
Equipment Purchases	3,774,879	3,774,879	3,774,879	-
Emergency Fuel	162,848	162,848	162,848	-
Court Settlement POB Payment	300,000	709,000	709,000	878,180
County Successor Agency to fund Sales Tax Sharing Agreement	250,000	250,000	185,973	250,000
Flood Control District Stormwater Permit	1,300,000	1,300,000	1,300,000	1,300,000
Public Works	8,794,285	8,794,285	8,794,285	14,194,285
Special Districts - Water/Wastewater System for Regional Parks	1,000,000	1,000,000	999,997	1,000,000
<b>Total Operating Transfers Out</b>	<b>87,918,821</b>	<b>115,703,182</b>	<b>107,070,689</b>	<b>103,760,766</b>



## **CONTINGENCIES**

The County Contingencies include the following elements:

### **Contingencies**

#### Mandatory Contingencies

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

#### Uncertainties Contingencies

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

### **Ongoing Set-Aside Contingencies**

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

	<b>2015-16 Adopted Budget</b>	<b>2015-16 Approved Contributions/ (Uses)</b>	<b>2016-17 Adopted Contributions / (Uses)</b>	<b>2016-17 Adopted Budget</b>
<b>Contingencies</b>				
Mandatory Contingencies (1.5% of Locally Funded Appropriation)	9,502,656		486,325	9,988,981
Uncertainties Contingencies	90,072,241	(82,909,827)	64,505,438	71,667,852
<b>Total Contingencies</b>	<b>99,574,897</b>	<b>(82,909,827)</b>	<b>64,991,763</b>	<b>81,656,833</b>

### 2015-16 Changes to Uncertainties Contingencies

In 2015-16, there was a net use of \$82,909,827. The major adjustments are as follows:

- A use of \$4,000,000 for various Sheriff/Coroner/Public Administrator Capital Improvement Program projects.
- A use of \$1,200,000 for a remodel of the Board of Supervisors meeting chambers.
- A use of \$350,000 for various County Museum exhibits.
- A use of \$500,000 for Code Enforcement to fund the costs of cleanup of illegal dumping sites.
- A use of \$248,300 for Community Development and Housing to support temporary and permanent housing solutions for homeless veterans.
- A net use of \$4,200,000 resulting from the use of \$22.5 million to fund the Capital Projects Reserve for the ARMC Jail Ward offset by a contribution from Tobacco Master Settlement available fund balance of \$18.3 million.



- A use of \$71,355,682 to fund increases to or establish the following reserves:
  - Asset Replacement in the amount of \$16,817,302
  - County Buildings and Acquisition Retrofit Project in the amount of \$40.0 million
  - Cash Flow Deficit in the amount of \$9.1 million
  - Chino Airport Development Plan in the amount of \$250,000
  - Labor in the amount of \$4.9 million
  - Land Use Services General Plan/Development Code Amendments in the amount of \$288,380

#### 2016-17 Mandatory Contingencies

The base allocation to the mandatory contingencies is \$9,988,981, the amount required pursuant to Board policy, based on projected locally funded appropriation of \$665.9 million.

#### 2016-17 Uncertainties Contingencies

All available General Fund sources not appropriated in the Adopted Budget or contributed to General Fund Reserves are reflected in the Uncertain Contingencies of \$71,667,852.

### **RESERVES**

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

#### 2016-17 Contributions and Uses

The Fund Balance and Reserve Policy calls for a General Purpose Reserve targeted at 20% of locally funded appropriation, up from the previous target of 10%. The 2016-17 contribution to the General Purpose Reserve brings the balance in the General Purpose Reserve to 14.6% of locally funded appropriation. The Fund Balance and Reserve Policy calls for continued annual contributions of one-time sources to the reserve until the 20% target is achieved. The 2016-17 contributions to Specific Purpose reserves include amounts set-aside to fund Capital Improvement Projects, Transportation Projects, the Earned Leave Reserve contribution, and many other important projects and future potential costs as shown in the following tables.



Total Reserves

	6/30/15		Approved 2015-16		6/30/16		Adopted 2016-17		6/30/17
	Ending Balance		Contributions	Uses	Ending Balance		Contributions	Uses	Estimated Balance
<b>General Purpose Reserve</b>	<b>82,440,902</b>		<b>6,335,500</b>		<b>88,776,402</b>		<b>8,347,763</b>		<b>97,124,165</b>
<b>Specific Purpose Reserves</b>									
Asset Replacement	1,899,098		23,344,713	(2,109,418)	23,134,393		11,896,317		35,030,710
CalFresh Waiver Discontinuance	5,000,000			(1,275,000)	3,725,000			(2,538,401)	1,186,599
Capital Projects									
Animal Shelter	10,000,000				10,000,000				10,000,000
ARMC Jail Ward	-		22,500,000		22,500,000			(2,500,000)	20,000,000
County Buildings and Acquisition Retrofit Project	4,000,000		40,000,000		44,000,000			(8,000,000)	36,000,000
Lake Gregory Dam	5,000,000		3,803,000	(2,090,000)	6,713,000		4,500,000		11,213,000
Public Defender - Victorville/Rancho Court Remodel	430,000				430,000				430,000
Rancho Court Remodel - District Attorney	270,000			(270,000)	-				-
Rim Forest Drainage	5,900,000			(874,098)	5,025,902			(650,000)	4,375,902
Capital Projects	-		6,700,000		6,700,000				6,700,000
Cash Flow Deficit	-		9,100,000		9,100,000			(9,100,000)	-
Chino Airport Development Plan Reserve	-		250,000		250,000				250,000
Computer Systems:									
Assessor-Recorder-Clerk's Enterprise System	-				-		1,000,000		1,000,000
EMACS Upgrade	-				-		8,000,000		8,000,000
New Property Tax System	20,000,000		5,000,000		25,000,000				25,000,000
New Financial Accounting System	13,000,000				13,000,000				13,000,000
Permit Systems Upgrade	2,389,538			(1,002,695)	1,386,843		1,100,000	(696,715)	1,790,128
County Fire Consolidated Headquarters	-		13,500,000	(13,500,000)	-				-
County Fire - Fire Training Center	-		820,000		820,000				820,000
Earned Leave	13,658,038		7,945,799	(5,142,548)	16,461,289		7,945,799		24,407,088
GIS Enterprise License Agreement	-				-		1,678,590		1,678,590
Give BIG San Bernardino County	-		200,000		200,000			(100,000)	100,000
Insurance	3,000,000				3,000,000				3,000,000
Jail Upgrades									
Adelanto Detention Center	9,969,361				9,969,361				9,969,361
Glen Helen Rehabilitation Center 512 Bed Step Housing Program	22,500,000				22,500,000			(22,425,500)	74,500
West Valley Detention Center ADA Improvements	7,000,000				7,000,000				7,000,000
Labor	4,681,832		7,400,000	(2,439,882)	9,641,950		10,999,477		20,641,427
Land Use Services General Plan/Development Code Amendments	1,553,408		1,807,368	(1,305,046)	2,055,730				2,055,730
Litigation Expenses	-		3,000,000		3,000,000				3,000,000
Litigation	-		1,350,000	(964,650)	385,350				385,350
Medical Center Debt Service	32,074,905				32,074,905				32,074,905
Ontario Airport Reserve	-				-		250,000		250,000
Redevelopment Agency Overpayment	3,800,000				3,800,000				3,800,000
Restitution	1,545,025				1,545,025				1,545,025
Retirement	8,500,000				8,500,000				8,500,000
Transportation Projects									
Cedar Avenue Interchange	-		8,175,000		8,175,000			(80,000)	8,095,000
Glen Helen Grade Separation	-				-				-
Glen Helen Parkway Bridge Replacement/Widening Construction	1,844,651			(1,226,455)	2,038,995				2,038,995
Green Tree Boulevard Connection	-		841,000		841,000			(841,000)	-
National Trails Highway	5,000,000		5,000,000	(2,100,000)	7,900,000		5,000,000	(3,172,500)	9,727,500
Rock Springs Bridge Replacement /Widening Construction	2,107,000			(70,000)	2,037,000				2,037,000
Stanfield Cutoff Road Repair and Bridge Replacement	-		405,000		405,000				405,000
<b>Total Specific Purpose</b>	<b>185,122,856</b>				<b>313,315,743</b>				<b>315,581,810</b>
<b>Total Reserves</b>	<b>267,563,758</b>				<b>402,092,145</b>				<b>412,705,975</b>



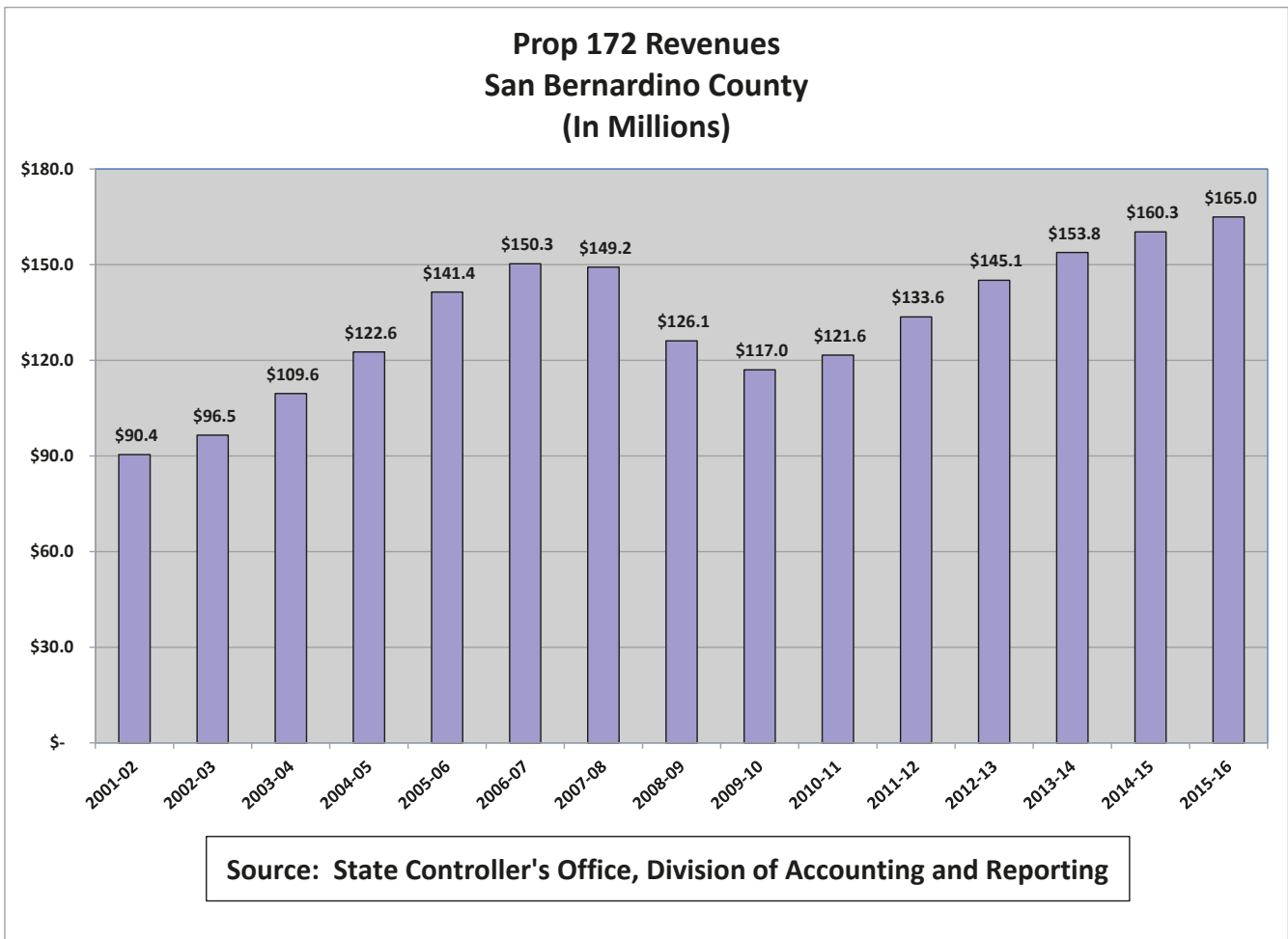
	Year End Actual Balances					Adopted 2016-17
	2011-12	2012-13	2013-14	2014-15	2015-16	
<b>General Purpose</b>	<b>\$ 65.2</b>	<b>\$ 70.8</b>	<b>\$ 82.4</b>	<b>\$ 82.4</b>	<b>\$ 88.8</b>	<b>\$ 97.1</b>
<b>Specific Purpose</b>						
Asset Replacement	-	-	-	1.9	23.1	35.0
Cal Fresh Waiver Discontinuance	-	-	5.0	5.0	3.7	1.2
Capital Projects:	-	-	-	-	-	-
Animal Shelter	-	-	10.0	10.0	10.0	10.0
ARMC Jail Ward Reserve	-	-	-	-	22.5	20.0
303 Building Upgrades	-	-	4.0	-	-	-
County Buildings and Acquisition Retrofit Project	-	-	4.0	4.0	44.0	36.0
Lake Gregory Dam	-	-	-	5.0	6.7	11.2
Public Defender - Victorville and Rancho Court Remodel	-	-	-	0.4	0.4	0.4
Rancho Court Remodel - District Attorney	-	-	-	0.3	-	-
Rim Forest Drainage	-	-	5.9	5.9	5.0	4.4
Capital Projects	-	-	-	-	6.7	6.7
Cash Flow Deficit	-	-	-	-	9.1	-
Chino Airport Development Plan Reserve	-	-	-	-	0.3	0.3
Computer Systems	-	-	-	-	-	-
Assessor-Recorder-Clerk's Enterprise System	-	-	-	-	-	1.0
EMACS Upgrade	-	-	-	-	-	8.0
New Property Tax System	9.0	20.0	20.0	20.0	25.0	25.0
New Financial Accounting System	-	-	13.0	13.0	13.0	13.0
Permit Systems Upgrade	-	-	2.0	2.4	1.4	1.8
County Fire - Fire Training Center	-	-	-	-	0.8	0.8
County Fire - High Desert Fire Station	4.0	-	-	-	-	-
Earned Leave	3.6	3.6	10.6	13.7	16.5	24.4
Future Space Needs	22.9	22.9	-	-	-	-
GIS Enterprise License Agreement	-	-	-	-	-	1.7
Give BIG San Bernardino County	-	-	-	-	0.2	0.1
Insurance	3.0	3.0	3.0	3.0	3.0	3.0
Jail Upgrades:						
Adelanto Center	-	-	10.0	10.0	10.0	10.0
Glen Helen Rehabilitation Center 512 Bed Step Housing Program	-	-	22.5	22.5	22.5	0.1
West Valley Detention Center ADA Improvements	-	-	7.0	7.0	7.0	7.0
Labor	-	-	-	4.7	9.6	20.6
Land Use Services General Plan/Development Code Amendments	-	-	5.4	1.6	2.1	2.1
Litigation Expenses	-	-	-	-	3.0	3.0
Litigation	-	-	-	-	0.4	0.4
Medical Center Debt Service	32.1	32.1	32.1	32.1	32.1	32.1
Ontario Airport Reserve	-	-	-	-	-	0.3
Property Tax Admin Fee Litigation	14.2	-	-	-	-	-
Redevelopment Agency Overpayment	-	-	3.8	3.8	3.8	3.8
Restitution	1.5	1.5	1.5	1.5	1.5	1.5
Retirement	8.5	8.5	8.5	8.5	8.5	8.5
Transportation Projects	-	-	-	-	-	-
Cedar Avenue Interchange	-	-	-	-	8.2	8.1
Glen Helen Grade Separation	-	-	5.3	-	-	-
Glen Helen Parkway Bridge Replacement/Widening Construction	-	-	-	1.8	2.0	2.0
Green Tree Boulevard Connection	-	-	-	-	0.8	-
National Trails Highway	-	-	-	5.0	7.9	9.7
Rock Springs Bridge Replacement/Widening Construction	-	-	-	2.1	2.0	2.0
Stanfield Cutoff Road Repair and Bridge Replacement	-	-	-	-	0.4	0.4
Workers Compensation Rebate	-	-	16.7	-	-	-
<b>Total Specific Purpose</b>	<b>98.8</b>	<b>91.6</b>	<b>190.4</b>	<b>185.1</b>	<b>313.3</b>	<b>315.6</b>
<b>Total Reserves <sup>(1)</sup></b>	<b>\$164.0</b>	<b>\$162.4</b>	<b>\$272.8</b>	<b>\$267.6</b>	<b>\$402.1</b>	<b>\$412.7</b>



**PROPOSITION 172**

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

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



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

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

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

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

The chart below illustrates the beginning and estimated ending fund balances of the Prop 172 restricted general fund, budgeted revenue and departmental usage for 2016-17, the required 10% contingency target, and the amount above that target.

	<b>Beginning Fund Balance</b>	<b>2016-17 Budgeted Revenue</b>	<b>2016-17 Budgeted Usage</b>	<b>Estimated Ending Fund Balance</b>	<b>10% Contingency</b>	<b>Amount Above Required Contingency</b>
<b>Sheriff/Coroner</b>	18,752,149	118,461,000	(118,370,000)	18,843,149	11,846,100	6,997,049
<b>District Attorney</b>	5,310,893	29,618,500	(29,592,500)	5,336,893	2,961,850	2,375,043
<b>Probation</b>	2,645,371	21,150,500	(21,137,500)	2,658,371	2,115,050	543,321
<b>Total</b>	<b>26,708,413</b>	<b>169,230,000</b>	<b>(169,100,000)</b>	<b>26,838,413</b>	<b>16,923,000</b>	<b>9,915,413</b>





## **REALIGNMENT FUNDS**

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

1991 Realignment  
Mental Health  
Social Services  
Health

2011 Realignment  
Law Enforcement Services  
Support Services

Other Realignment  
CalWORKs MOE  
Family Support

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

With the realignment of many state services, counties have become increasingly dependent on sales tax and vehicle license fee revenue for these realigned programs. County Realignment sources are vulnerable to the business cycle, as funding will rise and fall in direct correlation to the State's economy. When the economy is doing well, the demand for public services goes down, but when the economy begins to retract, the demand for those services rises while revenues decrease, making the County more vulnerable to market fluctuations. Therefore the County maintains reserves in the 1991 Realignment funds and will establish reserves for certain 2011 Realignment funds to address sales tax volatility.

### 1991 Realignment

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

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

In addition to these program responsibility shifts, a number of programs had changes made to their cost sharing ratios. For example, prior to 1991 Realignment, Foster Care non-federal reimbursable costs were funded by 95% State resources and 5% County resources. As a realigned program, Foster Care is funded with 40% State resources and 60% County resources, significantly impacting County resources.

The 1991 Realignment legislation allows for some flexibility in usage of funds at the County level. Upon approval by the Board of Supervisors, a county can transfer 10% of a given year's revenue from one fund to another. San Bernardino County has used this provision in the past to help support either the health or social services programs; however, the County has not made a 10% transfer in several years and is not budgeting one for this fiscal year.



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

### 2011 Realignment

The State addressed prison overcrowding by shifting custodial responsibility of non-violent, non-sex, and non-sex-against-children (‘Triple-Nons’) offenders to local jails in 2011, through Public Safety Realignment (AB 109). In addition, the parole function of the State was delegated to county Probation departments; parole revocation hearings were shifted to the local jurisdictions and cases were assigned to the District Attorney and Public Defender. The State also realigned Juvenile Reentry and Trial Court Security by placing 100% of the financial burden of those programs on the County. The justification for the ‘Public Safety Realignment’ is that it gives the County flexibility to better provide mental health and social services to the recently incarcerated in the hopes of reducing recidivism and having the net effect of lowering both jail and prison population.

In conjunction with AB 109, the State also shifted full financial burden of many social service and mental health programs to the County, including: Adult Protective Services, Foster Care, Child Welfare Services, Child Abuse Prevention and Intervention, Drug Court, and Medi-Cal substance abuse treatment programs. The County was responsible for delivery of these programs before realignment, but with the shift, the State no longer participates in the share of cost. While the State no longer shares in the cost, it has dedicated a portion of the State sales tax (1.0625%) revenue, along with a portion of vehicle license fees for these realigned programs. The County continues to receive federal funding in all of these programs at different levels depending on the program.

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

The two service areas of 2011 Realignment, Law Enforcement Services and Support Services, have each been assigned their own budget unit. The Law Enforcement Services budget unit has four subaccounts: Trial Court Security (administered by the Sheriff/Coroner/Public Administrator’s department); District Attorney/Public Defender (which share the funds equally); Juvenile Justice (administered by Probation); and Community Corrections. The Community Corrections subaccount is administered by the Local Community Corrections Partnership which consists of a membership defined by Penal Code Section 1230 (including the Chief Probation Officer, the Sheriff/Coroner/Public Administrator, the District Attorney, the Public Defender, and Social Services Executives). As established by State law, the County’s Local Community Corrections Partnership (CCP) has authority over the allocation of revenue from the Community Corrections subaccount. Historically, additional subaccount revenue has been used to cover the cost of new Public Safety Realignment programs. The CCP has also allocated additional estimated revenue from the subaccount to fund existing Public Safety Realignment program inflationary costs (e.g., retirement increases, negotiated employee cost increases).

The Support Services budget unit has two subaccounts: Behavioral Health and Protective Services. The Department of Behavioral Health allocates the subaccount funding to Specialty Mental Health, Drug Court, and the Drug Medi-Cal substance use disorder treatment programs while Human Services allocates the Protective Services subaccount to the appropriate social service programs. The 2011 Realignment legislation allows counties to allocate up to 10% between the Behavioral Health and Protective Services subaccounts. The 10% is based on the amount deposited in the previous year in the subaccount with the lowest balance. The County is not budgeting a transfer between subaccounts in this fiscal year. In the event that such transfer is needed, Board



of Supervisors approval is required. The Board of Supervisors also has the discretion to establish a Support Services Reserve Subaccount by up to five-percent (5%) from each subaccount's previous year's deposits.

#### Other Realignment

The State redirected funding from 1991 Realignment for Mental Health Services to the CalWORKs MOE portion related to 2011 Realignment. Sales tax and vehicle license fee revenue that previously was directed to the fund for Mental Health matching funds is now going to the CalWORKs MOE fund. The CalWORKs MOE budget unit provides funding to pay benefits to CalWORKs clients. The Mental Health funding now comes in the form of a defined monthly amount taken off the top of 2011 Realignment revenues. California Government Code establishes a statewide amount of \$1.121 billion per year directed to the Mental Health Fund with future growth in the CalWORKs MOE fund to be directed to Mental Health as well.

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

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



**MENTAL HEALTH**

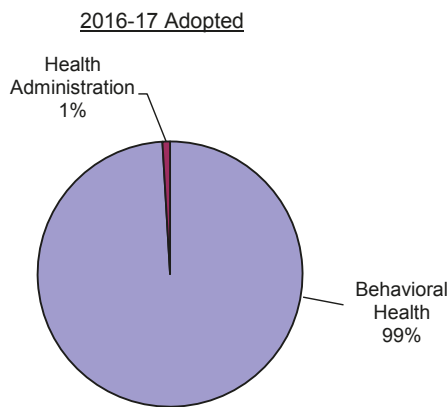
	<b>ACTUAL 2014-15</b>	<b>FINAL BUDGET 2015-16</b>	<b>ACTUAL 2015-16</b>	<b>ADOPTED BUDGET 2016-17</b>
Beginning Fund Balance	47,364,635	55,890,919	55,890,919	58,690,498
Revenue	56,903,563	56,280,019	57,280,019	56,280,019
Prior Year Growth Revenue	1,057,687	-	2,969,137	-
Departmental Usage	49,434,965	59,382,343	57,449,577	57,371,142
10% Transfers	-	-	-	-
Ending Fund Balance	55,890,919	52,788,595	58,690,498	57,599,375
Change in Fund Balance	8,526,286	(3,102,324)	2,799,579	(1,091,123)

Revenues exceeded departmental usage in 2015-16 primarily due to the receipt of prior year growth revenue. This resulted in an increase in fund balance of \$2.8 million. Fund balance is budgeted to decrease by \$1.1 million in 2016-17 due to additional departmental usage for the expansion of clinic facilities and services to meet client needs.

Prior year growth revenue of \$3.0 million was received in 2015-16, which is available to fund one-time needs. Although prior year growth revenue is also expected to be received in 2016-17, it has not been included in the budget at this time due to the uncertainty of the amount and the timing of the actual receipt of the funds. Departmental usage will continue to be monitored closely to ensure that fund balance is maintained at adequate levels since the Mental Health 1991 Realignment has a fixed allocation.

**DEPARTMENTAL USAGE OF MENTAL HEALTH 1991 REALIGNMENT**

	<b>ACTUAL 2014-15</b>	<b>FINAL BUDGET 2015-16</b>	<b>ACTUAL 2015-16</b>	<b>ADOPTED BUDGET 2016-17</b>
Behavioral Health	48,748,215	58,860,940	57,020,146	56,842,753
Health Administration	686,750	521,403	429,431	528,389
Total Departmental Usage	49,434,965	59,382,343	57,449,577	57,371,142



<b>SOCIAL SERVICES</b>
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	ACTUAL 2014-15	FINAL BUDGET 2015-16	ACTUAL 2015-16	ADOPTED BUDGET 2016-17
Beginning Fund Balance	81,189,104	79,974,990	79,974,990	76,878,688
Revenue	94,909,884	100,576,259	98,800,014	99,594,319
Prior Year Growth Revenue	771,552	-	794,306	-
Departmental Usage	96,895,550	107,106,457	102,690,622	108,613,169
10% Transfers	-	-	-	-
Ending Fund Balance	79,974,990	73,444,792	76,878,688	67,859,838
Change in Fund Balance	(1,214,114)	(6,530,198)	(3,096,302)	(9,018,850)

Departmental usage exceeded revenues in 2015-16, resulting in a \$3.1 million decrease in fund balance primarily due to increased caseload. Departmental usage is budgeted to exceed revenues in 2016-17 primarily due to the addition of positions in Children and Family Services to service increased caseload levels, caseload and Cost Necessities Index (CNI) growth in Foster Care payments and Adoptions assistance, and a 3.5% increase in the IHSS MOE, resulting in a decrease in fund balance of \$9.0 million.

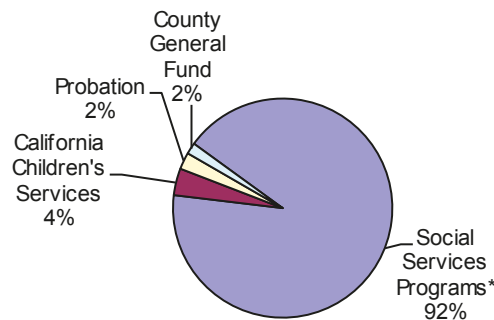
Social Services has priority claim on any 1991 Realignment sales tax growth received. Prior year growth revenue of \$794,306 was received in 2015-16, which is available to fund one-time needs. Although prior year growth revenue is expected in 2016-17, it has not been included in the budget at this time due to the uncertainty of the amount and the timing of the actual receipt of the funds. Departmental usage will continue to be monitored closely to ensure that fund balance is maintained at adequate levels to mitigate potential operational impacts of sales tax fluctuations.

<b>DEPARTMENTAL USAGE OF SOCIAL SERVICES 1991 REALIGNMENT</b>
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	ACTUAL 2014-15	FINAL BUDGET 2015-16	ACTUAL 2015-16	ADOPTED BUDGET 2016-17
Social Services Programs*	90,097,280	97,920,681	95,288,776	99,809,737
California Children's Services	2,298,641	4,686,146	2,902,216	4,303,802
Probation	2,700,630	2,700,630	2,700,630	2,700,630
County General Fund	1,799,000	1,799,000	1,799,000	1,799,000
Total Departmental Usage	96,895,550	107,106,457	102,690,622	108,613,169

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

2016-17 Adopted



**HEALTH**

	<b>ACTUAL 2014-15</b>	<b>FINAL BUDGET 2015-16</b>	<b>ACTUAL 2015-16</b>	<b>ADOPTED BUDGET 2016-17</b>
Beginning Fund Balance	68,011,436	100,177,482	100,177,482	111,165,387
Revenue	49,440,445	29,914,502	26,609,188	25,865,026
Prior Year Growth Revenue	1,590,371	-	923,608	-
Departmental Usage	18,864,769	31,392,834	16,544,891	32,462,665
10% Transfers	-	-	-	-
Ending Fund Balance	100,177,482	98,699,150	111,165,387	104,567,748
Change in Fund Balance	32,166,046	(1,478,332)	10,987,905	(6,597,639)

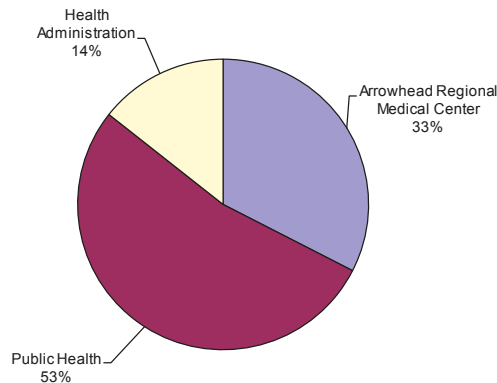
Revenues exceeded departmental usage in 2015-16, resulting in an increase in fund balance of \$11.0 million primarily due to no usage by Arrowhead Regional Medical Center as a result of the implementation of the Affordable Care Act. Revenues are projected to reduce slightly in 2016-17 as a result of Assembly Bill 85 legislation which redirects health realignment to the State to fund social services programs due to the passage of the Affordable Care Act. Departmental usage is budgeted to exceed revenues in 2016-17 due to a reduction in budgeted revenue and the funding of one-time capital expenditures, resulting in a decrease of fund balance of \$6.6 million.

Prior year growth revenue of \$923,608 was received in 2015-16, which is available to fund one-time needs. Although prior year growth revenue is expected to be received in 2016-17, it has not been included in the budget at this time due to the uncertainty of the amount and the timing of the actual receipt of the funds. Departmental usage will continue to be monitored closely to ensure that fund balance is maintained at adequate levels to mitigate potential operational impacts of sales tax fluctuations.

**DEPARTMENTAL USAGE OF HEALTH 1991 REALIGNMENT**

	<b>ACTUAL 2014-15</b>	<b>FINAL BUDGET 2015-16</b>	<b>ACTUAL 2015-16</b>	<b>ADOPTED BUDGET 2016-17</b>
Arrowhead Regional Medical Center	-	10,561,681	-	10,561,681
Public Health	12,310,685	16,253,196	12,151,190	17,235,296
Health Administration	6,554,084	4,577,957	4,393,701	4,665,688
Total Departmental Usage	18,864,769	31,392,834	16,544,891	32,462,665

2016-17 Adopted



<b>LAW ENFORCEMENT SERVICES</b>
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	<b>ACTUAL 2014-15</b>	<b>FINAL BUDGET 2015-16</b>	<b>ACTUAL 2015-16</b>	<b>ADOPTED BUDGET 2016-17</b>
Beginning Fund Balance	26,295,636	30,808,259	30,808,259	56,771,745
Revenue	106,662,128	116,730,607	125,031,288	126,300,282
Prior Year Growth Revenue	6,652,222	0	14,513,446	0
Departmental Usage	108,801,727	124,366,046	113,581,248	130,034,911
Ending Fund Balance	30,808,259	23,172,820	56,771,745	53,037,116
Change in Fund Balance	4,512,623	(7,635,439)	25,963,486	(3,734,629)

Revenues exceeded departmental usage in 2015-16, resulting in an increase in fund balance of \$26.0 million, primarily due to delays in filling positions funded with realignment as well as prior year growth revenue received. Departmental usage is budgeted to exceed revenues in 2016-17 due to the funding of various one-time needs, resulting in a decrease in fund balance of \$3.7 million.

Prior year growth revenue of \$14.5 million was received in 2015-16, which is available to fund one-time needs. Although prior year growth revenue is expected to be received in 2016-17, it has not been included in the budget at this time due to the uncertainty of the amount and the timing of the actual receipt of the funds. Departmental usage will continue to be monitored closely to ensure that fund balance is at adequate levels. Fund balance will be used for one time needs and to establish reserves for sales tax volatility.

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

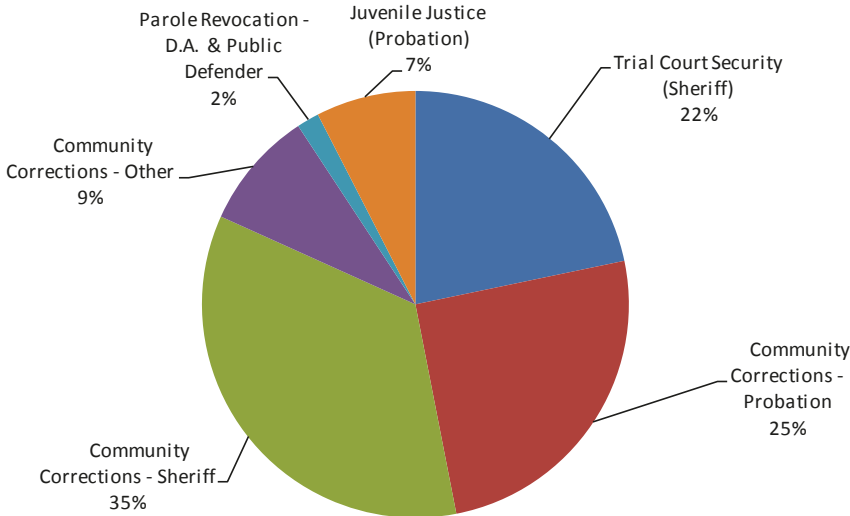




**DEPARTMENTAL USAGE OF LAW ENFORCEMENT SERVICES 2011 REALIGNMENT**

	<u>ACTUAL 2014-15</u>	<u>FINAL BUDGET 2015-16</u>	<u>ACTUAL 2015-16</u>	<u>ADOPTED BUDGET 2016-17</u>
Trial Court Security (Sheriff)	27,000,000	27,903,518	27,903,518	28,242,585
Community Corrections:				
Probation	31,786,968	34,158,410	25,450,015	32,748,182
Sheriff/Coroner/Public Administrator	30,291,339	41,695,857	39,934,042	45,258,167
District Attorney	2,843,626	3,036,570	3,036,518	3,327,400
Public Defender	2,057,454	2,330,391	1,960,345	2,551,581
Public Health	93,656	106,359	88,585	106,359
Aging and Adult Services	5,244	0	0	0
Behavioral Health	4,950,473	3,736,462	4,037,825	4,223,939
Alcohol and Drug Services	0	1,100,433	1,296,488	1,100,433
Workforce Development	151,876	213,854	213,754	232,746
Transitional Assistance	(8,235)	0	0	0
Human Resources	119,391	141,236	133,760	155,164
Subtotal Community Corrections	72,291,792	86,519,572	76,151,330	89,703,971
Parole Revocation:				
District Attorney	775,298	873,948	874,000	1,190,116
Public Defender	523,544	873,948	533,001	1,017,385
Subtotal Parole Revocation	1,298,842	1,747,896	1,407,001	2,207,501
Juvenile Justice (Probation):				
Youthful Offender Block Grant	8,095,257	8,050,060	8,050,060	9,735,854
Juvenile Reentry	115,836	145,000	69,339	145,000
Subtotal Juvenile Justice	8,211,093	8,195,060	8,119,399	9,880,854
Total Departmental Usage	108,801,727	124,366,046	113,581,248	130,034,911

2016-17 Adopted



<b>SUPPORT SERVICES</b>
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	ACTUAL 2014-15	FINAL BUDGET 2015-16	ACTUAL 2015-16	ADOPTED BUDGET 2016-17
Beginning Fund Balance	8,243,888	19,724,644	19,724,644	25,110,616
Revenue	144,918,932	152,423,797	149,703,188	167,247,753
Prior Year Growth Revenue	6,282,329	0	11,544,589	0
Departmental Usage	139,720,505	156,380,284	155,861,805	172,737,735
Ending Fund Balance	19,724,644	15,768,157	25,110,616	19,620,634
Change in Fund Balance	11,480,756	(3,956,487)	5,385,972	(5,489,982)

Revenues exceeded departmental usage in 2015-16, primarily due to attrition and delay in staffing within protective services departments that use realignment as well as a reduced need for realignment funding for various subsistence budget units as they qualified for greater federal reimbursement. This resulted in an increase in fund balance of \$5.4 million. Fund balance is budgeted to decrease by \$5.5 million in 2016-17 due to planned additional departmental usage for the expansion of child welfare services programs to meet client needs.

Prior year growth revenue of \$11.5 million was received in 2015-16 which is available to fund one-time needs. Although prior year growth revenue is expected to be received in 2016-17, it has not been included in the budget at this time due to the uncertainty of the amount and the timing of the actual receipt of the funds. Departmental usage will continue to be monitored closely to ensure that fund balance is at adequate levels. Fund balance will be used for one time needs and to establish reserves for sales tax volatility.

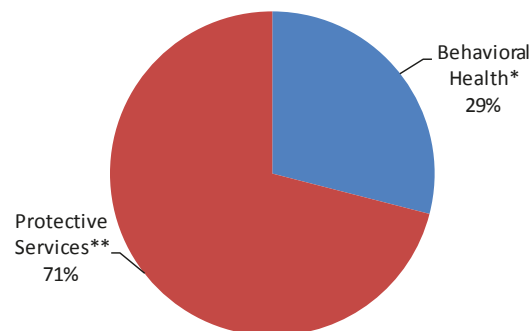
<b>DEPARTMENTAL USAGE OF SUPPORT SERVICES 2011 REALIGNMENT</b>
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	ACTUAL 2014-15	FINAL BUDGET 2015-16	ACTUAL 2015-16	ADOPTED BUDGET 2016-17
Behavioral Health*	38,063,526	41,347,604	42,780,496	50,100,760
Protective Services**	101,656,978	115,032,680	113,081,309	122,636,975
Total Departmental Usage	139,720,505	156,380,284	155,861,805	172,737,735

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

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

2016-17 Adopted



**CalWORKs MOE**

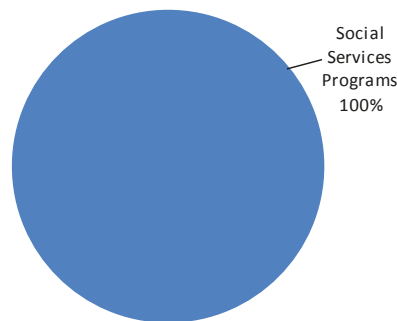
	<u>ACTUAL 2014-15</u>	<u>FINAL BUDGET 2015-16</u>	<u>ACTUAL 2015-16</u>	<u>ADOPTED BUDGET 2016-17</u>
Beginning Fund Balance	0	14,528,999	14,528,999	10,068,728
Revenue	107,759,942	123,340,301	101,390,671	94,449,993
Prior Year Growth Revenue	5,844,262	0	0	0
Departmental Usage	99,075,206	123,340,301	105,850,941	94,449,993
Ending Fund Balance	<u>14,528,999</u>	<u>14,528,999</u>	<u>10,068,728</u>	<u>10,068,728</u>
Change in Fund Balance	14,528,999	0	(4,460,271)	0

Funding for the CalWORKs MOE comes from both Sales Tax and Vehicle License Fee revenues. These revenues originally funded Mental Health programs but, as part of 2011 Realignment, the funds were redirected to CalWORKs. Typically, there is not expected to be any fund balance in this budget unit since amounts received are immediately transferred to the budget unit used for assistance payments to CalWORKs clients. However, revenues exceeded departmental usage in 2014-15, resulting in an increase in fund balance of \$14.5 million, primarily due to the timing of the State reconciliation process. Departmental usage exceeded revenues in 2015-16 due to the State methodology in place to return prior-year revenue to reflect actual usage. This resulted in a decrease in fund balance of \$4.5 million.

**DEPARTMENTAL USAGE OF CalWORKs MOE REALIGNMENT**

	<u>ACTUAL 2014-15</u>	<u>FINAL BUDGET 2015-16</u>	<u>ACTUAL 2015-16</u>	<u>ADOPTED BUDGET 2016-17</u>
Social Services Programs	<u>99,075,206</u>	<u>123,340,301</u>	<u>105,850,941</u>	<u>94,449,993</u>
Total Departmental Usage	99,075,206	123,340,301	105,850,941	94,449,993

2016-17 Adopted



**FAMILY SUPPORT**

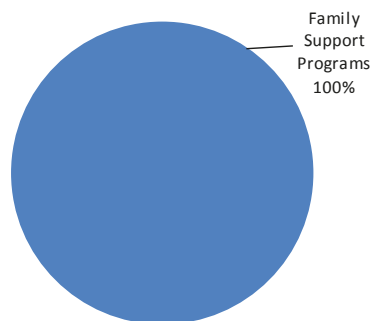
	<b>ACTUAL 2014-15</b>	<b>FINAL BUDGET 2015-16</b>	<b>ACTUAL 2015-16</b>	<b>ADOPTED BUDGET 2016-17</b>
Beginning Fund Balance	0	7,911,474	7,911,474	7,028,306
Revenue	96,099,726	76,336,129	82,906,707	95,436,348
Prior Year Growth Revenue	10,563,626	0	8,004,371	0
Departmental Usage	98,751,878	76,336,129	91,794,247	95,436,348
Ending Fund Balance	7,911,474	7,911,474	7,028,306	7,028,306
Change in Fund Balance	7,911,474	0	(883,168)	0

This budget unit was established in 2013-14 per California Welfare and Institutions Code 17600.10(a)(5). Funding for Family Support comes from counties' indigent health care savings that are redirected from counties' Health 1991 Realignment Subaccount and moved to the new Family Support subaccount at the State level. Funds are allocated to counties from the Family Support subaccount in lieu of State general fund for CalWORKs assistance payments. The distribution of funds is based on counties' CalWORKs general fund expenditures. Typically, there is not expected to be any fund balance in this budget unit since amounts received are immediately transferred to the budget unit used for assistance payments to CalWORKs clients. However, revenues exceeded departmental usage in 2014-15, resulting in an increase in fund balance of \$7.9 million, primarily due to the timing of the State reconciliation process. Departmental usage exceeded revenues in 2015-16 due to the State methodology in place to return prior-year revenue to reflect actual usage. This resulted in a decrease in fund balance of \$883,168. Although prior year growth revenue is expected to be received in 2016-17, it has not been included in the budget at this time due to the uncertainty of the amount and the timing of the actual receipt of the funds.

**DEPARTMENTAL USAGE OF FAMILY SUPPORT REALIGNMENT**

	<b>ACTUAL 2014-15</b>	<b>FINAL BUDGET 2015-16</b>	<b>ACTUAL 2015-16</b>	<b>ADOPTED BUDGET 2016-17</b>
Family Support Programs	98,751,878	76,336,129	91,794,247	95,436,348
Total Departmental Usage	98,751,878	76,336,129	91,794,247	95,436,348

2016-17 Adopted



**AUTOMATED SYSTEMS DEVELOPMENT**

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

The new FAS project is a countywide collaborative effort to replace the existing financial accounting system that was implemented over 20 years ago and does not provide either the efficiencies or information for managing County functions that modern systems provide. In 2011-12, the Board of Supervisors approved a \$6.0 million allocation of Discretionary General Funding to fund this project, and added an additional \$6.0 million mid-year. Although it hasn’t been placed in this budget unit, an additional \$13.0 million has been set-aside in general fund reserves for this project. A Request for Information was released in July 2011 and the resulting information was utilized to prepare a scope of services. In 2012-13, the County contracted with the Government Finance Officers Association, which has a history of successful government accounting information system installations, to oversee the Request for Proposal process for the County. In 2013-14, the County released the Request for Proposal. In April 2016, the Board of Supervisors approved contracts with SAP Public Services, Inc. (SAP) for financial software license, maintenance and support, and Labyrinth Solutions, Inc. for SAP Enterprise Financial Management System implementation consulting services. Implementation of the new system commenced in May 2016.

Requirements of \$8.7 million represent staffing, operating and application development costs. Staffing Expenses of \$1.8 million fund 13 positions to assist Auditor-Controller/Treasurer/Tax Collector, Finance and Administration, Human Resources, and Information Services in the implementation and operation of the new system. Operating Expenses are increasing \$905,107, primarily due to staffing costs associated with four contract positions, and Reimbursements to Purchasing for staffing costs related to two department positions that will be working on the project on a part-time basis. In 2016-17, Capital Expenditures have decreased by \$4,158,371 to reflect the contracts for the software purchase and implementation approved by the Board on April 19, 2016.

Below is a table detailing budgeted Requirements for this unit in 2016-17.

GROUP: Fiscal  
DEPARTMENT: Auditor-Controller/Treasurer/Tax Collector  
FUND: Restricted General

BUDGET UNIT: AAP CAO  
FUNCTION: General  
ACTIVITY: Finance

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	1,679,507	0	1,800,985	121,478
Operating Expenses	78,635	52,637	130,450	902,101	642,082	1,807,208	905,107
Capital Expenditures	0	0	0	9,226,054	2,489,704	5,067,683	(4,158,371)
Total Exp Authority	78,635	52,637	130,450	11,807,662	3,131,786	8,675,876	(3,131,786)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	78,635	52,637	130,450	11,807,662	3,131,786	8,675,876	(3,131,786)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	78,635	52,637	130,450	11,807,662	3,131,786	8,675,876	(3,131,786)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	0	0	0	0	0	0
Net County Cost	78,635	52,637	130,450	11,807,662	3,131,786	8,675,876	(3,131,786)
Budgeted Staffing*	0	0	0	12	12	13	1

\*Data represents final budgeted staffing



**2016-17 POSITION SUMMARY\***

Division	2015-16				2016-17		
	Final Staffing	Adds	Deletes	Re-Orgs	Adopted	Limited	Regular
Enterprise Financial Management System	12	13	-12	0	13	1	12
Total	12	13	-12	0	13	1	12

\*Detailed classification listing available in Appendix D.

Staffing Expenses for 13 positions include:

- 1 Administrative Analyst III (limited term)
- 1 EMACS Manager
- 1 Departmental IS Administrator
- 1 Auditor-Controller Division Chief
- 2 Systems Accountant III
- 1 Systems Accountant II
- 1 Systems Accountant I
- 2 Accountant III
- 2 Programmer Analyst III
- 1 Business Systems Analyst III

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$1.8 million fund 13 positions of which 12 are regular positions and one is a limited term position. Changes in staffing are the result of the addition of regular positions and the deletion of limited term positions, and other position changes to better reflect the skillset needed for the project.



## **COUNTY DEBT POLICY**

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

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

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

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

## **CASH FUNDED PROJECTS**

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

- The cash funding of a new medical office building at the ARMC. This project was completed in September 2010.
- The cash funding of a new High Desert Government Center in Hesperia. This project was completed in October 2010.
- The cash funding of the new Central Valley Juvenile Detention and Assessment Center. This project was completed in February 2011.
- The cash funding of a Public Safety Operations Center at the High Desert Government Center. This project was completed in May 2013.
- The cash funding of the County's portion of the High Desert Detention Center Expansion which is funded by a combination of State grant monies and a County contribution. This project was completed in January 2014.
- The cash funding of the County Buildings and Acquisition and Retrofit Project (formerly named the Downtown Building Project) (in progress).
- The cash funding of the expansion and remodel of the Sheriff's Crime Lab.





Additionally, over the last several years the County has made use of one-time unreserved fund balance to set aside available cash to establish specific purpose reserves for a number of capital projects, computer systems, and Transportation projects. These projects are either in progress or forthcoming in the near future and include:

- County Buildings Acquisition and Retrofit Project
- Lake Gregory Dam
- National Trails Highway
- New Financial Accounting System

More information on these Reserves can be found in the Discretionary General Funding and Restricted Funds section of this budget book, and more detail about the capital projects may be found in the Capital Improvement Program section.

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

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

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

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

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

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



## **COUNTY LONG-TERM DEBT**

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

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

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

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

As of July 1, 2016, the County's long-term obligations include debt issued to finance or partially finance the following projects:

- Refinancing of a portion of the County's Unfunded Accrued Actuarial Liability in the years 1995, 2004 and 2008,
- Construction of the West Valley Detention Center (WVDC),
- Construction and equipping of the ARMC.

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



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

Fiscal Year Ending June 30	Pension Obligation Bonds						Private Placement		Total Outstanding General Fund Debt	Fiscal Year Ending June 30
	2008		2004		1995		2012			
	Pension Obligation Bonds \$160,900,000		Pension Obligation Bonds <sup>(1)</sup> \$463,895,000		Pension Obligation Bonds \$386,265,591		WVDC Refunding <sup>(2)</sup> \$51,585,000			
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest		
2017	1,060,000	9,296,385	27,025,000	11,491,751	11,673,496	43,711,504	7,565,000	505,305	112,328,440	2017
2018	1,130,000	9,230,466	31,015,000	9,825,205	11,361,080	46,888,920	7,755,000	306,581	117,512,252	2018
2019	19,990,000	8,594,754	16,235,000	8,453,186	11,054,980	50,205,020	7,940,000	102,994	122,575,933	2019
2020	15,860,000	7,515,669	25,000,000	7,179,750	10,753,631	53,666,369	-	-	119,975,419	2020
2021	20,880,000	6,409,795	25,000,000	5,584,250	10,507,053	57,227,947	-	-	125,609,045	2021
2022	26,200,000	4,992,687	25,000,000	3,988,750	9,790,585	58,119,415	-	-	128,091,437	2022
2023	31,875,000	3,244,630	25,000,000	2,393,250	-	-	-	-	62,512,880	2023
2024	37,960,000	1,142,596	25,000,000	797,750	-	-	-	-	64,900,346	2024
2025	-	-	-	-	-	-	-	-	-	2025
2026	-	-	-	-	-	-	-	-	-	2026
2027	-	-	-	-	-	-	-	-	-	2027
2028	-	-	-	-	-	-	-	-	-	2028
2029	-	-	-	-	-	-	-	-	-	2029
Totals	154,955,000	50,426,982	199,275,000	49,713,891	65,140,825	309,819,175	23,260,000	914,880	853,505,752	Totals

(1) Debt schedules for variable rate issues are based on the estimated average interest rate at the time of issuance and do not reflect amounts budgeted for 2016-17.

(2) West Valley Detention Center

**Debt Service Budget Information:**

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

The General Fund Private Placement is budgeted in the Administration Section of this budget book in the Capital Facilities Leases budget.



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

Certificates of Participation

Fiscal Year Ending June 30	Arrowhead Refunding County Medical Center Series 2009 \$288,730,000		County Medical Center Series 1996 \$65,070,000		County Medical Center Series 1995 \$147,565,000		County Medical Center Series 1994 \$213,605,000		Total Outstanding Enterprise Fund Debt	Fiscal Year Ending June 30
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest		
2017	12,445,000	11,605,400	465,000	3,105,956	4,505,000	459,388	4,965,000	5,369,088	42,919,831	2017
2018	13,090,000	10,972,838	490,000	3,081,500	4,815,000	156,488	5,235,000	5,088,588	42,929,413	2018
2019	24,405,000	10,035,463	515,000	3,056,375				4,944,625	42,956,463	2019
2020	25,685,000	8,774,650	545,000	3,029,875				4,944,625	42,979,150	2020
2021	15,015,000	7,711,050	570,000	3,002,000			12,180,000	4,518,325	42,996,375	2021
2022	16,330,000	6,860,250	600,000	2,972,750			12,570,000	3,746,350	43,079,350	2022
2023	17,165,000	5,985,113	630,000	2,942,000			13,290,000	3,035,200	43,047,313	2023
2024	32,355,000	4,718,766	665,000	2,909,625	-	-		2,669,725	43,318,116	2024
2025	34,065,000	3,016,753	695,000	2,875,625	-	-		2,669,725	43,322,103	2025
2026	22,935,000	1,541,794	735,000	2,839,875	-	-	13,060,000	2,343,225	43,454,894	2026
2027	17,900,000	469,875	7,120,000	2,643,500	-	-	13,725,000	1,673,600	43,531,975	2027
2028	-	-	24,030,000	1,864,750	-	-	13,675,000	1,005,694	40,575,444	2028
2029	-	-	25,280,000	632,000	-	-	14,335,000	340,456	40,587,456	2029
Totals	231,390,000	71,691,950	62,340,000	34,955,831	9,320,000	615,875	103,035,000	42,349,225	555,697,881	Totals

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

**Effects of Existing Debt Levels on Current and Future Operations**

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

**Other County Long-Term Debt**

The County Library has a note payable to the California Infrastructure and Economic Development Bank for funds borrowed to finance the construction of a library in Apple Valley. This note is backed by the full faith and credit of the General Fund; however, it is paid from and budgeted in the County Library budget, found in the Operations and Community Services section of this budget book. The outstanding principal amount of this note as of June 30, 2015, the last date for which audited information is available, was \$1,323,227. Annual debt service on this obligation is approximately \$109,000 per year through fiscal year 2030-31.



**FLOOD CONTROL DISTRICT LONG-TERM DEBT**

The following discussion relates to the long-term debt of the County's Flood Control District. As of July 1, 2016, the County's Flood Control District's (District) outstanding long-term obligations include debt issued for the following purposes:

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

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

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

Fiscal Year Ending June 30	Judgment Obligation Bonds				Refunding Bonds		Total Outstanding District Debt	Fiscal Year Ending June 30
	2008		2016		2007			
	Refunding	Remarketing	Refunding Bonds		Refunding Bonds			
	\$37,295,000		\$27,870,000		\$23,845,000			
	Principal	Interest	Principal	Interest	Principal	Interest		
2017		1,806,736	3,445,000	388,080	1,910,000	559,250	8,109,066	2017
2018		1,808,808	3,495,000	335,027	2,010,000	463,750	8,112,585	2018
2019		1,808,808	3,550,000	281,204	2,115,000	363,250	8,118,262	2019
2020		1,810,879	3,565,000	226,534	2,230,000	257,500	8,089,913	2020
2021		1,806,736	3,660,000	171,633	2,920,000	146,000	8,704,369	2021
2022		1,808,808	3,715,000	115,269			5,639,077	2022
2023		1,808,808	3,770,000	58,058			5,636,866	2023
2024		1,810,879					1,810,879	2024
2025		1,806,736					1,806,736	2025
2026		1,808,808					1,808,808	2026
2027		1,808,808					1,808,808	2027
2028		1,810,879					1,810,879	2028
2029	1,915,000	1,806,736					3,721,736	2029
2030	3,815,000	1,715,930					5,530,930	2030
2031	3,935,000	1,530,903					5,465,903	2031
2032	4,135,000	1,341,590					5,476,590	2032
2033	4,355,000	1,138,202					5,493,202	2033
2034	4,490,000	928,290					5,418,290	2034
2035	4,675,000	710,525					5,385,525	2035
2036	4,885,000	484,342					5,369,342	2036
2037	5,090,000	246,582					5,336,582	2037
<b>Totals</b>	<b>37,295,000</b>	<b>31,608,790</b>	<b>25,200,000</b>	<b>1,575,805</b>	<b>11,185,000</b>	<b>1,789,750</b>	<b>108,654,345</b>	<b>Totals</b>

**Debt Service Budget Information:**

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



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

**Effects of Existing Debt Levels on Current and Future Operations**

Debt service on the Judgment Obligation Bonds and Refunding Bonds referenced in the previous schedule will not negatively affect current or future operations of the District. In aggregate, current required debt service expenditures remain level for all fiscal years through 2020-21, and then drop by nearly 68% as a result of the scheduled maturity of the 2007 and 2016 Refunding Bonds.



### **SPECIAL DISTRICTS DEPARTMENT LONG-TERM DEBT**

The following discussion relates to long-term debt of the County's Special Districts (Districts). The Districts' outstanding long-term debt has primarily been issued to finance or refinance construction and improvements in County service areas. The Districts' finance such projects with general obligation bonds and notes. As of July 1, 2016, the Districts' long-term obligations include debt issued to finance or partially finance:

- Sewer and water facilities/systems
- Road improvements

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

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

Fiscal Year Ending June 30	General Obligation Bonds		Notes Payable				Total Outstanding District Debt	Fiscal Year Ending June 30
	CSA 70 - Zone W-1 (EES)		CSA 70 - Zone G		CSA 70 - Zone J			
	Landers Water 1979 Issue \$1,540,000		Wrightwood 2006 Issue \$724,000		Oak Hills 2003 Issue \$2,269,521			
	Principal	Interest	Principal	Interest	Principal	Interest		
2017	80,000	13,000	47,064	1,536	63,993	45,688	251,281	2017
2018	85,000	9,000	-	-	65,970	43,680	203,650	2018
2019	95,000	4,750	-	-	68,008	41,610	209,368	2019
2020	-	-	-	-	70,110	39,477	109,587	2020
2021	-	-	-	-	72,276	37,277	109,553	2021
2022	-	-	-	-	74,510	35,009	109,519	2022
2023	-	-	-	-	76,812	32,671	109,483	2023
2024	-	-	-	-	79,186	30,261	109,447	2024
2025	-	-	-	-	81,632	27,776	109,408	2025
2026	-	-	-	-	84,155	25,214	109,369	2026
2027	-	-	-	-	86,755	22,574	109,329	2027
2028	-	-	-	-	89,436	19,852	109,288	2028
2029	-	-	-	-	92,199	17,046	109,245	2029
2030	-	-	-	-	95,048	14,153	109,201	2030
2031	-	-	-	-	97,985	11,170	109,155	2031
2032	-	-	-	-	101,013	8,095	109,108	2032
2033	-	-	-	-	104,135	4,926	109,061	2033
2034	-	-	-	-	107,352	1,659	109,011	2034
Totals	260,000	26,750	47,064	1,536	1,510,575	458,138	2,304,063	Totals

#### **Debt Service Budget Information:**

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

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





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

### **Effects of Existing Debt Levels on Current and Future Operations**

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

### **Other Special Districts Long-Term Debt**

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

### **HOUSING AUTHORITY OF THE COUNTY OF SAN BERNARDINO LONG-TERM DEBT**

The following discussion relates to long-term debt of the Housing Authority of the County of San Bernardino (HACSB), a blended component unit of the County. In its normal course of business of providing housing assistance to low and moderate income County residents, the HACSB has issued long term debt in the form of notes payable to provide funds for housing rehabilitation, home buyer assistance, and creation of new affordable housing units. As of September 30, 2015, the HACSB's fiscal year-end, HACSB's long-term debt obligations, due to entities outside of the County, are \$43.2 million with \$33.6 million representing principal and \$9.6 million representing interest. Debt service payments of \$3.8 million and \$2.0 million are due in the Agency's 2016-17 and 2017-18 fiscal years, respectively. More information on the HACSB may be found in the Other Agencies section of this budget book.



**LEGAL DEBT LIMIT**

The County's legal debt limit, which applies only to General Obligation Bonds, is 1.25% of Assessed Valuation. As of June 30, 2015, the last date for which audited information on outstanding debt is currently available, the County's Debt limit and legal debt margin were calculated as follows:

<b>Fiscal Year</b>	<b>Assessed Valuation</b>	<b>Legal Debt Limit</b>	<b>Bonded Debt</b>	<b>Legal Debt Margin</b>
2014-15	182,509,282	2,281,366	685	2,280,681

Amounts in thousands

Source: San Bernardino County Comprehensive Annual Financial Report for the year ended June 30, 2015

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

**DEBT PER CAPITA**

<b>Fiscal Year</b>	<b>Governmental Activities</b>					<b>Total Governmental Activities</b>
	<b>Certificates of Participation</b>	<b>Revenue Bonds</b>	<b>Bonds and Notes</b>	<b>Capital Lease Obligation</b>	<b>Other Long Term Liabilities</b>	
2014-15	\$12,299	353,978	508,815	-	-	\$875,092
<b>Fiscal Year</b>	<b>Business Type Activities</b>				<b>Total Business Type Activities</b>	
	<b>Certificates of Participation</b>	<b>General Obligation Bonds</b>	<b>Notes</b>	<b>Capital Lease Obligation</b>		
2014-15	\$423,980	685	38,605	5,292	\$468,562	
<b>Fiscal Year</b>	<b>Total Outstanding Debt</b>					<b>Total Outstanding Debt</b>
	<b>Certificates of Participation</b>	<b>Bonds</b>	<b>Notes</b>	<b>Capital Lease Obligation</b>	<b>Other Long Term Liabilities</b>	
2014-15	\$436,279	354,663	547,420	5,292	-	\$1,343,654
<b>Fiscal Year</b>	<b>Debt Per Capita</b>			<b>Debt Per Capita</b>		
	<b>Total Outstanding Debt</b>	<b>Population</b>				
2014-15	\$1,343,654	2,105	\$638			

Amounts in thousands (except per capita)

Source: San Bernardino County Comprehensive Annual Financial Report for the year ended June 30, 2015



## CALIFORNIA GOVERNMENT CODE

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

## COUNTY CODE

Title 1. Division 2. Chapter 2:

Section 12.0201:

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

Section 12.0203:

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

Section 12.0206:

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

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

Section 12.0211:

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

## BASIS OF ACCOUNTING

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

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

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



## BASIS OF BUDGETING

### Governmental Funds:

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

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

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

### Proprietary Funds:

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

## COUNTY POLICIES

When building the 2016-17 budget, the following County policies were considered:

### BUDGETING POLICY

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

#### Balanced Budget

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

#### Long Range Planning

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

#### Appropriation Changes

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



quarterly budget reports and must be approved by a four-fifths vote of the Board of Supervisors. Transfers of appropriation within the same budget unit may be approved by the County Administrative Office depending upon the appropriation unit, unless noted below:

**Transfers of Salaries and Benefits Appropriation:**

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

**Transfers of Fixed Asset Appropriation:**

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

**Transfers impacting Operating Transfers Out Appropriation:**

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

Use of One-Time Funding Sources

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

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

Revenue Forecasting

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

Property Tax Revenue Stabilization

The County's discretionary revenue primarily comes from property taxes. Revenue growth rates can vary dramatically from year to year due to fluctuations in the economy and housing market. These fluctuations can result in insufficient revenue growth to fund increases in required governmental services during slow economic periods. This policy expands on the current policy of establishing ongoing set-aside contingencies for future County needs by appropriating anticipated property tax revenue growth, in excess of the lesser of 8% or of the average annualized rate of growth of actual revenues, to an ongoing revenue stabilization set-aside contingency. This ongoing revenue stabilization set-aside contingency will be made available for allocation in years when



property tax revenue is anticipated to increase at a rate less than the average annualized rate of growth of actual revenues. For purposes of this paragraph, property tax revenue is defined as Current Secured (the current 1% general tax levy on locally assessed secured property on the assessment roll) and VLF/Property Tax Swap (the County's "vehicle license fee adjustment amount" as defined in Section 97.70 of the Revenue and Taxation Code) received by the County General Fund. The average annualized rate of growth of actual revenues will be calculated using the most recent fifteen years' worth of data.

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

#### Prop 172 Revenue Stabilization

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

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

#### Encumbrances

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

#### Program Efficiency and Performance Measurement

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

#### Retirement System Funding

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

#### Risk Management Self-Insurance Funds

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





Grant Funding

The County will aggressively pursue opportunities for federal, state or local grant funding including private foundations. An aggressive policy of pursuing opportunities for federal or state grants provides citizens with the assurance that the County is striving to obtain all state and federal funds to which it is entitled – thereby reducing dependence on local taxpayers' funds. However, prior to applying for, and accepting such intergovernmental aid, the County will consider the current and future implications of either accepting or rejecting the grant. That consideration shall include: 1) the amount of matching local funds required; 2) in-kind services to be provided; 3) length of grant, and whether the County is required to continue the service after the grant has ended; and 4) related operating expenses. The County shall also assess the merits of any individual grant program as if it were funded with local tax dollars.

Use of Variable Rate Interest Savings

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

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

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

Intent to Recover Full Cost of Service

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

**CONTINGENCY POLICY**

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

General Fund – Mandatory Contingencies

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

General Fund – Ongoing Set-Aside Contingencies

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

General Fund – Uncertainties Contingencies

Any unallocated funding available from current year sources (both ongoing and one-time) that has not been set aside and any unassigned fund balance carried over from the prior year, will be budgeted as Uncertainties





Contingencies. The use of these contingencies requires prior approval by the County Administrative Office before obtaining approval by the Board of Supervisors. The County Administrative Office will only recommend uses as a last resort, and only if the requesting department: 1) has no other unanticipated sources of funding to appropriate, and 2) has no other appropriation within its own budget unit to cover the budget overrun, and 3) has no appropriation available in another fund that it controls that can be legally applied to cover the budget overrun.

#### Restricted Fund – Prop 172-Contingencies

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

#### Restricted Funds – Realignment – Contingencies

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

#### Master Settlement Agreement Fund – Contingencies

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

### **FUND BALANCE AND RESERVE POLICY**

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

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

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

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



1. Non-spendable Fund Balance: Amounts cannot be spent because they are: (a) not in spendable form or (b) legally or contractually required to be maintained intact. Due to the nature or form of the resources, they generally cannot be expected to be converted into cash or a spendable form. These fund balance amounts are automatically recorded each year by the Auditor-Controller/Treasurer/Tax Collector to match the balances of the associated balance sheet accounts. No Board action is required to change these amounts.
2. Restricted Fund Balance: Amounts are restricted by external parties, i.e., creditors, grantors, contributors, or laws/regulations of other governments or restricted by law through constitutional provisions or enabling legislation. Restrictions may be changed or lifted only with the consent of the resource provider.
3. Committed Fund Balance: Amounts that can only be used for a specific purpose pursuant to constraints imposed by formal action of the government's highest level of decision making authority. The formal action must occur prior to the end of the reporting period, however, the amount may be determined in the subsequent period. These are self-imposed limitations on available resources. These committed amounts cannot be used for any other purpose unless the government removes or changes the specified use by taking the same action it employed to previously commit those amounts. These committed amounts would be approved and adopted by formal action of the Board.
4. Assigned Fund Balance: Amounts constrained by the government's intent to be used for specific purposes that are neither restricted nor committed. The intent will be expressed by the body or official to which the governing body has delegated the authority, i.e. the County Administrative Office.
5. Unassigned Fund Balance: The General Fund, as the principal operating fund, often will have net resources in excess of what can properly be classified in one of the four categories already described. Therefore, in order to calculate unassigned fund balance, total fund balance less non-spendable, restricted, committed, or assigned equals unassigned fund balance. This amount is available for any purpose and will be placed in either the General Purpose Reserve, General Fund – Mandatory Contingencies or the General Fund - Uncertainties Contingencies until allocated for a specific purpose by the Board, by a four-fifths vote.

#### Unassigned Fund Balance – General Purpose Reserve

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

#### Unassigned Fund Balance – Mandatory Contingencies

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

#### Unassigned Fund Balance – Uncertainties Contingencies

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



### Unassigned Fund Balance Spend Down

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

The County recognizes that unforeseen events may cause the use of unassigned fund balance which will result in it falling below the established minimum. However, if this occurs, or is expected to occur within the five year planning cycle, the budget balancing strategies will be employed to determine corrective actions. When necessary, the following budget balancing strategies will be used in order of priority: 1) seek other revenue opportunities, including new service fees or increase existing fees; 2) reduce expenditures through improved productivity; 3) reduce or eliminate services; 4) reduce employee salaries and benefits. After evaluating and implementing, where possible, the above budget balancing strategies, the unassigned fund balance may be used as a temporary fix to address an ongoing budget gap if incorporated in a multi-year plan to balance ongoing revenues and expenses. A planned draw down of unassigned fund balance generally should not exceed 3% of locally funded appropriation in a given fiscal year.

### Unassigned Fund Balance Replenish Procedures

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

## **DEBT POLICY**

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

### General

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

### Types of Debt

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

### Issuance

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



**Management**

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

**CAPITAL BUDGET POLICY**

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

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

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

**INVESTMENT POLICY**

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

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

The Investment Policy contains a requirement that 40% of the County investment pool should be invested in securities maturing in one year or less, and the entire portfolio shall not exceed a duration-to-maturity of 1.5 years. Investments of the County pool are placed in those securities authorized by various sections of the California Government Code and the County's Investment Policy, which include obligations of the United States



Treasury, agencies of the United States Government, local bond issues, bankers acceptances, commercial paper of prime quality, certificates of deposit (both collateralized and negotiable), repurchase and reverse repurchase agreements, medium term corporate notes, and shares of beneficial interest in diversified management companies (mutual funds). Investments in repurchase agreements cannot exceed a term of 180 days and the security underlying the agreement shall be valued at 102% or greater of the funds borrowed against the security.

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







ADMINISTRATION





**ADMINISTRATION  
SUMMARY**

	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Net County Cost</u>	<u>Staffing</u>
<b>GENERAL FUND</b>					
BOARD OF SUPERVISORS	112				
BOARD OF SUPERVISORS	113	7,663,486	0	7,663,486	60
BOARD DISCRETIONARY FUND	117	1,422,305	0	1,422,305	0
CLERK OF THE BOARD	119	2,099,466	219,235	1,880,231	13
COUNTY ADMINISTRATIVE OFFICE	124				
COUNTY ADMINISTRATIVE OFFICE	128	5,076,909	0	5,076,909	17
LITIGATION	131	745,761	0	745,761	0
COUNTY COUNSEL	133	9,654,658	6,275,947	3,378,711	95
FINANCE AND ADMINISTRATION	138				
FINANCE AND ADMINISTRATION	140	3,065,263	0	3,065,263	20
HUMAN RESOURCES	152				
HUMAN RESOURCES	155	7,353,290	846,622	6,506,668	98
THE CENTER FOR EMPLOYEE HEALTH AND WELLNESS	158	2,200,957	2,200,957	0	12
UNEMPLOYMENT INSURANCE	161	4,000,500	0	4,000,500	0
INFORMATION SERVICES	169				
GIS AND MULTI-MEDIA SERVICES	171	3,251,440	212,922	3,038,518	15
PURCHASING	183				
PURCHASING	186	2,536,046	820,330	1,715,716	25
LOCAL AGENCY FORMATION COMMISSION	207	308,741	0	308,741	0
COUNTY SCHOOLS	210	3,195,672	0	3,195,672	0
TOTAL GENERAL FUND		<u>52,574,494</u>	<u>10,576,013</u>	<u>41,998,481</u>	<u>355</u>
CAPITAL FACILITIES LEASES	143	<u>7,240,810</u>	<u>0</u>	<u>7,240,810</u>	<u>0</u>

	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Use of (Contribution to) Fund Balance</u>	<u>Staffing</u>
<b>SPECIAL REVENUE FUNDS</b>					
FINANCE AND ADMINISTRATION:					
DISASTER RECOVERY FUND	145	0	7,530	(7,530)	0
HUMAN RESOURCES:					
COMMUTER SERVICES	163	942,881	747,200	195,681	4
EMPLOYEE BENEFITS AND SERVICES	166	3,568,640	3,490,335	78,305	29
TOTAL SPECIAL REVENUE FUNDS		<u>4,511,521</u>	<u>4,245,065</u>	<u>266,456</u>	<u>33</u>

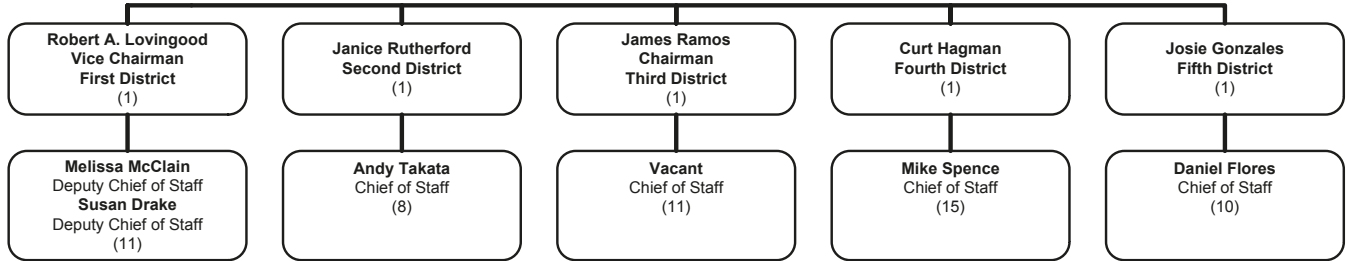
	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Use of (Contribution to) Net Position</u>	<u>Staffing</u>
<b>INTERNAL SERVICES FUNDS</b>					
FLEET MANAGEMENT	147	40,468,867	35,595,554	4,873,313	95
INFORMATION SERVICES:					
COMPUTER OPERATIONS	174	34,140,670	27,987,757	6,152,913	132
TELECOMMUNICATION SERVICES	177	35,796,822	29,478,170	6,318,652	100
APPLICATION DEVELOPMENT	180	15,972,163	14,693,315	1,278,648	89
PURCHASING:					
PRINTING SERVICES	189	3,969,750	3,602,500	367,250	17
SURPLUS PROPERTY AND STORAGE OPERATIONS	192	1,460,994	1,266,500	194,494	4
MAIL/COURIER SERVICES	195	6,162,036	6,184,173	(22,137)	21
RISK MANAGEMENT	198				
OPERATIONS	201	125,000	125,173	(173)	62
INSURANCE PROGRAMS	204	106,171,377	103,322,700	2,848,677	0
TOTAL INTERNAL SERVICE FUNDS		<u>244,267,679</u>	<u>222,256,042</u>	<u>22,011,637</u>	<u>520</u>



## BOARD OF SUPERVISORS

James Ramos, Chairman

### ORGANIZATIONAL CHART



### 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Board of Supervisors	7,663,486	0	7,663,486			60
Board Discretionary Fund	1,422,305	0	1,422,305			0
Total General Fund	9,085,791	0	9,085,791	0	0	60
<b>Total - All Funds</b>	9,085,791	0	9,085,791	0	0	60



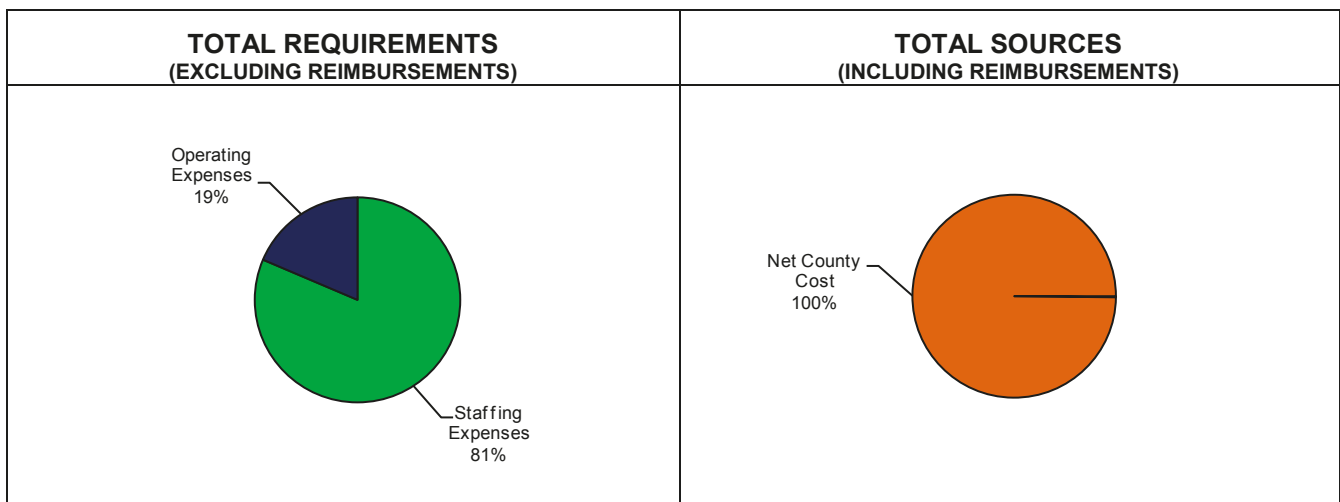
## Board of Supervisors

### DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$7,677,038
Total Sources (Incl. Reimb.)	\$13,552
Net County Cost	\$7,663,486
Total Staff	60
Funded by Net County Cost	100%

### 2016-17 ADOPTED BUDGET



**ANALYSIS OF 2016-17 ADOPTED BUDGET**

GROUP: Administration  
 DEPARTMENT: Board of Supervisors  
 FUND: General

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	5,799,414	5,637,447	5,467,523	6,161,558	5,830,923	6,249,772	88,214
Operating Expenses	1,519,482	844,180	1,137,769	1,530,024	1,404,650	1,427,266	(102,758)
Capital Expenditures	0	0	11,444	0	0	0	0
Total Exp Authority	7,318,896	6,481,627	6,616,736	7,691,582	7,235,574	7,677,038	(14,544)
Reimbursements	(95,110)	0	(429)	(9,000)	(170)	(13,552)	(4,552)
Total Appropriation	7,223,786	6,481,627	6,616,307	7,682,582	7,235,404	7,663,486	(19,096)
Operating Transfers Out	13,504	0	0	0	0	0	0
Total Requirements	7,237,290	6,481,627	6,616,307	7,682,582	7,235,404	7,663,486	(19,096)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	2,922	0	5,470	0	0
Total Revenue	0	0	2,922	0	5,470	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	0	2,922	0	5,470	0	0
Net County Cost	7,237,290	6,481,627	6,613,385	7,682,582	7,229,934	7,663,486	(19,096)
Budgeted Staffing*	35	44	48	51	51	60	9

\*Data represents final budgeted staffing

**MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET**

Staffing Expenses of \$6.2 million make up the majority of the Board of Supervisor’s (Board) expenditures within this budget unit. Operating Expenses of \$1.4 million include COWCAP, phone services, office expenses, courier and printing charges, facilities management basic services, and travel related expenses.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Major changes include an increase in Staffing Expenses of \$88,214, which is primarily due to negotiated salary increases and an increase in the total number of positions. This increase is offset by a decrease in Operating Expenses of \$102,758, primarily due to decreases in COWCAP charges (\$79,997) and general liability insurance (\$140,016), that are partially offset by an increase in Central Services charges (\$85,213).

Each district will receive an equal allocation of \$1.49 million in Net County Cost in 2016-17, totaling \$7.45 million across all five districts. In addition to this amount, each district will receive a share of augmentation funding based on the Board’s augmentation plan which was adopted as part of the 2012-13 Budget and directed that \$214,257 be allocated among each district budget based on the percentage of unincorporated population. The 2016-17 budget allocates the augmentation funding under the same methodology as in 2015-16 and is as follows:



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

## 2016-17 POSITION SUMMARY\*

Division	2015-16				2016-17		Limited	Regular
	Final Staffing	Adds	Deletes	Re-Orgs	Adopted			
First District	11	2	-1	0	12	11	1	
Second District	8	1	0	0	9	8	1	
Third District	10	3	-1	0	12	11	1	
Fourth District	12	6	-2	0	16	15	1	
Fifth District	10	2	-1	0	11	10	1	
Total	51	14	-5	0	60	55	5	

\*Detailed classification listing available in Appendix D.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$6.2 million fund 60 budgeted positions of which five are regular positions and 55 are limited term positions.

There is a net increase of nine budgeted positions in this budget unit. Supervisory 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 2015-16 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 five deletions and 14 additions, for a net increase of nine budgeted positions:

### Additions (14 total)

- 1 District Board Secretary I (First District)
- 1 Policy Advisor II (First District)
- 1 Intern Staff Assistant II (Second District)
- 2 Field Representative I (Third District)
- 1 Supervisors Executive Aide II (Third District)
- 1 Deputy Chief of Staff (Fourth District)
- 2 Community Service Liaison (Fourth District)
- 2 Policy Advisor I (Fourth District)
- 1 Policy Advisor II (Fourth District)
- 1 Field Representative I (Fifth District)
- 1 Communications Advisor I (Fifth District)



Deletions (5 total)

- 1 Community Service Liaison (First District)
- 1 Community Service Liaison (Third District)
- 1 Special Assistant (Fourth District)
- 1 Field Representative II (Fourth District)
- 1 Field Representative I (Fifth District)



## Board Discretionary Fund

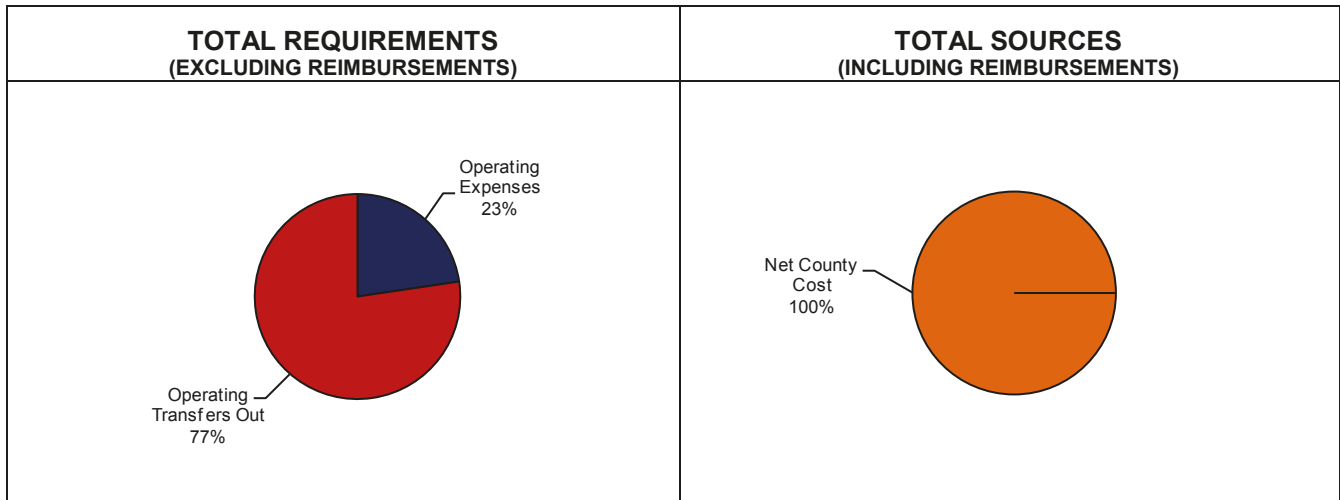
### DESCRIPTION OF MAJOR SERVICES

Beginning in 1999-00, \$1.0 million was allocated evenly between the five supervisorial districts as board discretionary funding for priority policy needs that may be identified during the fiscal year. In 2005-06, the annual allocation was increased to \$2.0 million, and in 2006-07 it was increased to \$2.5 million. During 2008-09, the annual allocation was increased to \$3.75 million, which was maintained for 2009-10. The annual funding for 2010-11 was decreased to \$2.25 million and was subsequently transferred into the Board of Supervisors (Board) operating budget as part of the County's First Quarter Budget Report, which was approved by the Board on November 2, 2010. In 2011-12, the Board began obligating the remaining balance of funds via the County quarterly budget reports. Once approved, allocations are to be expensed within twelve months and existing allocations not spent within a fiscal year are carried over to the subsequent fiscal year by district. There is currently no ongoing funding included in this budget unit. County Policy 05-10 (formerly 02-18) provides that these funds are to be exhausted by December 29, 2016, and any remaining unspent funds are to be returned to the County General Fund.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$1,422,305
Total Sources (Incl. Reimb.)	\$0
Net County Cost	\$1,422,305
Total Staff	0
Funded by Net County Cost	100%

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

### 2016-17 ADOPTED BUDGET





## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Administration  
 DEPARTMENT: Board Discretionary Fund  
 FUND: General

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	4,128,360	1,766,730	1,644,785	1,761,716	381,811	322,305	(1,439,411)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	4,128,360	1,766,730	1,644,785	1,761,716	381,811	322,305	(1,439,411)
Reimbursements	(17,795)	0	(671)	0	0	0	0
Total Appropriation	4,110,565	1,766,730	1,644,114	1,761,716	381,811	322,305	(1,439,411)
Operating Transfers Out	298,750	33,500	50,428	750,000	712,600	1,100,000	350,000
Total Requirements	4,409,315	1,800,230	1,694,543	2,511,716	1,094,411	1,422,305	(1,089,411)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	45,000	158,925	0	0	0	0	0
Total Revenue	45,000	158,925	0	0	0	0	0
Operating Transfers In	58,989	0	0	0	0	0	0
Total Financing Sources	103,989	158,925	0	0	0	0	0
Net County Cost	4,305,326	1,641,305	1,694,543	2,511,716	1,094,411	1,422,305	(1,089,411)
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Requirements of \$1.4 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 Transfers Out make up the majority of expenditures within this budget unit and include allocations made directly to County departments to support various public works and community improvement projects. Operating Expenses include allocations to support local agencies and non-profits.

## 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, a subsequent amendment to the policy adopted by the Board on November 17, 2015, also provides that these funds are to be exhausted by December 29, 2016, and any remaining unspent funds are to be returned to the County General Fund.

The budget includes a reduction of \$1.1 million in Requirements as a result of payments made to support community programs and projects during 2015-16. As of August 24, 2016, funds remaining to be obligated by the Districts total approximately \$1.1 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

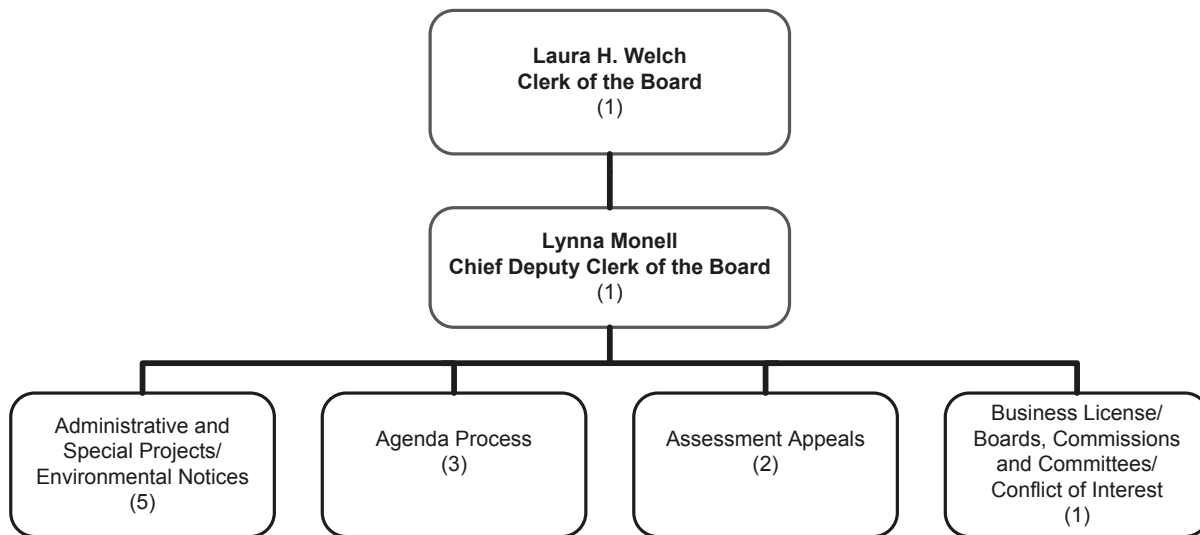
Laura H. Welch

### 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



### 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Clerk of the Board	2,099,466	219,235	1,880,231			13
Total General Fund	2,099,466	219,235	1,880,231	0	0	13
<b>Total - All Funds</b>	2,099,466	219,235	1,880,231	0	0	13



### 2015-16 MAJOR ACCOMPLISHMENTS

- Reached disposition or two-year waiver filed for all 4,850 2013-14 Assessment Appeal applications, which met the November 30, 2015, statutory deadline.
- Updated the business licensing ordinance to align practices with state law by eliminating the County Junk and Secondhand Dealers license program thereby shifting regulatory oversight to the state.
- Worked with the Assessor’s Office and Information Services Department to implement changes to the department’s Assessment Appeals system to streamline the input and review of Assessment Appeals using a direct Property Information Systems (PIMS) data interface resulting in increased efficiencies thereby reducing the time to review and process Assessment Appeals applications.
- Collaborated with Environmental Health Services (EHS) in identifying rental dwellings and hotel/motels that were unlicensed resulting in EHS updating inspection forms to include notification of business license requirements to ensure compliance with the County Code.
- Collaborated with Human Resources to include Statement of Economic Interests (Form 700) requirements on EMACS forms to assist Filing Officers in identifying Form 700 filers at time of employment action which has resulted in increased compliance countywide with the California Fair Political Practices Commission requirements.

### DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment.	Percentage of electronic submissions of Assessment Appeal applications.	33.59%	40%	21.5%	22%
STRATEGY	Maintain electronic submissions of Assessment Appeal applications to provide accurate, timely and efficient processing of applications.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment.	Turnaround time for processing of new business licenses.	11 days	10 days	10 days	11 days
STRATEGY	Maintain turnaround time for issuance of new business licenses.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment.	Turnaround time for processing of renewal business licenses.	9.43 days	10 days	10 days	10 days
STRATEGY	Maintain turnaround time for issuance of renewal business licenses.					



## Clerk of the Board

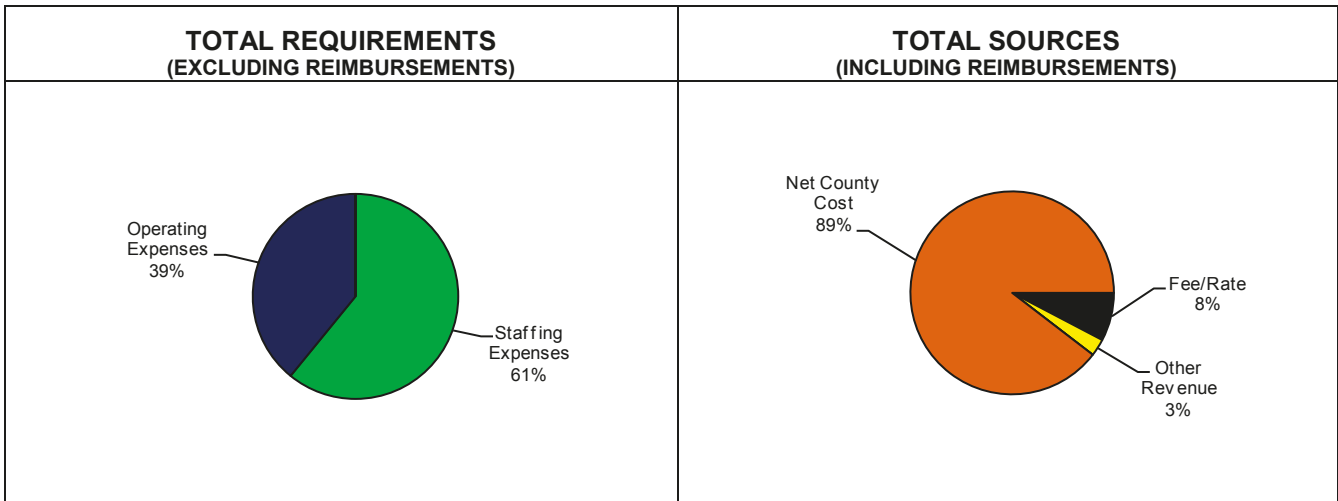
### DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$2,099,466
Total Sources (Incl. Reimb.)	\$219,235
Net County Cost	\$1,880,231
Total Staff	13
Funded by Net County Cost	89%

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.

### 2016-17 ADOPTED BUDGET



### ANALYSIS OF 2016-17 ADOPTED BUDGET

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

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

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	994,418	1,202,434	1,162,842	1,243,935	1,210,729	1,278,311	34,376
Operating Expenses	750,228	1,019,624	934,739	865,510	751,894	821,155	(44,355)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	1,744,646	2,222,058	2,097,581	2,109,445	1,962,623	2,099,466	(9,979)
Reimbursements	0	0	0	0	(5,171)	0	0
Total Appropriation	1,744,646	2,222,058	2,097,581	2,109,445	1,957,453	2,099,466	(9,979)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,744,646	2,222,058	2,097,581	2,109,445	1,957,453	2,099,466	(9,979)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	285,397	229,638	185,421	194,747	176,727	161,610	(33,137)
Other Revenue	35,934	35,563	47,953	41,425	39,400	57,625	16,200
Total Revenue	321,331	265,201	233,374	236,172	216,127	219,235	(16,937)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	321,331	265,201	233,374	236,172	216,127	219,235	(16,937)
Net County Cost	1,423,315	1,956,857	1,864,207	1,873,273	1,741,325	1,880,231	6,958
Budgeted Staffing*	13	15	14	13	13	13	0

\*Data represents final budgeted staffing

### MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

The majority of the COB Requirements consist of Staffing Expenses to support functions of the Board of Supervisors and Assessment Appeals processing. Operating Expenses of \$821,155 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 \$9,979. This reflects an increase of \$34,376 in Staffing Expenses due to negotiated salary increases. Operating Expenses are decreasing by \$44,355 primarily due to a reduction in services and supplies to offset a decrease in revenue. Sources are decreasing by \$16,937 primarily due to an anticipated reduction in the number of Assessment Appeal application submissions.



**2016-17 POSITION SUMMARY\***

Division	2015-16				2016-17		
	Final Staffing	Adds	Deletes	Re-Orgs	Adopted	Limited	Regular
Administration/Special Projects/Environmental Notices	7	0	0	0	7	0	7
Agenda Process	3	0	0	0	3	0	3
Assessment Appeals	2	0	0	0	2	0	2
Business License/Boards, Commissions and Committees/Conflict of Interest	1	0	0	0	1	0	1
<b>Total</b>	<b>13</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13</b>	<b>0</b>	<b>13</b>

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$1.3 million fund 13 budgeted regular positions. There are no budgeted staffing changes.



## COUNTY ADMINISTRATIVE OFFICE

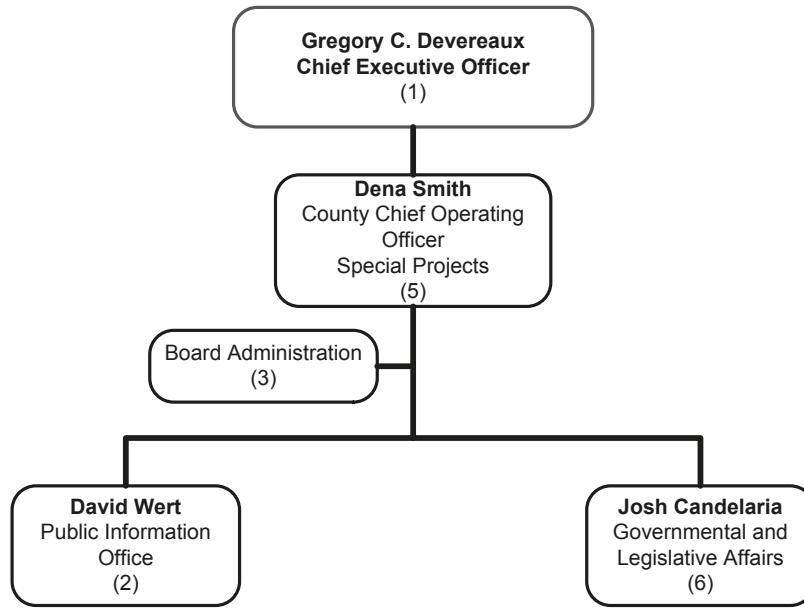
Gregory C. Devereaux

### 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



### 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
County Administrative Office	5,076,909	0	5,076,909			17
Litigation	745,761	0	745,761			0
<b>Total General Fund</b>	<b>5,822,670</b>	<b>0</b>	<b>5,822,670</b>	<b>0</b>	<b>0</b>	<b>17</b>
<b>Total - All Funds</b>	<b>5,822,670</b>	<b>0</b>	<b>5,822,670</b>	<b>0</b>	<b>0</b>	<b>17</b>





## 2015-16 MAJOR ACCOMPLISHMENTS

- Coordinated transition, recovery, and documentation efforts following the December 2, 2015, Terrorist Attack.
- Continued as facilitator of the Countywide Vision Leadership Team.
- Coordinated “Vision2Read” literacy initiative in support of the Vision’s Cradle to Career Regional Implementation Goal.
- Successfully sponsored bills to expedite: 1) election ballot counting and 2) siting of renewable energy projects on already disturbed mining lands.
- Maintained the “Government Works” feature on CountyWire to highlight innovation and efficiencies by County agencies.
- Coordinated preparation of the 7th annual Community Indicators Report.
- Established San Bernardino County “wiki” website as a repository for documentation of complex, long-standing, historical issues and decisions affecting County operations.
- Completed implementation of Contract Tracking System in all departments.
- Led Policy Review Committee efforts to establish a system for ongoing, proactive review and update of County Policies and Standard Practices.
- Coordinated launch of the Countywide Plan, which includes the General Plan update, Community Plan Continuum, and development of the County Business Plan.

## DEPARTMENT PERFORMANCE MEASURES

<b>COUNTY GOAL: IMPLEMENT THE COUNTYWIDE VISION</b>	
<b>OBJECTIVE</b>	<b>Continue the County role of convening conversations on community collaboration and collective action.</b>
<b>OBJECTIVE</b>	<b>Continue to promote the Countywide Vision and support the Element Groups.</b>
<b>STRATEGY</b>	Continue to facilitate and support Countywide Vision Leadership Team and Element Group activities.
<b>STRATEGY</b>	Coordinate public-facing initiatives in support of the Countywide Vision.
<b>COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS</b>	
<b>OBJECTIVE</b>	<b>Continue to develop and maintain consistent messaging for the organization.</b>
<b>OBJECTIVE</b>	<b>Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.</b>
<b>STRATEGY</b>	Review and coordinate public communications to ensure consistent messaging and branding.



## DEPARTMENT PERFORMANCE MEASURES CONTINUED

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



**DEPARTMENT PERFORMANCE MEASURES CONTINUED**

<b>COUNTY GOAL: FOCUS ON RECOVERY AND RESILIENCY FOLLOWING THE DECEMBER 2, 2015 TERRORIST ATTACK (SB STRONG)</b>	
<b>OBJECTIVE</b>	<b>Support County employees affected by the December 2, 2015 terrorist attack.</b>
<b>OBJECTIVE</b>	<b>Develop a memorial honoring County victims and first responders.</b>
<b>OBJECTIVE</b>	<b>Document actions taken to support the victims and the County organization and analyze their effectiveness in order to share lessons learned with those preparing for or suffering similar tragedies.</b>
<b>STRATEGY</b>	Coordinate recovery, documentation, and evaluation efforts following the December 2, 2015 Terrorist Attack.
<b>STRATEGY</b>	Coordinate with the Board of Supervisors on the development of a December 2, 2015 memorial honoring County victims and first responders.



## County Administrative Office

### DESCRIPTION OF MAJOR SERVICES

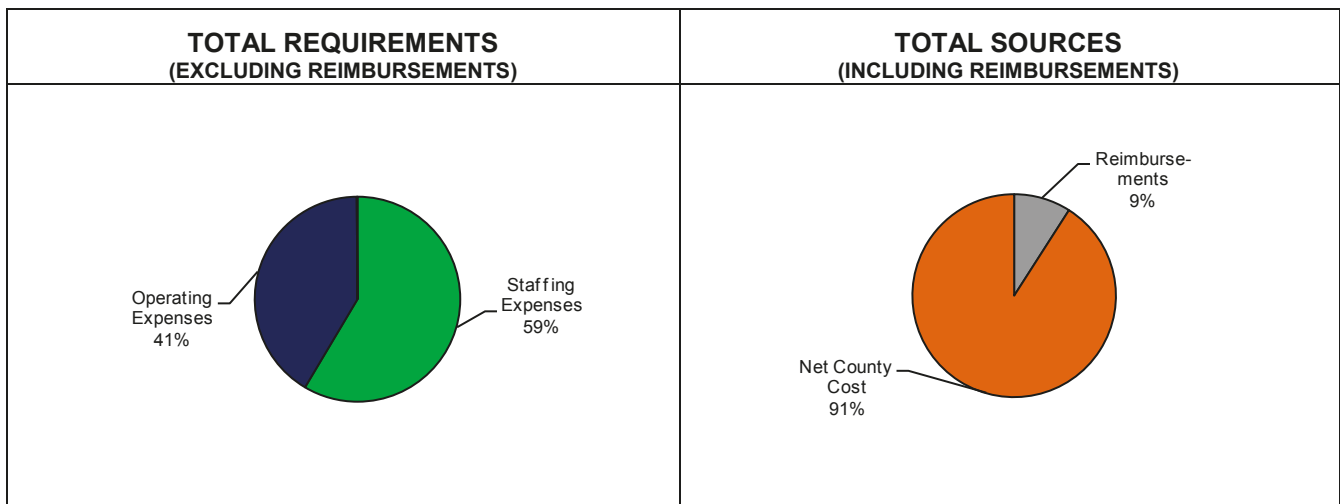
The County Administrative Office (CAO) is responsible to the Board of Supervisors (Board) for the general administration and coordination of all County operations and programs. The CAO oversees the operations of all County departments whose department heads are appointed by the Board or Chief Executive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

**Budget at a Glance**

Total Requirements (Excl. Reimb.)	\$5,582,291
Total Sources (Incl. Reimb.)	\$505,382
Net County Cost	\$5,076,909
Total Staff	17
Funded by Net County Cost	91%

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

### 2016-17 ADOPTED BUDGET



**ANALYSIS OF 2016-17 ADOPTED BUDGET**

GROUP: Administration  
 DEPARTMENT: County Administrative Office  
 FUND: General

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

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	2,774,729	2,880,499	3,139,500	3,158,996	3,149,917	3,267,529	108,533
Operating Expenses	1,499,448	1,989,142	1,923,177	2,402,918	2,161,362	2,307,762	(95,156)
Capital Expenditures	0	0	0	0	0	7,000	7,000
Total Exp Authority	4,274,177	4,869,641	5,062,677	5,561,914	5,311,279	5,582,291	20,377
Reimbursements	(469,501)	(467,713)	(543,226)	(501,095)	(516,152)	(505,382)	(4,287)
Total Appropriation	3,804,676	4,401,928	4,519,451	5,060,819	4,795,127	5,076,909	16,090
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	3,804,676	4,401,928	4,519,451	5,060,819	4,795,127	5,076,909	16,090
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	(9)	0	0
Other Revenue	44,335	0	4,477	0	5,419	0	0
Total Revenue	44,335	0	4,477	0	5,410	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	44,335	0	4,477	0	5,410	0	0
Net County Cost	3,760,341	4,401,928	4,514,974	5,060,819	4,789,718	5,076,909	16,090
Budgeted Staffing*	17	17	17	17	17	17	0

\*Data represents final budgeted staffing

Note: The County Administrative Office is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County's operating departments, central service departments do not pay COWCAP charges. Not included in this budget is \$295,364 which represents the County Administrative Office's share of costs of other central service departments, such as Human Resources.

**MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET**

Staffing Expenses of \$3.3 million represent the majority of expenditures in this department and fund 17 budgeted positions. Operating Expenses of \$2.3 million include the Fair Political Practices Commission contract and the federal and state lobbyist contracts. Capital Expenditures of \$7,000 are related to the purchase of technology equipment for the CAO Conference Room. Reimbursements of \$505,382 fund a portion of Staffing Expenses (\$197,382) and Operating Expenses (\$308,000) and are received from other departments for services provided.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are increasing by \$16,090 primarily due to increases in Staffing Expenses related to negotiated salary increases, partially offset by reductions in risk management expenses.



**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
County Administrative Office	1	0	0	0	1	0	1
Board Administration	3	0	0	0	3	0	3
Special Projects	5	0	0	0	5	0	5
Public Information Office	2	0	0	0	2	0	2
Government & Legislative Affairs	6	0	0	0	6	1	5
Total	17	0	0	0	17	1	16

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$3.3 million fund 17 budgeted positions of which 16 are regular positions and one is a limited term position. There is no change to budgeted staffing.



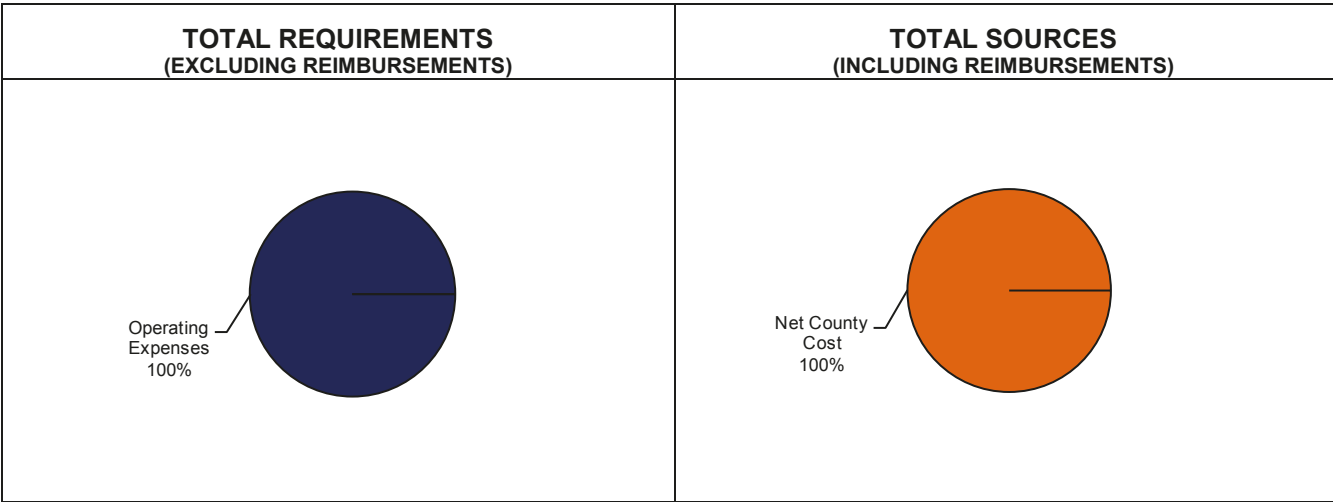
## Litigation

**DESCRIPTION OF MAJOR SERVICES**

This budget unit funds external attorney services and other litigation related expenses. The Board of Supervisors approved the establishment of this budget unit in 2001-02. The use of additional Discretionary General Funding (Net County Cost) may be required during the fiscal year for any new major contracts or material amendments to existing legal contracts.

<b>Budget at a Glance</b>	
Total Requirements (Excl. Reimb.)	\$745,761
Total Sources (Incl. Reimb.)	\$0
Net County Cost	\$745,761
Total Staff	0
Funded by Net County Cost	100%

**2016-17 ADOPTED BUDGET**





**ANALYSIS OF 2016-17 ADOPTED BUDGET**

GROUP: Administration  
 DEPARTMENT: County Administrative Office  
 FUND: General

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

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	395,986	436,481	639,407	393,868	389,711	745,761	351,893
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	395,986	436,481	639,407	393,868	389,711	745,761	351,893
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	395,986	436,481	639,407	393,868	389,711	745,761	351,893
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	395,986	436,481	639,407	393,868	389,711	745,761	351,893
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	800	0	0	0	0	0	0
Total Revenue	800	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	800	0	0	0	0	0	0
Net County Cost	395,186	436,481	639,407	393,868	389,711	745,761	351,893
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

**MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET**

Requirements of \$745,761 represent costs for outside legal counsel and other litigation related expenses.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are increasing \$351,893 primarily due to increases in outside legal counsel services.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.



## COUNTY COUNSEL

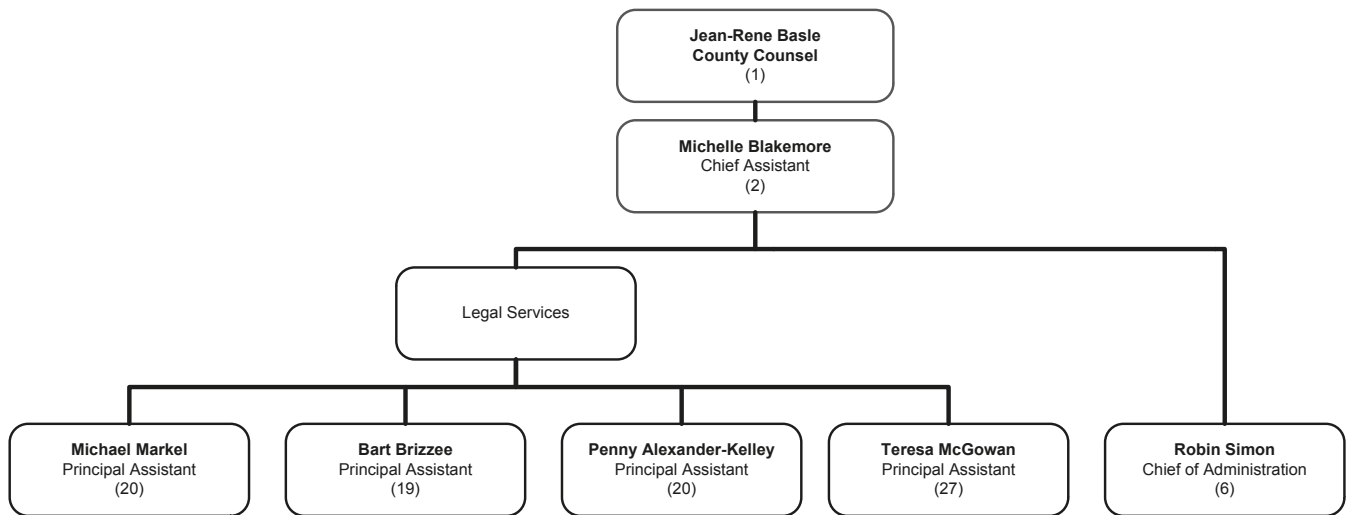
### Jean-Rene Basle

#### 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



#### 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
County Counsel	9,654,658	6,275,947	3,378,711			95
Total General Fund	9,654,658	6,275,947	3,378,711	0	0	95
<b>Total - All Funds</b>	9,654,658	6,275,947	3,378,711	0	0	95



### 2015-16 MAJOR ACCOMPLISHMENTS

- Assisted with drafting several County policies, including:
  - The first Countywide HIPAA (Health Insurance Portability and Accountability Act) policy.
  - Conflict of interest and standard practice policy for design-build projects, as required by recent legislation.
- Established the County Counsel Diversity Committee.
- Participated in the legislative process by commenting on and revising the package of bills that became known as the Medical Marijuana Regulation and Safety Act, ensuring County interests were recognized and protected.
- Obtained multi-million dollar payment from primary insurer which facilitated prosecution of further claims against excess carriers.
- Opened 78 new Public Guardian matters.
- Provided guidance on several complex property acquisitions, sales, and utility franchises.
- Prepared ordinance relating to prohibition of commercial solicitation on County property.
- Responded to approximately 3,000 new filings in juvenile court and 86 appeals and writs.
- Assisted County Fire in the LAFCO process regarding the annexation of several different entities.
- Spearheaded the petitioning of the Court of Appeal to publish a decision favorable to public agencies on limiting recovery of attorney’s fees under the California Environmental Quality Act (CEQA).
- Coordinated County’s response to obligations imposed by AB52 (tribal consultation under CEQA).
- Obtained favorable court judgments on contested multi-million dollar tax cases.

### DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of policies and ordinances drafted within Board directed or requested timelines.	100%	100%	100%	100%
STRATEGY	Draft policies and ordinances pursuant to Board of Supervisors direction within requested timelines.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Ensure that employees know that they and their work are valued.	Percentage of clients who ranked service from County Counsel as satisfactory or above.	100%	99%	100%	100%
STRATEGY	Conduct an annual customer service survey which will allow clients to provide feedback on the service they receive from County Counsel.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Number of training hours provided to County staff.	249	300	276	300
STRATEGY	Increase training to County departments to reduce potential exposure.					



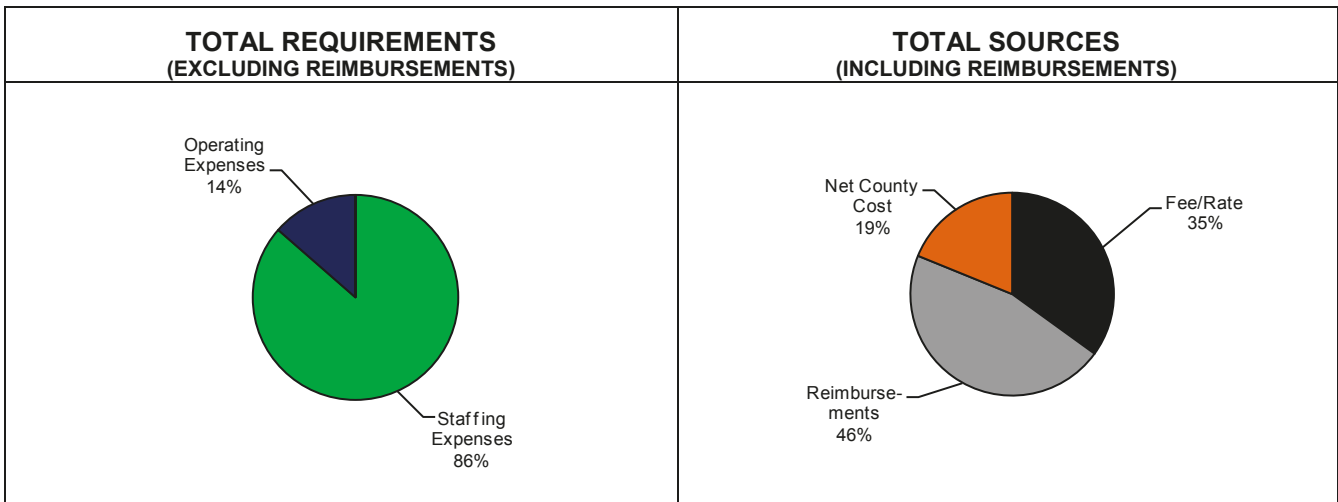
## County Counsel

### DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$17,938,479
Total Sources (Incl. Reimb.)	\$14,559,768
Net County Cost	\$3,378,711
Total Staff	95
Funded by Net County Cost	19%

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Administration  
DEPARTMENT: County Counsel  
FUND: General

BUDGET UNIT: AAA CCL  
FUNCTION: General  
ACTIVITY: Counsel

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	12,129,008	12,090,815	12,904,532	14,300,183	13,942,950	15,506,522	1,206,339
Operating Expenses	1,227,256	1,878,836	1,442,823	2,370,794	2,090,904	2,431,957	61,163
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	13,356,264	13,969,651	14,347,355	16,670,977	16,033,854	17,938,479	1,267,502
Reimbursements	(5,900,009)	(6,191,577)	(6,356,151)	(7,987,703)	(7,809,736)	(8,283,821)	(296,118)
Total Appropriation	7,456,255	7,778,074	7,991,204	8,683,274	8,224,118	9,654,658	971,384
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	7,456,255	7,778,074	7,991,204	8,683,274	8,224,118	9,654,658	971,384
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	5,567,865	5,510,257	4,837,470	5,466,717	5,538,440	6,275,197	808,480
Other Revenue	122,492	1,595	20,164	750	2,565	750	0
Total Revenue	5,690,357	5,511,852	4,857,634	5,467,467	5,541,005	6,275,947	808,480
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	5,690,357	5,511,852	4,857,634	5,467,467	5,541,005	6,275,947	808,480
Net County Cost	1,765,898	2,266,222	3,133,570	3,215,807	2,683,113	3,378,711	162,904
Budgeted Staffing*	89	85	86	93	93	95	2

\*Data represents final budgeted staffing

Note: County Counsel is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County's operating departments, central service departments do not pay COWCAP charges. Not included in this budget is \$108,498 which represents County Counsel's share of costs of other central service departments, such as Human Resources.

### MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Staffing Expenses of \$15.5 million represent a majority of the Requirements in this budget unit and fund 91 regular positions and four limited term positions. Operating Expenses of \$2.4 million include professional services, publications, travel/training, computer charges and facility costs. These expenses are primarily funded through Reimbursements from other County departments and Fee/Rate revenue received from providing legal services to clients.

### BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$971,384 primarily due to an increase in Staffing Expenses as a result of the addition of two regular positions in Legal Services, and negotiated salary increases, which is partially funded by an increase in Reimbursements. Sources are increasing by \$808,480 primarily due to an increase in Fee/Rate revenue associated with providing legal services for the Risk Management Department. Net County Cost is increasing by \$162,904 as a result of the mid-year addition of a Supervising Deputy County Counsel position, increased worker's compensation rates, and negotiated salary increases.



**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Administration/Fiscal	9	0	0	0	9	2	7
Legal Services	84	2	0	0	86	2	84
Total	93	2	0	0	95	4	91

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$15.5 million fund 95 positions, of which 91 are regular positions and four are limited term positions. Staffing changes for 2016-17 reflect an increase of two budgeted positions which includes the addition of one County Counsel Lead Secretary and one County Counsel Paralegal. Both positions are funded through reimbursements for providing legal services to other County departments. The County Counsel Lead Secretary position was added due to increased caseload and staffing at the Juvenile Dependency Court. The County Counsel Paralegal position was added due to increased caseload in the Litigation Unit.



## FINANCE AND ADMINISTRATION

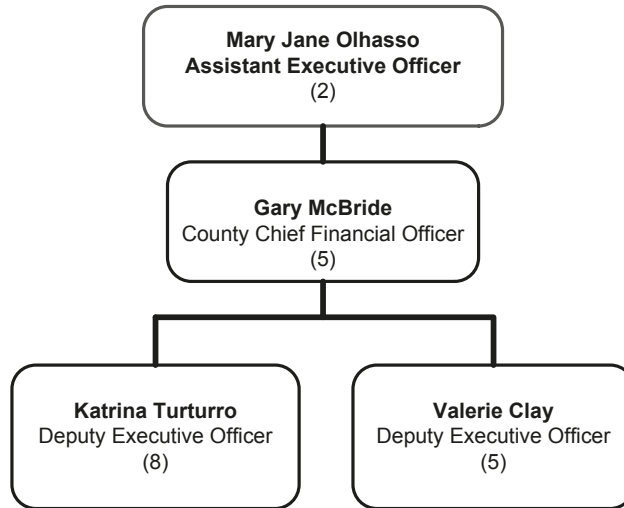
### Mary Jane Olhasso

#### 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



#### 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Finance and Administration	3,065,263	0	3,065,263			20
Capital Facilities Leases	7,240,810	0	7,240,810			0
<b>Total General Fund</b>	<b>10,306,073</b>	<b>0</b>	<b>10,306,073</b>	<b>0</b>	<b>0</b>	<b>20</b>
<b>Special Revenue Funds</b>						
Disaster Recovery Fund	0	7,530		(7,530)		0
<b>Total Special Revenue Funds</b>	<b>0</b>	<b>7,530</b>	<b>0</b>	<b>(7,530)</b>	<b>0</b>	<b>0</b>
<b>Total - All Funds</b>	<b>10,306,073</b>	<b>7,530</b>	<b>10,306,073</b>	<b>(7,530)</b>	<b>0</b>	<b>20</b>





**2015-16 MAJOR ACCOMPLISHMENTS**

- Received the Distinguished Budget Presentation Award for the tenth consecutive year.
- Continued enhancements to the comprehensive Countywide Fee Management System automating the County Fee process.
- Issued the 2016-21 Five-Year Capital Improvement Plan book.
- Developed a balanced budget for the coming year addressing the most pressing Countywide needs.

**DEPARTMENT PERFORMANCE MEASURES**

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Received Distinguished Budget Presentation Award from the Government Finance Officers Association.	Yes	Yes	Yes	Yes
STRATEGY	Prepare a budget presentation that follows the guidelines established by the National Advisory Council on State and Local Budgeting and Government Finance Officers Association (GFOA) best practices on budgeting.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Continue to develop and maintain consistent messaging for the organization.	Number of days recommended budget documents were provided in advance of the Board meeting.	18	14	21	21
STRATEGY	Ensure Board of Supervisors has sufficient review time for recommended budget documents.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Continue to develop and maintain consistent messaging for the organization.	Number of days fee documents were provided in advance of the Board meeting.	14	14	15	14
STRATEGY	Ensure Board of Supervisors has sufficient review time for recommended fee ordinance documents.					



## Finance and Administration

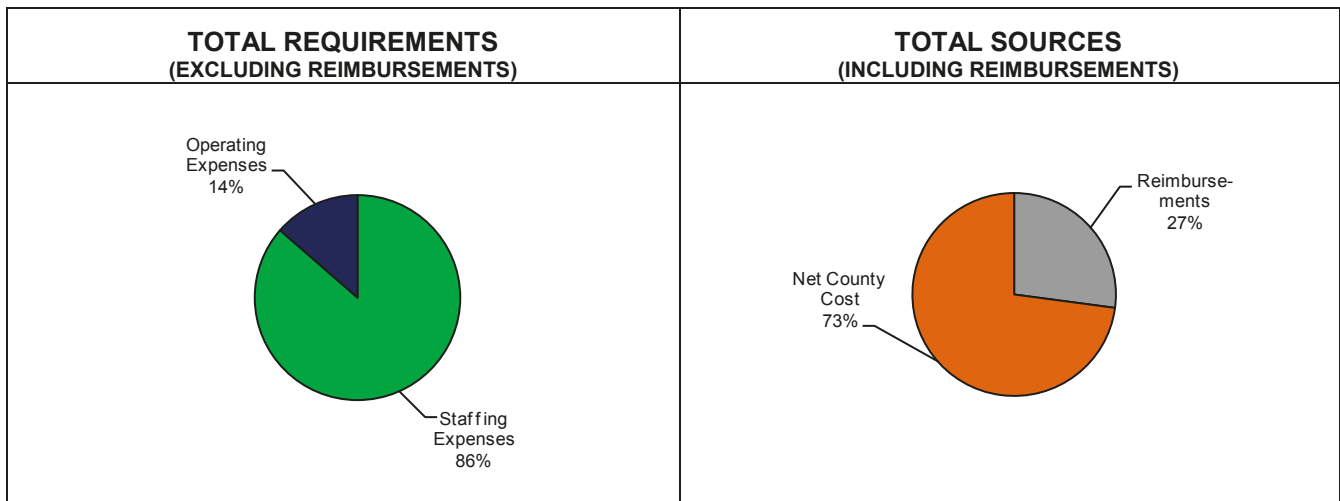
### DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$4,205,179
Total Sources (Incl. Reimb.)	\$1,139,916
Net County Cost	\$3,065,263
Total Staff	20
Funded by Net County Cost	73%

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

### 2016-17 ADOPTED BUDGET



**ANALYSIS OF 2016-17 ADOPTED BUDGET**

GROUP: Administration  
 DEPARTMENT: Finance and Administration  
 FUND: General

BUDGET UNIT: AAA FAB  
 FUNCTION: General  
 ACTIVITY: Finance

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	1,840,406	2,462,736	3,101,470	3,589,761	3,316,758	3,634,052	44,291
Operating Expenses	165,254	479,745	434,657	481,360	346,259	571,127	89,767
Capital Expenditures	0	0	9,127	0	0	0	0
Total Exp Authority	2,005,660	2,942,481	3,545,254	4,071,121	3,663,016	4,205,179	134,058
Reimbursements	(364,311)	(373,277)	(753,222)	(969,595)	(946,137)	(1,139,916)	(170,321)
Total Appropriation	1,641,349	2,569,204	2,792,033	3,101,526	2,716,879	3,065,263	(36,263)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,641,349	2,569,204	2,792,033	3,101,526	2,716,879	3,065,263	(36,263)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	4,883	227	0	0	0	0
Total Revenue	0	4,883	227	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	4,883	227	0	0	0	0
Net County Cost	1,641,349	2,564,321	2,791,806	3,101,526	2,716,879	3,065,263	(36,263)
Budgeted Staffing*	14	15	18	20	20	20	0

\*Data represents final budgeted staffing

Note: Finance and Administration is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County's operating departments, central service departments do not pay COWCAP charges. Not included in this budget is \$1,082 which represents Finance and Administration's share of costs of other central service departments, such as Human Resources.

**MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET**

Staffing Expenses of \$3.6 million fund 20 budgeted positions. The majority of Reimbursements are from Health Administration, County Fire, Special Districts, and Indigent Defense for administrative oversight.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses are increasing by \$44,291 primarily related to negotiated salary increases and minor position changes. Operating Expenses are increasing by \$89,767 primarily due to an increase in salaries and benefits transfers out for the costs related to supporting an Administrative Analyst II position in the Law and Justice Group budget. Reimbursements are increasing by \$170,321 primarily as a result of increased reimbursements from Internal Service Fund departments, separated entities, and various departments that receive dedicated support from the Finance office.



**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Finance and Administration	20	1	-1	0	20	2	18
Total	20	1	-1	0	20	2	18

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$3.6 million fund 20 positions of which 18 are regular positions and two are limited term positions. The budget includes a staffing reorganization with the Law and Justice Group which transfers one Administrative Analyst II out of Finance and Administration to the Law and Justice Group and one Administrative Analyst III to Finance and Administration from the Law and Justice Group, to better align the responsibilities of the positions with their departmental assignments.



## Capital Facilities Leases

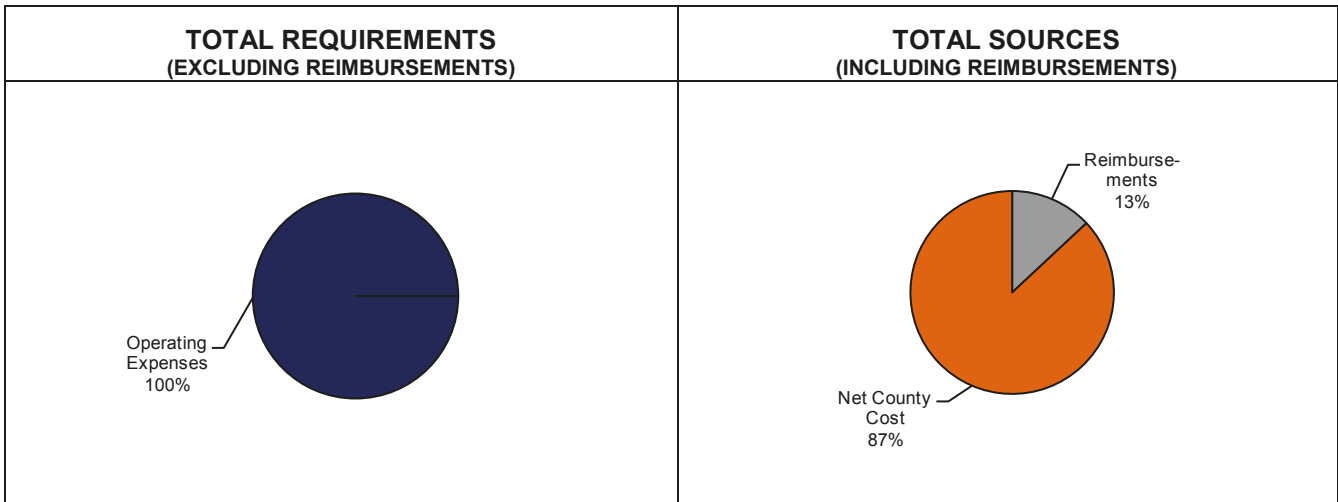
### DESCRIPTION OF MAJOR SERVICES

This budget unit funds the cost of long-term capital lease payments for the major County facilities financed by the General Fund. The final facility currently being financed by the General Fund is the West Valley Detention Center.

**Budget at a Glance**

Total Requirements (Excl. Reimb.)	\$8,325,852
Total Sources (Incl. Reimb.)	\$1,085,042
Net County Cost	\$7,240,810
Total Staff	0
Funded by Net County Cost	87%

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

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

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

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	14,876,470	14,665,377	14,735,530	14,889,602	14,652,212	8,325,852	(6,563,750)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	14,876,470	14,665,377	14,735,530	14,889,602	14,652,212	8,325,852	(6,563,750)
Reimbursements	(1,945,536)	(1,941,734)	(1,437,542)	(1,948,792)	(1,595,319)	(1,085,042)	863,750
Total Appropriation	12,930,934	12,723,643	13,297,988	12,940,810	13,056,893	7,240,810	(5,700,000)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	12,930,934	12,723,643	13,297,988	12,940,810	13,056,893	7,240,810	(5,700,000)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	10,700	146	0	0	0	0	0
Total Revenue	10,700	146	0	0	0	0	0
Operating Transfers In	0	0	0	5,700,000	6,616,480	0	(5,700,000)
Total Financing Sources	10,700	146	0	5,700,000	6,616,480	0	(5,700,000)
Net County Cost	12,920,234	12,723,497	13,297,988	7,240,810	6,440,413	7,240,810	0
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

### MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Operating Expenses of \$8.3 million represent lease payments and related fees and administrative costs for the West Valley Detention Center. Administrative costs include fees for Trustee services, auditing and other tax compliance services.

Reimbursements of \$1.1 million represent shares of lease costs from Regional Parks and Preschool Services. These reimbursements reflect these departments' shares of lease payments that were optionally prepaid with Discretionary General Funding.

### BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and Sources are decreasing by \$5.7 million as a result of the payment of the final lease payment for the 2002 Justice Center/Airport Improvements financing that matured in 2016.

### STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



## Disaster Recovery Fund

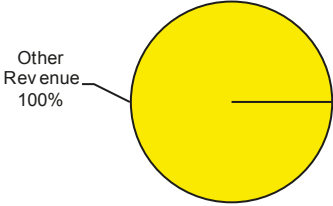
### DESCRIPTION OF MAJOR SERVICES

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

**Budget at a Glance**

Total Requirements (Excl. Reimb.)	\$0
Total Sources (Incl. Reimb.)	\$7,530
Use of/ (Contribution to) Fund Balance	(\$7,530)
Total Staff	0

### 2016-17 ADOPTED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)
<p>No Requirements for this budget unit</p>	 <p>A pie chart with a single yellow slice representing 100% of the total sources. A label 'Other Revenue 100%' is connected to the chart by a thin line.</p>





### ANALYSIS OF 2016-17 ADOPTED BUDGET

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

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	0	0	0	0	0	0	0
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	0	0	0	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	0	0	0	0	0
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	253,250	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	10,446	7,973	9,179	5,277	12,050	7,530	2,253
Total Revenue	10,446	7,973	9,179	5,277	265,300	7,530	2,253
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	10,446	7,973	9,179	5,277	265,300	7,530	2,253
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(10,446)	(7,973)	(9,179)	(5,277)	(265,300)	(7,530)	(2,253)
Available Reserves				36,743		304,296	267,553
Total Fund Balance				31,466		296,766	265,300
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

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

### MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Other Revenue of \$7,530 represents anticipated interest earnings on the cash balance in the fund, which includes amounts due to other agencies.

### BUDGET CHANGES AND OPERATIONAL IMPACT

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

### ANALYSIS OF FUND BALANCE

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

### STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



## FLEET MANAGEMENT

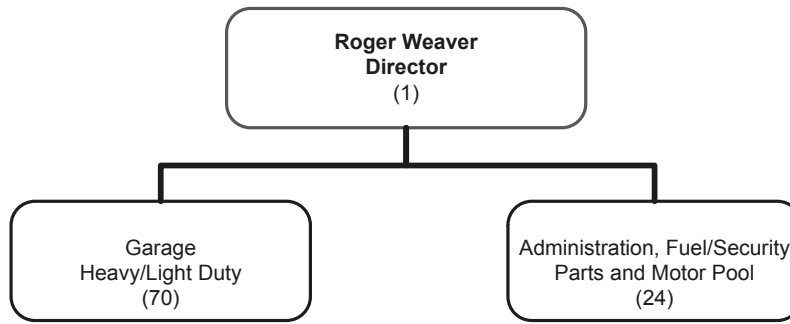
### Roger Weaver

#### DEPARTMENT MISSION STATEMENT

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



#### ORGANIZATIONAL CHART



#### 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					Staffing
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	
<b>Internal Service Funds</b>						
Fleet Management	40,468,867	35,595,554			4,873,313	95
Total Internal Service Funds	40,468,867	35,595,554	0	0	4,873,313	95
<b>Total - All Funds</b>	40,468,867	35,595,554	0	0	4,873,313	95

#### 2015-16 MAJOR ACCOMPLISHMENTS

- Ranked 7<sup>th</sup> best fleet in the nation in Leading Fleets Competition by “Government Fleet” magazine.
- Ranked 13<sup>th</sup> and 36<sup>th</sup> best fleet in the nation in “100 Best Fleets” and “GREEN FLEET” Competitions by “Governing” magazine.
- Established a Department Diversity Committee and outreach program for basic mechanic skills for Welfare to Work CalWORKs participants.
- Implemented an automated Motor Pool dispatch/reservation application.
- Implemented Information Service Department’s contract tracking system.
- Began implementation of a new automated fuel management system that allows automated data capture of fuel transactions and will allow for additional County locations to be added to the system.
- Removed two County-owned car washes due to the state drought.



**DEPARTMENT PERFORMANCE MEASURES**

<b>COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.</b>	Current level of uptime (vehicle availability) of light-duty vehicles serviced at Fleet facilities.	96%	95%	95%	96%
<b>STRATEGY</b>	Monitor employee productivity levels.					
<b>STRATEGY</b>	Coordinate with customers to reduce peak/lull times in the shop.					
<b>COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.</b>	Percentage of vehicles receiving required annual preventive maintenance service. (minimum 3 times/yr)	100%	95%	95%	95%
<b>STRATEGY</b>	Maintain communications with customers to ensure services are completed when due.					
<b>STRATEGY</b>	Reduce impacts on customers availability to ensure they do not "delay" service for operational needs.					
<b>COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.</b>	Average number of days to complete repairs and services on light-duty vehicles at Fleet facilities.	1.19	1.4	1.3	1.4
<b>STRATEGY</b>	Improve coordination with part suppliers to reduce part wait times.					
<b>STRATEGY</b>	Improve/monitor employee productivity.					
<b>STRATEGY</b>	Monitor staffing requirements at all facilities.					
<b>STRATEGY</b>	Coordinate with customers to reduce peak/lull times in the shop.					
<b>COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.</b>	Value of on-hand County-owned repair parts inventory.	\$ 998,342	\$ 950,000	\$ 985,000	\$ 925,000
<b>OBJECTIVE</b>	<b>Eliminate silos and consolidate and centralize administrative functions, including financial management and oversight.</b>					
<b>STRATEGY</b>	Improve coordination with part suppliers to move closer to "just-in-time" inventory scenarios.					
<b>STRATEGY</b>	Coordinate with Purchasing to explore potential opportunities for consignment or consolidated inventories.					
<b>STRATEGY</b>	Evaluate department storage sites (storerooms) for consolidation or reduction.					



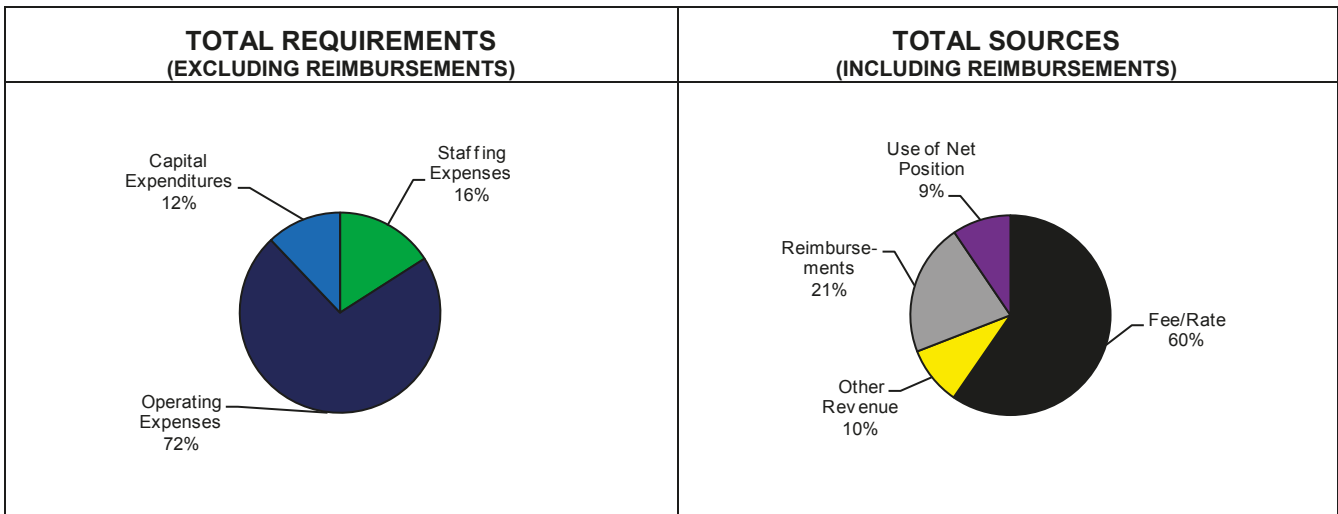
## Fleet Management

### DESCRIPTION OF MAJOR SERVICES

Fleet Management provides acquisition, maintenance, repair, modification, and disposal services for the majority of County vehicles and equipment. Fleet Management’s main garage in San Bernardino includes four shops: automotive, heavy duty, welding/metal fabrication, and generator services, as well as a parts room and fueling station. County Fire Vehicle Services Division shares space in the facility and utilizes Fleet’s Internal Service Fund (ISF) rate structure. The department also operates five smaller service centers in outlying locations (Barstow, Hesperia, Needles, Rancho Cucamonga, and 29 Palms) and 62 strategically located fueling sites. Additionally, Fleet Management operates a motor pool which has ownership and/or maintenance responsibility for approximately 1,940 vehicles or equipment assigned to or used by County departments. The department also provides Department of Motor Vehicle registration services for all County vehicles and security lock-up services.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$51,521,173
Total Sources (Incl. Reimb.)	\$46,647,860
Use of / (Contribution To) Net Position	\$4,873,313
Total Staff	95

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Administration  
DEPARTMENT: Fleet Management  
FUND: Fleet Management

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A) Change From Prior Year Final Budget
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	
<b>Requirements</b>							
Staffing Expenses	6,692,924	7,539,366	7,013,958	8,052,393	7,420,582	8,206,817	154,424
Operating Expenses	28,432,799	31,938,579	29,121,491	38,157,276	29,028,868	37,086,956	(1,070,320)
Capital Expenditures	5,876,289	4,570,533	4,775,312	6,151,100	4,953,222	6,227,400	76,300
Total Exp Authority	41,002,012	44,048,478	40,910,761	52,360,769	41,402,672	51,521,173	(839,596)
Reimbursements	(10,829,975)	(11,508,108)	(8,449,730)	(11,440,444)	(8,184,787)	(11,052,306)	388,138
Total Appropriation	30,172,037	32,540,370	32,461,031	40,920,325	33,217,885	40,468,867	(451,458)
Operating Transfers Out	639,207	71,300	0	0	0	0	0
Total Requirements	30,811,244	32,611,670	32,461,031	40,920,325	33,217,885	40,468,867	(451,458)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	1,933	0	0	0	0
Fee/Rate	23,786,148	28,661,548	28,910,498	30,750,625	27,897,781	30,708,054	(42,571)
Other Revenue	5,437,861	4,828,625	4,546,845	4,785,500	4,393,207	4,887,500	102,000
Total Revenue	29,224,009	33,490,173	33,459,276	35,536,125	32,290,988	35,595,554	59,429
Operating Transfers In	0	71,300	0	75,800	0	0	(75,800)
Total Financing Sources	29,224,009	33,561,473	33,459,276	35,611,925	32,290,988	35,595,554	(16,371)
<b>Net Position</b>							
Use of/ (Contribution to) Net Position**	1,587,235	(949,803)	(998,245)	5,308,400	926,897	4,873,313	(435,087)
Est. Net Position Available						4,893,368	
Total Est. Unrestricted Net Position						9,766,681	
Budgeted Staffing*	84	87	87	93	93	95	2

\*Data represents final budgeted staffing

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

Note: Unlike governmental funds, the 2015-16 Final Budget and 2015-16 Actual columns do not include information on Estimated Net Position Available or Total Estimated Unrestricted Net Position because GAAP requires that internal service and enterprise funds include line items such as depreciation, which are not budgeted, in the Net Position calculation.

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Requirements of \$40.5 million include \$8.2 million in Staffing Expenses, \$37.1 million in Operating Expenses, and \$6.2 million in Capital Expenditures. Major Operating Expenses are repair parts and fuel, which reflect the impact of City of San Bernardino Fire annexation to County Fire, sublets and specialized services, and vehicle liability insurance. Reimbursements include internal cost allocations, County Fire staffing expenses, and transfers out for capital improvement projects.

Sources of \$35.6 million include \$30.7 million in Fee/Rate revenue that include Motor Pool mileage and monthly charges, fuel revenue, labor charges from light and heavy duty shops and fire shop, parts sales, and sublet charges.



### BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$451,458 primarily due to a decrease in Operating Expenses of \$1.1 million as a result of lower vehicle liability insurance and reduced transfers out for fixed-assets expenditures, offset by an increase in fuel charges which reflect the impact of City of San Bernardino Fire annexation to County Fire. Staffing Expenses are increasing by \$154,424 as a result of the addition of two Public Service Employees and negotiated salary increases. Reimbursements are decreasing by \$388,138 primarily due to the elimination of the transfer of administrative expenses between Garage and Motor Pool which is no longer necessary because these divisions now reside in the same fund.

Sources are decreasing by \$16,371 primarily due to a decrease in Fee/Rate revenue due to the closure of two car washes and lower gas prices.

### ANALYSIS OF NET POSITION

For 2016-17 Fleet’s budget includes a Use of Net Position of \$4.9 million. The Use of Net Position is due to one-time expenditures related to capital projects carried over from 2015-16 and new projects for 2016-17. The capital projects include the High Desert Service Center Expansion and pavement improvements. Rates are reviewed annually to ensure that Net Position is maintained at an adequate level.

### 2016-17 POSITION SUMMARY\*

Division	2015-16	Adds	Deletes	Re-Orgs	2016-17	Limited	Regular
	Final Staffing				Adopted		
Administration	12	0	0	0	12	0	12
Heavy Duty	26	0	0	-1	25	0	25
Light Duty	42	2	0	1	45	4	41
Fuel and Security	4	0	0	0	4	0	4
Motor Pool	2	0	0	0	2	1	1
Parts Room	7	0	0	0	7	0	7
Total	93	2	0	0	95	5	90

\*Detailed classification listing available in Appendix D.

### STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$8.2 million funds 95 budgeted positions of which 90 are regular positions and five are limited term positions. Staffing changes for 2016-17 include the reclassification of Fleet Specialist to an Office Assistant III, and the addition of two Public Service Employee positions. The Public Service Employee positions will be utilized to meet short-term staffing needs due to short-term increases in workloads.



# HUMAN RESOURCES

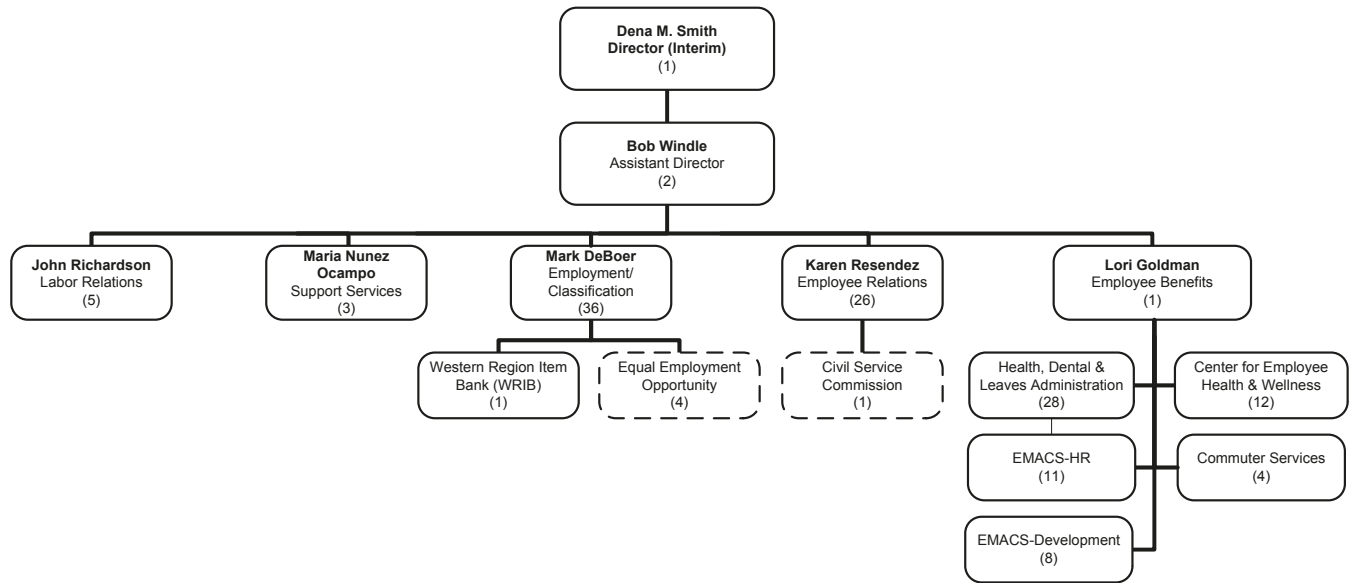
Dena M. Smith, Interim Director

## 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



## 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Human Resources	7,353,290	846,622	6,506,668			98
The Center for Employee Health and Wellness	2,200,957	2,200,957	0			12
Unemployment Insurance	4,000,500	0	4,000,500			0
<b>Total General Fund</b>	<b>13,554,747</b>	<b>3,047,579</b>	<b>10,507,168</b>	<b>0</b>	<b>0</b>	<b>110</b>
<b>Special Revenue Funds</b>						
Commuter Services	942,881	747,200		195,681		4
Employee Benefits and Services	3,568,640	3,490,335		78,305		29
<b>Total Special Revenue Funds</b>	<b>4,511,521</b>	<b>4,237,535</b>	<b>0</b>	<b>273,986</b>	<b>0</b>	<b>33</b>
<b>Total - All Funds</b>	<b>18,066,268</b>	<b>7,285,114</b>	<b>10,507,168</b>	<b>273,986</b>	<b>0</b>	<b>143</b>





## 2015-16 MAJOR ACCOMPLISHMENTS

- Partnered with the District Attorney and Risk Management departments to ensure that victims of the December 2, 2015 terrorist attack continued to receive full compensation and benefits.
- Negotiated three MOUs (including the first MOU negotiated with Teamsters Local 1932), for nine bargaining units, covering approximately 12,000 employees.
- Implemented programming changes in EMACS and completed the timely reporting as required by the ACA regulations to employees and the IRS. The ACA requires that large employers report the offer of minimum essential health coverage and affordability for all employees who are considered full-time under the ACA definition.
- Developed a standard operating procedure and provided training to departmental supervisors and managers as it relates to AB1522 – Healthy Workplace Healthy Family Act of 2014 and implemented programming changes in EMACS to correctly establish sick leave accruals for employees in the unclassified service who are not covered under a collective bargaining agreement, compensation plan or county ordinance that expressly provides for paid sick leave.
- Led efforts to develop a Health Insurance Portability and Accountability Act (HIPAA) policy, approved by the Board on July 28, 2015, to comply with updated HIPAA regulations.
- Exceeded goal by adding eleven new departmental diversity committees which help achieve diversity success, assist and monitor implementation of diversity action items.
- Collaborated with the Information Services Department to modernize and rebrand the Human Resources website, consistent with the Board adopted County branding standard.



**DEPARTMENT PERFORMANCE MEASURES**

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Meet the legislative requirement of the ACA by offering coverage to >95% of full time employees.	99.7%	99%	99.7%	99%
STRATEGY	To ensure compliance and avoid Affordable Care Act penalties, follow the current action plan to ensure all aspects of administration and reporting are addressed.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of eligible records audited.	100%	85%	91%	100%
STRATEGY	On an annual basis, audit specified components of the EMACS system in order to ensure compliance with Federal, State and MOU requirements and overall accuracy of the payroll and recordkeeping function. For 2016-17, this activity will include the review of employee classifications and ensure 50% compliance with overtime/Fair Labor Standards Act (FLSA) regulations.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Number of departments with diversity committees.	4	14	15	25
STRATEGY	In accordance with the Countywide Vision, implement a strategy to increase department awareness and support for outreach, educational and training activities focused on ensuring a County workforce that reflects the diversity of our community. This strategy will include the establishment of approximately 10 departmental committees per year that will work in collaboration with HR to plan and implement department-specific strategies for diversity including recruitment, mentoring and outreach activities.					



## Human Resources

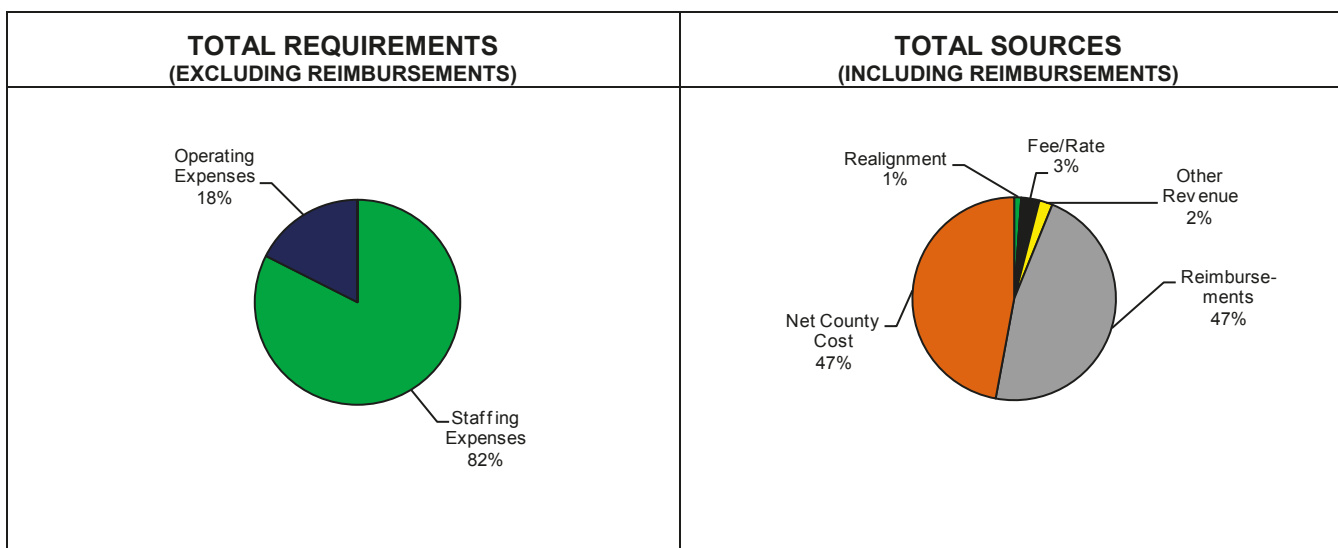
### DESCRIPTION OF MAJOR SERVICES

The Human Resources Department administers the County's human resources programs. This includes the responsibility for recruitment, employment testing, and certification of eligible candidates; establishment and maintenance of classification and compensation systems and program administration for the Employee Management and Compensation Systems (EMACS); and the Equal Employment Opportunity Office. Human Resources also shares responsibility, through a partnership with Human Services, for Countywide organizational and employee development.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$13,818,875
Total Sources (Incl. Reimb.)	\$7,312,207
Net County Cost	\$6,506,668
Total Staff	98
Funded by Net County Cost	47%

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.

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Administration  
DEPARTMENT: Human Resources  
FUND: General

BUDGET UNIT: AAA HRD  
FUNCTION: General  
ACTIVITY: Personnel

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	8,157,472	8,764,815	9,051,613	10,540,028	9,644,962	11,396,283	856,255
Operating Expenses	1,355,455	2,388,339	2,804,596	2,339,981	2,020,491	2,422,592	82,611
Capital Expenditures	0	0	0	6,450	5,510	0	(6,450)
Total Exp Authority	9,512,927	11,153,154	11,856,211	12,886,459	11,670,963	13,818,875	932,416
Reimbursements	(4,026,135)	(4,197,186)	(4,360,515)	(5,505,893)	(5,215,338)	(6,465,585)	(959,692)
Total Appropriation	5,486,792	6,955,968	7,495,696	7,380,566	6,455,625	7,353,290	(27,276)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	5,486,792	6,955,968	7,495,696	7,380,566	6,455,625	7,353,290	(27,276)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	114,677	126,409	119,391	141,236	133,760	155,164	13,928
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	304,024	225,513	418,154	392,327	325,198	398,458	6,131
Other Revenue	185,123	123,015	196,251	241,000	243,769	293,000	52,000
Total Revenue	603,824	474,937	733,796	774,563	702,727	846,622	72,059
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	603,824	474,937	733,796	774,563	702,727	846,622	72,059
Net County Cost	4,882,968	6,481,031	6,761,900	6,606,003	5,752,898	6,506,668	(99,335)
Budgeted Staffing*	79	79	79	91	91	98	7

\*Data represents final budgeted staffing

Note: Human Resources is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County's operating departments, central service departments do not pay COWCAP charges. Not included in this budget is \$723,397 which represents Human Resource's share of costs of other central service departments, such as County Counsel.

### MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Staffing Expenses of \$11.4 million make up the majority of the expenditures within this budget unit. These expenses are necessary to provide human resources services to the County's approximately 22,000 employees. Sources of \$846,622 primarily represent revenue from WRIB memberships and revenue from other departments for administrative services provided.

### BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$27,276 due to an increase in Reimbursements which is offset by an increase in Staffing and Operating Expenses.

The increase in Staffing Expenses is due to the addition of a net seven positions, which are fully funded by Public Health, ARMC, and Human Services. This increase in Staffing Expenses will be offset by increased Reimbursements from those departments. A Human Resources Officer III position is being added to support the Labor Relations section. This position will be partially funded by existing General Fund resources and partially by department reimbursements. These additions are offset by the deletion of an EMACS Manager, which is transferred to another budget unit.

Sources are increasing by \$72,059 primarily due to additional revenue from departments for costs related to executive recruitments, random drug testing, and background checks.



**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Administration	10	0	-1	-3	6	0	6
Employment/Classification	35	2	0	-1	36	0	36
Equal Employment Opportunity	3	0	0	1	4	0	4
Western Region Item Bank (WRIB)	1	0	0	0	1	0	1
Employee Relations	22	6	0	-2	26	0	26
Labor Relations	0	1	0	4	5	0	5
Civil Service Commission	1	0	0	0	1	0	1
EMACS-HR	11	0	0	0	11	0	11
EMACS-Development	8	0	-1	1	8	1	7
Total	91	9	-2	0	98	1	97

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$11.4 million fund 98 budgeted positions of which 97 are regular positions and one is limited term and includes a net increase of seven regular positions. The filled EMACS Manager position will be transferred to the Automated Systems Development budget to support the new Enterprise Financial Management System (EFMS) implementation. The vacant Human Resources Deputy Director position is being deleted and a Human Resources Division Chief is being added. Of the remaining 8 positions being added, 3 are being moved from the Employee Benefits and Services budget unit, which will align the budget to reflect current operations as these positions perform general Human Resources work. Three Human Resources Officer III positions are being added, primarily to improve access to professional guidance and training for Human Resources Officers and serve as an additional resource to departments. One of the Human Resources Officers III positions will support the Assistant Director in preparation and conduct of labor negotiations and administration of the resultant MOUs. The remaining two new positions, one Human Resources Analyst I and one Personnel Technician, are being added in response to the significant workload increases in classification and recruitment and related personnel actions, including work for the Annual and Quarterly Budget Reports.

Nine regular positions have been added to the budget as follows:

- 1 Human Resources Division Chief
- 3 Human Resources Officer III
- 3 Human Resources Analyst I (2 moved from EBSD budget unit)
- 1 Staff Analyst II (moved from EBSD budget unit)
- 1 Personnel Technician

Two regular positions have been deleted as follows:

- 1 Human Resources Deputy Director
- 1 EMACS Manager



## The Center for Employee Health and Wellness

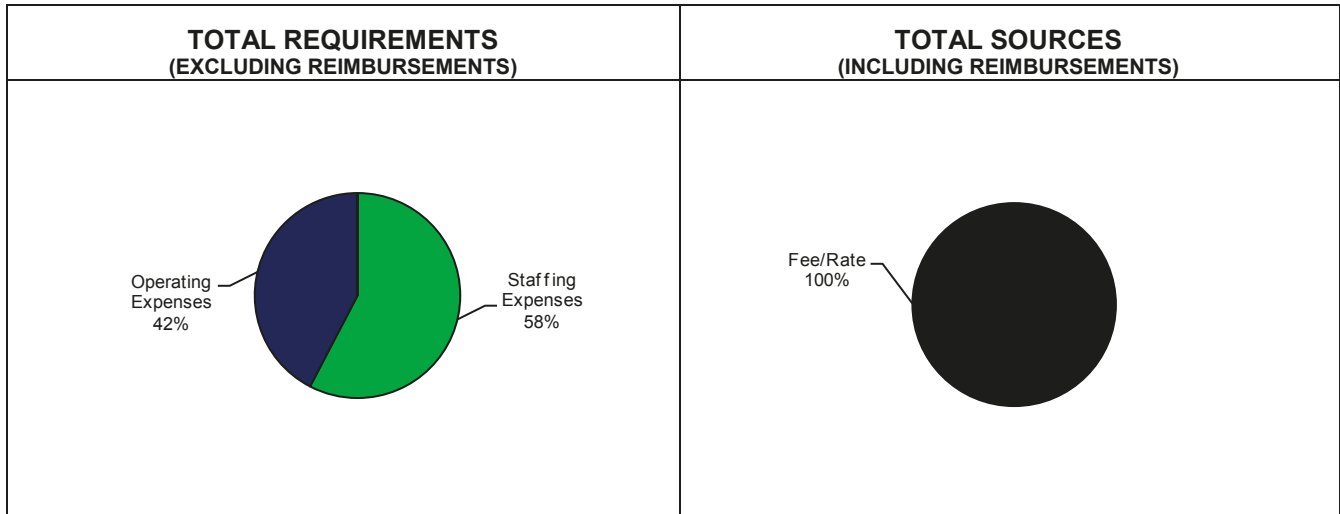
### DESCRIPTION OF MAJOR SERVICES

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

**Budget at a Glance**

Total Requirements (Excl. Reimb.)	\$2,200,957
Total Sources (Incl. Reimb.)	\$2,200,957
Net County Cost	\$0
Total Staff	12
Funded by Net County Cost	0%

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

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

BUDGET UNIT: AAA OCH  
FUNCTION: General  
ACTIVITY: Personnel

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	1,174,789	1,185,077	1,217,050	1,255,513	1,233,228	1,268,547	13,034
Operating Expenses	565,561	567,618	549,969	973,751	873,378	932,410	(41,341)
Capital Expenditures	6,075	0	0	0	0	0	0
Total Exp Authority	1,746,425	1,752,695	1,767,019	2,229,264	2,106,606	2,200,957	(28,307)
Reimbursements	0	0	0	0	(250)	0	0
Total Appropriation	1,746,425	1,752,695	1,767,019	2,229,264	2,106,356	2,200,957	(28,307)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,746,425	1,752,695	1,767,019	2,229,264	2,106,356	2,200,957	(28,307)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	1,803,606	1,763,542	2,084,143	2,228,127	2,254,592	2,200,957	(27,170)
Other Revenue	32	0	695	0	1,035	0	0
Total Revenue	1,803,638	1,763,542	2,084,838	2,228,127	2,255,627	2,200,957	(27,170)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	1,803,638	1,763,542	2,084,838	2,228,127	2,255,627	2,200,957	(27,170)
Net County Cost	(57,213)	(10,847)	(317,819)	1,137	(149,271)	0	(1,137)
Budgeted Staffing*	11	12	12	12	12	12	0

\*Data represents final budgeted staffing

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Staffing Expenses of \$1.3 million make up the majority of the expenditures in this budget unit. These expenses are necessary in order to provide employee and applicant pre-placement and in-service medical examinations to the County's approximately 22,000 employees, as well as employees of various external agencies. Sources are collected for various pre-placement and in-service medical examinations through fees charged for these services in accordance with the County's fee ordinance.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$28,307 primarily as a result of a reduction in Operating Expenses for medical testing services offset by a slight increase in Staffing Expenses due to negotiated salary increases.

Sources are decreasing by \$27,170 primarily as a result of a reduction in fee revenue for medical testing services. The CEHW is completely fee based and departments are billed for services provided.



### 2016-17 POSITION SUMMARY\*

Division	2015-16				2016-17		
	Final Staffing	Adds	Deletes	Re-Orgs	Adopted	Limited	Regular
Center for Employee Health and Wellness	12	0	0	0	12	3	9
Total	12	0	0	0	12	3	9

\*Detailed classification listing available in Appendix D.

### STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$1.3 million fund 12 budgeted positions of which nine are regular positions and three are limited term positions. There have been no staffing changes in this budget unit.





## Unemployment Insurance

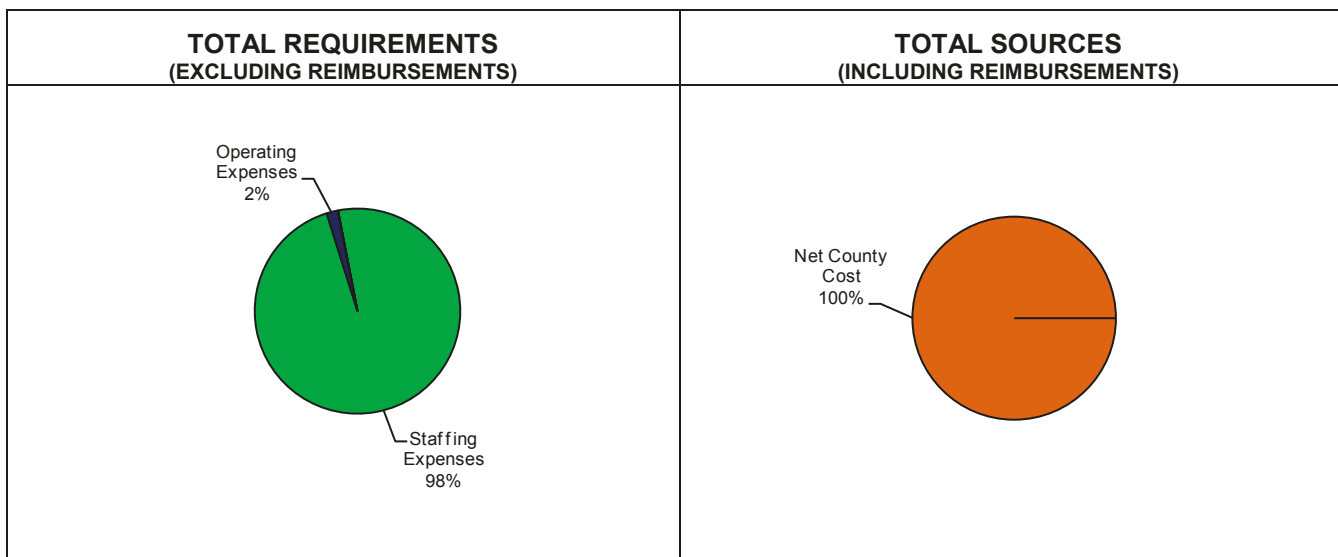
### DESCRIPTION OF MAJOR SERVICES

This is a mandated program based upon a 1978 amendment to the California Unemployment Insurance Code extending unemployment insurance benefits to all public employees. Management’s objective for the program is cost containment. Unemployment insurance claims filed by former County employees are monitored, reviewed for eligibility, and challenged when appropriate to prevent abuse of the program.

#### Budget at a Glance

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

### 2016-17 ADOPTED BUDGET



### ANALYSIS OF 2016-17 ADOPTED BUDGET

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

BUDGET UNIT: AAA UNI  
 FUNCTION: General  
 ACTIVITY: Personnel

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	2,733,810	2,606,973	2,228,007	3,929,100	2,458,826	3,928,412	(688)
Operating Expenses	46,253	42,403	49,928	71,400	46,658	72,088	688
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	2,780,063	2,649,376	2,277,935	4,000,500	2,505,484	4,000,500	0
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	2,780,063	2,649,376	2,277,935	4,000,500	2,505,484	4,000,500	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,780,063	2,649,376	2,277,935	4,000,500	2,505,484	4,000,500	0
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	0	0	0	0	0	0
Net County Cost	2,780,063	2,649,376	2,277,935	4,000,500	2,505,484	4,000,500	0
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

Note: Human Resources – Unemployment Insurance is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County's operating departments, central service departments do not pay COWCAP charges. Not included in this budget is \$31 which represents Human Resources – Unemployment Insurance's share of costs of other central service departments, such as County Counsel.

### MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Staffing Expenses of \$3.9 million represent the amount available for unemployment claims projected to be paid during 2016-17. Operating Expenses of \$72,088 represent the quarterly payment to the vendor that administers the unemployment insurance claims as well as transfers for internal staffing expenses for administration of the program.

### BUDGET CHANGES AND OPERATIONAL IMPACT

There are no significant changes in this budget unit.

### STAFFING CHANGES AND OPERATIONAL IMPACT

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



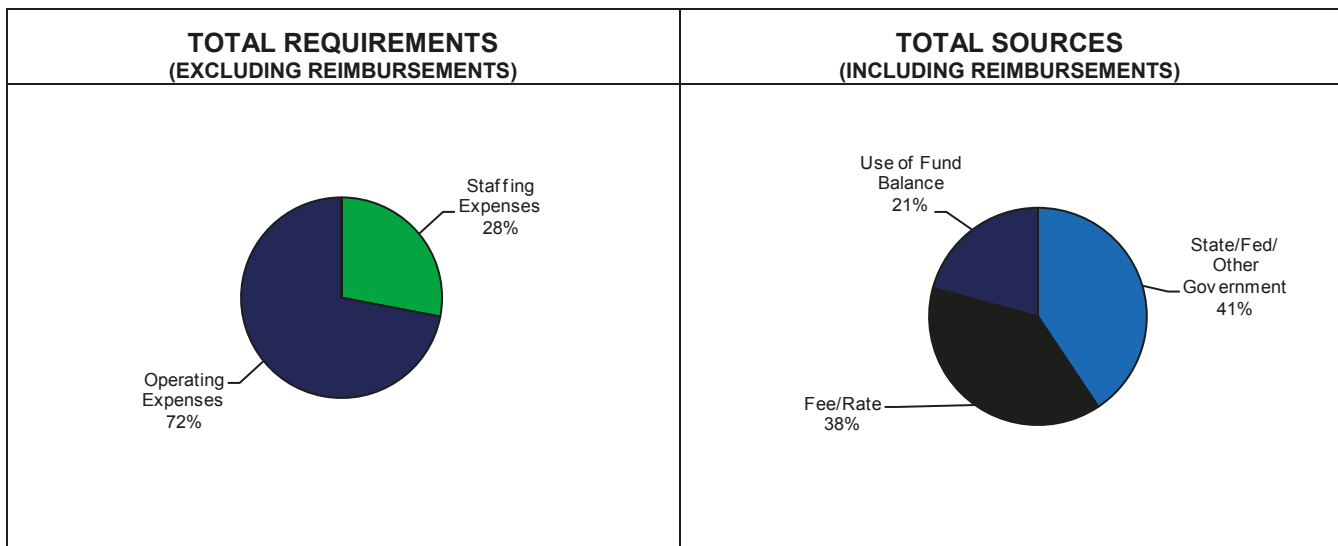
## Commuter Services

### DESCRIPTION OF MAJOR SERVICES

The Commuter Services budget unit was established to account for funds received under AB 2766 to fund mobile source air pollution reduction programs. AB 2766 authorizes air pollution control districts to levy fees on motor vehicles to be used to reduce air pollution. Under this program, the Department of Motor Vehicles collects fees and remits amounts to the appropriate Air Quality Management District (AQMD) for vehicles registered within the district. This budget unit receives AB 2766 funding from both the South Coast Air Quality Management District (SCAQMD) and the Mojave Desert Air Quality Management District (MDAQMD).

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$942,881
Total Sources (Incl. Reimb.)	\$747,200
Use of/ (Contribution to) Fund Balance	\$195,681
Total Staff	4

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Administration  
 DEPARTMENT: Human Resources  
 FUND: Commuter Services

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A) Change From Prior Year Final Budget
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	
<b>Requirements</b>							
Staffing Expenses	206,185	246,455	237,561	246,271	182,397	264,147	17,876
Operating Expenses	487,889	397,331	361,728	699,509	289,870	678,734	(20,775)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	694,074	643,786	599,289	945,780	472,267	942,881	(2,899)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	694,074	643,786	599,289	945,780	472,267	942,881	(2,899)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	694,074	643,786	599,289	945,780	472,267	942,881	(2,899)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	306,639	371,537	379,361	372,400	390,036	383,200	10,800
Fee/Rate	386,066	297,028	234,289	360,000	189,957	360,000	0
Other Revenue	5,429	2,378	3,151	3,750	4,856	4,000	250
Total Revenue	698,134	670,943	616,801	736,150	584,849	747,200	11,050
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	698,134	670,943	616,801	736,150	584,849	747,200	11,050
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(4,060)	(27,157)	(17,512)	209,630	(112,582)	195,681	(13,949)
Available Reserves				658,023		784,555	126,532
Total Fund Balance				867,653		980,236	112,583
Budgeted Staffing*	3	3	3	3	3	4	1

\*Data represents final budgeted staffing

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

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Operating Expenses of \$678,734 make up the majority of the expenditures within this budget unit. Expenses include charges for operating vanpools, hybrid vehicle carpools, and other ride share programs. Sources of \$747,200 include payroll deductions from employees participating in rideshare programs, as well as funds received from the Air Quality Management Districts.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$2,899 primarily due to decreased motor pool charges which are offset by an increase in Staffing Expenses related to the addition of one regular and one limited-term position, which is offset by the deletion of one regular position. Sources are increasing by \$11,050 primarily due to an increase in revenue from the Air Quality Management Districts.

## ANALYSIS OF FUND BALANCE

Fund Balance of \$195,681 will be used for one-time expenditures that promote and encourage transportation alternatives to County employees. Expenditures include program incentives (gas cards, cash, raffles, gym memberships), rideshare luncheon events, commuter events (bike to work, dump the pump, brown bag) and transit subsidies.



**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Commuter Services	3	2	-1	0	4	1	3
Total	3	2	-1	0	4	1	3

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$264,147 fund four budgeted positions of which three are regular positions and one is limited term. The budgeted staffing reflects the addition of two positions, one Office Specialist and one Public Service Employee, and the deletion of one Office Assistant III position. The higher level position of Office Specialist has been determined to best meet the growing needs for the performance of more complex tasks requiring independent judgment. The Public Service Employee position will fulfill short-term staffing needs to support activities such as the annual transportation survey, rideshare luncheon events, vanpool reconciliations, and other projects.



## Employee Benefits and Services

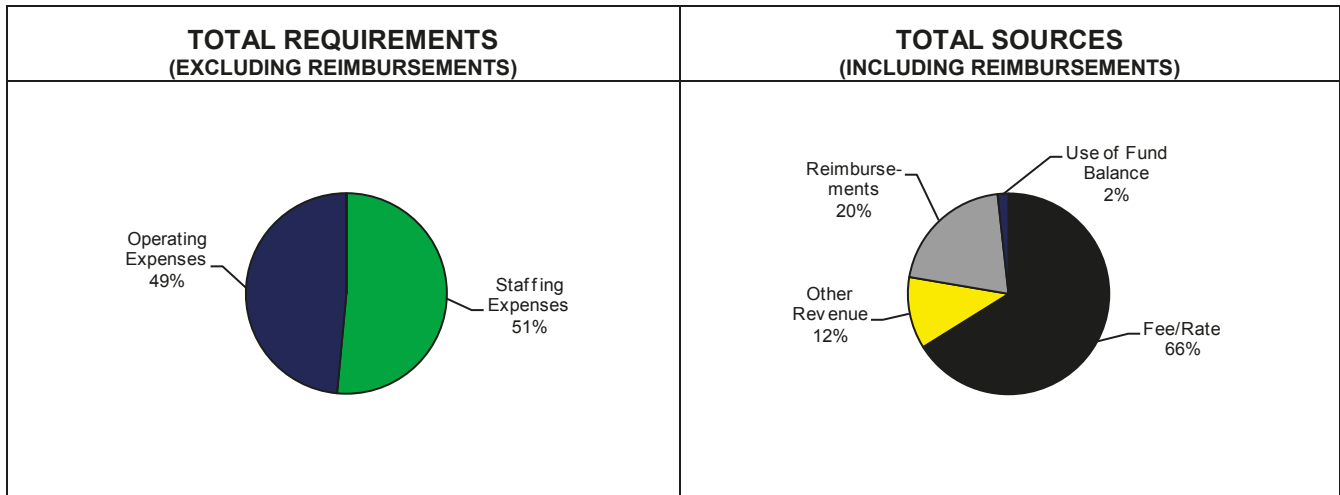
### DESCRIPTION OF MAJOR SERVICES

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**

Total Requirements (Excl. Reimb.)	\$4,492,708
Total Sources (Incl. Reimb.)	\$4,414,403
Use of / (Contribution to) Fund Balance	\$78,305
Total Staff	29

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

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

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A) Change From Prior Year Final Budget
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	
<b>Requirements</b>							
Staffing Expenses	2,375,534	2,505,545	2,217,195	2,577,593	2,412,418	2,313,079	(264,514)
Operating Expenses	1,516,799	1,556,527	1,820,432	2,368,914	1,710,653	2,179,629	(189,285)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	3,892,333	4,062,072	4,037,627	4,946,507	4,123,071	4,492,708	(453,799)
Reimbursements	(1,262,986)	(1,269,285)	(1,251,412)	(1,270,351)	(1,239,001)	(924,068)	346,283
Total Appropriation	2,629,347	2,792,787	2,786,215	3,676,156	2,884,070	3,568,640	(107,516)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,629,347	2,792,787	2,786,215	3,676,156	2,884,070	3,568,640	(107,516)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	52,837	0	0	0	0
State/Fed/Other Government	15,145	17,597	0	15,000	7,480	0	(15,000)
Fee/Rate	2,581,807	3,065,639	2,700,194	2,950,135	2,614,618	2,970,335	20,200
Other Revenue	66,983	(8,266)	146,439	509,000	241,504	520,000	11,000
Total Revenue	2,663,935	3,074,970	2,899,470	3,474,135	2,863,602	3,490,335	16,200
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	2,663,935	3,074,970	2,899,470	3,474,135	2,863,602	3,490,335	16,200
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(34,588)	(282,183)	(113,255)	202,021	20,468	78,305	(123,716)
Available Reserves				801,735		904,989	103,254
Total Fund Balance				1,003,756		983,294	(20,462)
Budgeted Staffing*	28	30	31	31	31	29	(2)

\*Data represents final budgeted staffing

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

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Staffing Expenses of \$2.3 million make up the majority of the department's Requirements within this budget unit. These expenses are necessary to manage the County's employee health, dental, vision, life insurance and integrated leave plan benefits. Sources of \$3.5 million primarily represent revenue from administrative fees for managing the employee benefit programs.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$107,516 primarily due to the deletion of three positions that are being transferred to the Human Resources general fund budget unit to align the budget with operations. The decrease in Staffing Expenses will be offset by decreased Reimbursements from Human Services for the three transferred positions. In addition, Operating Expenses for application development maintenance and support are lower.

Sources are increasing by \$16,200 as a result of additional revenue from Family Medical Leave (FML) administration fees and Vision management fees.

## ANALYSIS OF FUND BALANCE

Fund Balance of \$78,305 will be used to fund one-time expenditures to support the administration of the County's health, dental, vision, life insurance and integrated leave plans and will include computer software, hardware and application development charges.



**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Employee Benefits and Services	31	1	-3	0	29	1	28
Total	31	1	-3	0	29	1	28

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$2.3 million fund 29 budgeted positions of which 28 are regular positions and one is limited term. Changes in the budgeted staffing is a result of deletion of three positions that are transferred to the Human Resources budget unit to better align the positions and functions and an adjustment to a job-share position to reflect headcount of two instead of one.

Three regular positions have been deleted as follows:

- 2 Human Resources Analyst I (transferred to Human Resources budget unit)
- 1 Staff Analyst II (transferred to Human Resources budget unit)





## INFORMATION SERVICES DEPARTMENT

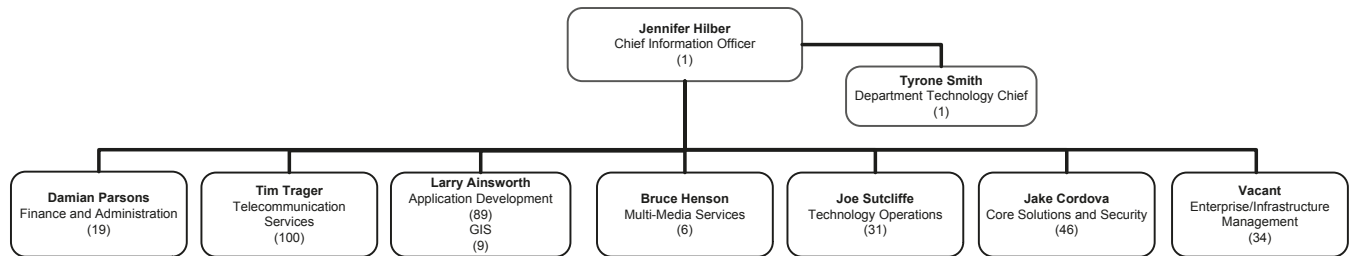
### Jennifer Hilber

#### 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



#### 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
GIS & Multi-Media Services	3,251,440	212,922	3,038,518			15
<b>Total General Fund</b>	<b>3,251,440</b>	<b>212,922</b>	<b>3,038,518</b>	<b>0</b>	<b>0</b>	<b>15</b>
<b>Internal Service Funds</b>						
Computer Operations	34,140,670	27,987,757			6,152,913	132
Telecommunication Services	35,796,822	29,478,170			6,318,652	100
Application Development	15,972,163	14,693,515			1,278,648	89
<b>Total Internal Service Funds</b>	<b>85,909,655</b>	<b>72,159,442</b>	<b>0</b>	<b>0</b>	<b>13,750,213</b>	<b>321</b>
<b>Total - All Funds</b>	<b>89,161,095</b>	<b>72,372,364</b>	<b>3,038,518</b>	<b>0</b>	<b>13,750,213</b>	<b>336</b>

#### 2015-16 MAJOR ACCOMPLISHMENTS

- Implemented Electronic Patient Care Records for County Fire's Image Trend System.
- Implemented the Vision2Read website as part of the Countywide Vision.
- Upgraded the Wide Area Network (WAN) circuit capacity to increase data transfer speeds and reduce latency.
- Upgraded the audio/visual technology in the Covington Chambers.



**DEPARTMENT PERFORMANCE MEASURES**

<b>COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.</b>	Complete the current year's task for migration to VOIP technology.	79%	100%	102%	100%
<b>STRATEGY</b>	Unify the County's enterprise telecommunication services by improving functionality and supportability. For 2016-17, implement year four of a seven year project to convert 14% (2,899) of all County telephones to Voice Over Internet Protocol (VOIP) technology.					
<b>COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.</b>	Percentage scheduled uptime availability for Data Center.	100%	100%	100%	100%
<b>STRATEGY</b>	To provide a high availability Data Center infrastructure to house critical equipment that supports the County's mission.					
<b>COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.</b>	Percentage scheduled uptime availability for WAN.	100%	100%	100%	100%
<b>STRATEGY</b>	To provide a high availability and secure Wide Area Network (WAN) infrastructure for efficient and secure transmission of County data that supports the County's mission.					
<b>COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.</b>	Percentage of current year's task for the 800 Mhz system upgrade completed.	100%	100%	100%	100%
<b>STRATEGY</b>	To improve public safety by upgrading the County's 800 Mhz Public Safety Radio system to digitally capable. The workplan is to implement new radio equipment buildings and continue installation of microwave radio equipment and conversion of subscriber radio fleets.					



## GIS & Multi-Media Services

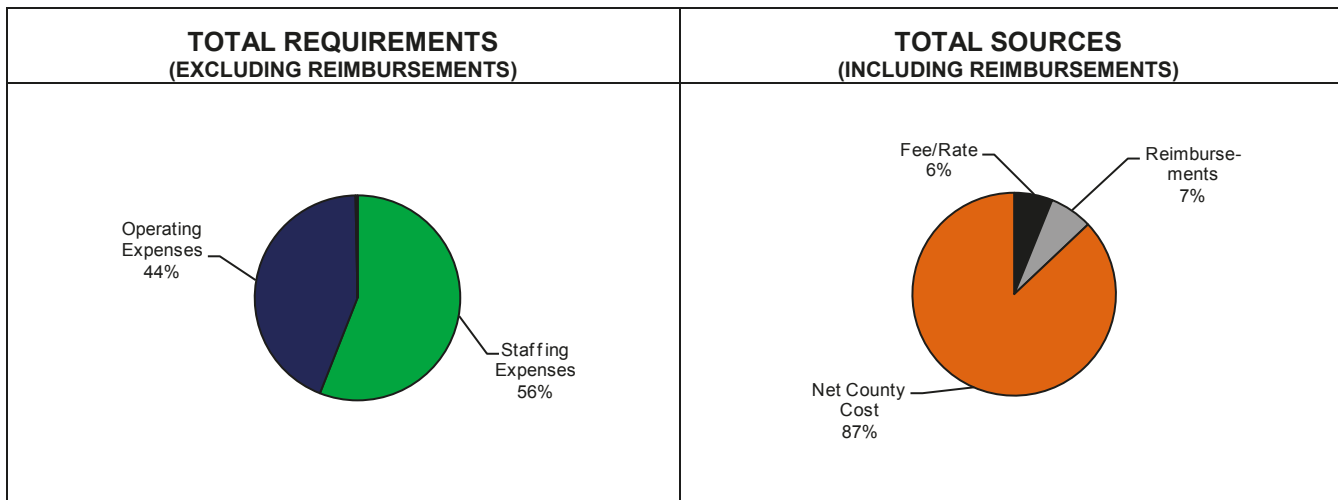
### DESCRIPTION OF MAJOR SERVICES

The Information Services Department's (ISD) Geographical Information System (GIS) team provides geographical data 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. The County's populated areas and landscapes change from year to year resulting in necessary updates to GIS data. This data is collected by aerial photography taken by flyovers of the County.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$3,489,960
Total Sources (Incl. Reimb.)	\$451,442
Net County Cost	\$3,038,518
Total Staff	15
Funded by Net County Cost	87%

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.

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Administration  
DEPARTMENT: Information Services  
FUND: General

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	11,342,860	11,854,023	984,866	1,530,110	1,327,964	1,952,898	422,788
Operating Expenses	3,347,472	3,015,090	930,368	852,499	433,873	1,526,062	673,563
Capital Expenditures	16,141	0	0	11,000	7,492	11,000	0
Total Exp Authority	14,706,473	14,869,113	1,915,234	2,393,609	1,769,329	3,489,960	1,096,351
Reimbursements	(24,960)	(24,998)	0	0	0	(238,520)	(238,520)
Total Appropriation	14,681,513	14,844,115	1,915,234	2,393,609	1,769,329	3,251,440	857,831
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	14,681,513	14,844,115	1,915,234	2,393,609	1,769,329	3,251,440	857,831
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	7,059,395	12,873,763	232,087	216,872	247,465	212,922	(3,950)
Other Revenue	125,528	0	863	0	0	0	0
Total Revenue	7,184,923	12,873,763	232,950	216,872	247,465	212,922	(3,950)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	7,184,923	12,873,763	232,950	216,872	247,465	212,922	(3,950)
Net County Cost	7,496,590	1,970,352	1,682,284	2,176,737	1,521,864	3,038,518	861,781
Budgeted Staffing*	94	100	13	15	15	15	0

\*Data represents final budgeted staffing

Note: Information Services – GIS and Multi-Media Services is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County's operating departments, central service departments do not pay COWCAP charges. Not included in this budget is \$139,738 which represents Information Services – GIS and Multi-Media Service's share of costs of other central service departments, such as Human Resources.

### MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Staffing Expenses of \$2.0 million make up the majority of the department's expenditures within this budget unit. These expenses are necessary to provide GIS and MMA services. Additionally, Operating Expenses of \$1.5 million supports GIS and Multi-Media services and includes \$650,000 for a Countywide GIS Enterprise License Agreement (ELA). Sources of \$212,922 are comprised of revenue from Board of Supervisors approved rates/fees for Street Network Subscriptions and tract maps.

### BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$857,831 primarily to support the GIS ELA with the addition of \$427,815 in Staffing Expenses to fund 3 new Business Systems Analyst III positions to be included in the First Quarter Budget Report, and \$650,000 in Operating Expenses for licensing costs.

Sources are decreasing by \$3,950 due to a reduction in demand for tract maps.



**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Geographic Information Services	9	0	0	0	9	0	9
Multi Media Services	6	0	0	0	6	0	6
Total	15	0	0	0	15	0	15

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$2.0 million fund 15 budgeted regular positions and funds the addition of 3 regular Business Systems Analyst III positions, which will be included in the First Quarter Budget Report. There are no budgeted staffing changes at this time.



## Computer Operations

### DESCRIPTION OF MAJOR SERVICES

The Computer Operations Division (Division) provides enterprise data center services and a portion of the County's communications services to County departments on a 24/7 basis. The Division is comprised of three sections: Finance and Administration, Technology Operations and Core Solutions and Security. This budget unit is an internal service fund, which allows for unrestricted net position available at fiscal year-end to be carried over to the next fiscal year to be used as working capital or for replacement of fixed assets and capital improvement projects.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$43,312,855
Total Sources (Incl. Reimb.)	\$37,159,942
Use of / (Contribution To) Net Position	\$6,152,913
Total Staff	132

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

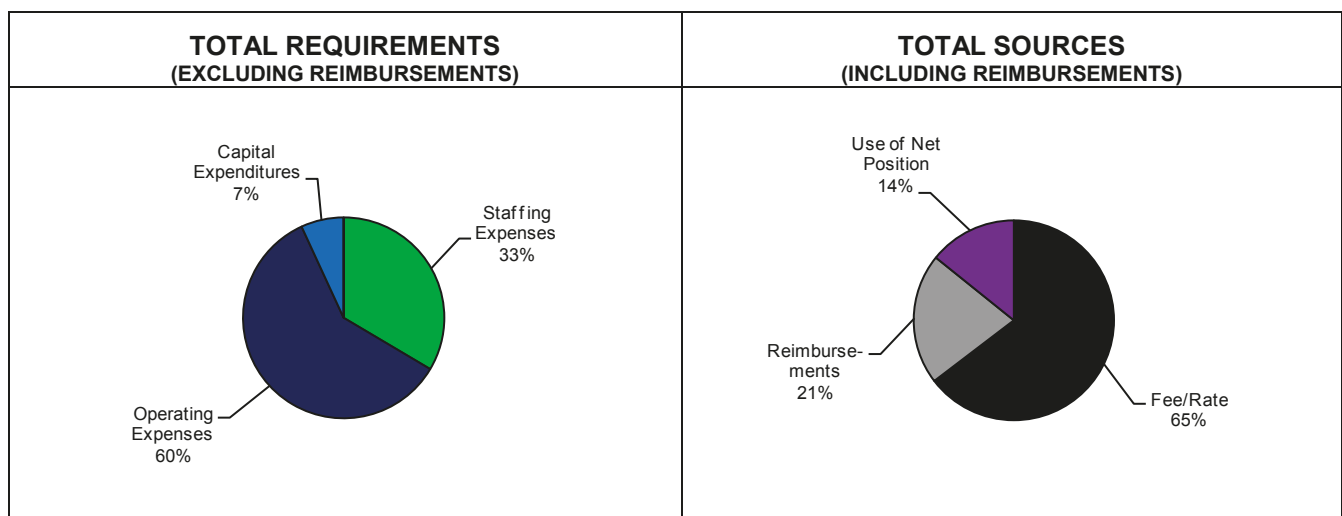
Technology Operations provides for the design, operation, maintenance and administration of the County's Enterprise Data Center which supports the County's enterprise server and includes server management for physical and virtual servers, integrated document imaging infrastructure for digitizing paper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

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

Major Countywide projects for the Division for 2016-17 are:

- Update video conferencing system to improve video quality and interoperability with other systems.
- Upgrade internet filtering to accommodate bandwidth increases and improve security.
- Pilot and implement enterprise software license tracking software to improve auditing and reconciliation of County owned software licensing.

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Administration  
DEPARTMENT: Information Services  
FUND: Computer Operations

BUDGET UNIT: IAJ ALL  
FUNCTION: General  
ACTIVITY: Other General

	2012-13	2013-14	2014-15	(A) 2015-16 Final Budget	2015-16 Actual	(B) 2016-17 Adopted Budget	(B-A) Change From Prior Year Final Budget
	Actual	Actual	Actual		Actual		
<b>Requirements</b>							
Staffing Expenses	12,575,414	13,131,887	12,329,898	13,150,991	12,185,107	14,521,078	1,370,087
Operating Expenses	15,754,173	15,093,589	16,085,353	24,011,133	21,486,463	25,817,082	1,805,949
Capital Expenditures	1,992,759	2,280,292	2,062,798	2,544,000	2,265,363	2,974,695	430,695
Total Exp Authority	30,322,346	30,505,768	30,478,049	39,706,124	35,936,933	43,312,855	3,606,731
Reimbursements	(9,906,552)	(7,885,881)	(9,179,635)	(9,129,165)	(8,967,593)	(9,172,185)	(43,020)
Total Appropriation	20,415,794	22,619,887	21,298,414	30,576,959	26,969,340	34,140,670	3,563,711
Operating Transfers Out	584,079	(214,539)	0	0	0	0	0
Total Requirements	20,999,873	22,405,348	21,298,414	30,576,959	26,969,340	34,140,670	3,563,711
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	19,077,053	21,401,742	22,525,344	25,814,858	27,165,694	27,987,757	2,172,899
Other Revenue	82,711	30,753	204,405	0	180,970	0	0
Total Revenue	19,159,764	21,432,495	22,729,749	25,814,858	27,346,664	27,987,757	2,172,899
Operating Transfers In	133,300	0	0	0	0	0	0
Total Financing Sources	19,293,064	21,432,495	22,729,749	25,814,858	27,346,664	27,987,757	2,172,899
<b>Net Position</b>							
Use of/ (Contribution to) Net Position**	1,706,809	972,853	(1,431,335)	4,762,101	(377,324)	6,152,913	1,390,812
Est. Net Position Available						408,420	
Total Est. Unrestricted Net Position						6,561,333	
Budgeted Staffing*	122	117	120	123	123	132	9

\*Data represents final budgeted staffing

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

Note: Unlike governmental funds, the 2015-16 Final Budget and 2015-16 Actual columns do not include information on Estimated Net Position Available or Total Estimated Unrestricted Net Position because GAAP requires that internal service and enterprise funds include line items such as depreciation, which are not budgeted, in the Net Position calculation.

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Major expenditures include Staffing Expenses and Operating Expenses. Staffing Expenses of \$14.5 million are necessary to provide support for the County's mainframe and other servers, data storage and replication, and technical services that support the wireless device infrastructure. Operating Expenses of \$25.8 million include \$12.2 million in services and supplies for computer software licenses and equipment support and maintenance, \$2.6 million for application development support and maintenance, \$400,000 for facilities maintenance, and \$10.6 million to fund transfers out for capital improvement projects and internal cost allocations.

Sources of \$28.0 million are comprised of revenue from Board of Supervisors' approved Fees/Rates for central computer services and other information technology services paid by County departments, Board-Governed Special Districts, and County Service Areas.



### BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$3.6 million primarily due to an increase of \$1.8 million in Operating Expenses for COWCAP charges, equipment maintenance, facilities charges, internal cost allocations and capital improvement projects. An increase in Staffing Expenses of \$1.4 million is primarily due to the addition of nine positions to support an increase in workload related to server management, system support, and fiscal/administrative functions.

Sources are increasing by \$2.2 million in Fee/Rate revenue due to service rate increases.

### ANALYSIS OF NET POSITION

The use of \$6.2 million of Net Position funds one-time capital improvement projects such as the data center power project and facility improvement projects including a parking lot enhancement and sewer line replacement at ISD's main facility. This also includes the purchase of additional fixed asset equipment for data storage to meet customer demand. Additional costs will be included in future rates to reduce dependence on net position.

### 2016-17 POSITION SUMMARY\*

Division	2015-16	Adds	Deletes	Re-Orgs	2016-17	Limited	Regular
	Final Staffing				Adopted		
Enterprise Processing (1)	25	0	0	1	26	0	26
Central Imaging (2)	8	0	0	0	8	0	8
Finance and Administration	15	4	-1	3	21	0	21
EMACS Support (2)	1	0	0	0	1	0	1
Enterprise Printing (1)	5	0	0	0	5	0	5
Server Management (2)	22	4	0	-1	25	0	25
Core Solutions and Security	47	2	0	-3	46	0	46
<b>Total</b>	<b>123</b>	<b>10</b>	<b>-1</b>	<b>0</b>	<b>132</b>	<b>0</b>	<b>132</b>

\*Detailed classification listing available in Appendix D.  
 Note: (1) Technology Operations  
 (2) Enterprise/Infrastructure Management

### STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$14.5 million fund 132 budgeted regular positions. Changes in budgeted staffing include the addition of nine regular positions to address an increased workload related to server management, system support and fiscal/administrative functions.

- 3 System Support Analyst III
- 1 Business Systems Analyst III
- 1 IT technical Assistant II
- 3 Staff Analyst II
- 1 Systems Support Division Chief

In addition to the staffing increases above, the following position is deleted as a result of an assessment of the Division's workload and functions:

- 1 Information Systems Manager

Lastly, one Staff Analyst II position will be transferred to this budget unit from the Telecommunication Services budget unit.





## Telecommunication Services

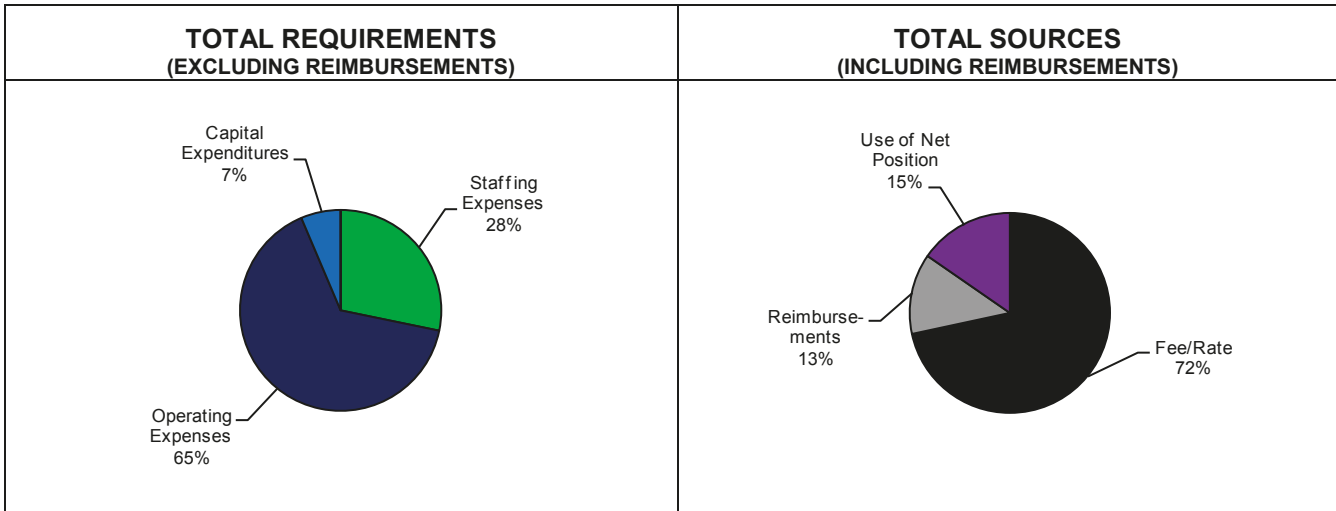
### DESCRIPTION OF MAJOR SERVICES

The Telecommunication Services Division (Division) provides for the design, operation, maintenance and administration of the County's telecommunication phone network; the County's Regional Public Safety Radio System that integrates all Countywide sheriff, police and fire emergency radio dispatch capabilities; paging system; and the Wide Area Network (WAN) that securely joins County users together for the efficient use of technology. The Division manages the County's microwave system that provides transport capabilities for each of the individual systems listed above. This budget unit is an internal service fund, which allows for unrestricted net position available at fiscal year-end to be carried over to the next fiscal year to be used as working capital or for replacement of fixed assets and capital improvement projects.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$41,157,643
Total Sources (Incl. Reimb.)	\$34,838,991
Use of / (Contribution To) Net Position	\$6,318,652
Total Staff	100

The County's Regional Public Safety Radio System is in the process of being upgraded. Ongoing Discretionary General Funding of \$17.9 million continues to be allocated for the upgrade project. The estimated cost of the project is \$158.2 million. \$101.9 million has been funded in prior years, a \$3.8 million rebate was received for equipment purchases, and an additional \$26.4 million is funded in 2016-17. Approximately \$72.2 million has been expended or encumbered to date. During 2016-17, the top priorities of the project continue to center on construction and implementation of new radio equipment buildings and towers in strategic locations which help to enhance signal coverage, and the continued installation of upgraded microwave radio equipment to interlink dispatch centers with public safety agencies and responders throughout the County.

### 2016-17 ADOPTED BUDGET



**ANALYSIS OF 2016-17 ADOPTED BUDGET**

GROUP: Administration  
 DEPARTMENT: Information Services  
 FUND: Telecommunication Services

BUDGET UNIT: IAM ALL  
 FUNCTION: General  
 ACTIVITY: Other General

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	9,566,422	9,783,573	9,916,345	11,609,629	10,069,799	11,625,099	15,470
Operating Expenses	18,582,267	21,593,329	18,847,230	26,098,097	20,409,939	26,902,349	804,252
Capital Expenditures	3,778,000	2,716,351	1,788,967	4,508,615	2,897,822	2,630,195	(1,878,420)
Total Exp Authority	31,926,689	34,093,253	30,552,542	42,216,341	33,377,560	41,157,643	(1,058,698)
Reimbursements	(5,813,558)	(5,877,488)	(6,306,560)	(6,240,543)	(6,735,224)	(5,360,821)	879,722
Total Appropriation	26,113,131	28,215,765	24,245,982	35,975,798	26,642,336	35,796,822	(178,976)
Operating Transfers Out	205,948	0	0	0	0	0	0
Total Requirements	26,319,079	28,215,765	24,245,982	35,975,798	26,642,336	35,796,822	(178,976)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	25,699,407	25,919,917	27,230,421	29,533,178	28,752,820	29,478,170	(55,008)
Other Revenue	351,500	94,531	230,977	0	161,912	0	0
Total Revenue	26,050,907	26,014,448	27,461,398	29,533,178	28,914,732	29,478,170	(55,008)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	26,050,907	26,014,448	27,461,398	29,533,178	28,914,732	29,478,170	(55,008)
<b>Net Position</b>							
Use of/ (Contribution to) Net Position**	268,172	2,201,317	(3,215,416)	6,442,620	(2,272,396)	6,318,652	(123,969)
Est. Net Position Available						9,896,797	
Total Est. Unrestricted Net Position						16,215,449	
Budgeted Staffing*	92	96	98	100	100	100	0

\*Data represents final budgeted staffing

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

Note: Unlike governmental funds, the 2015-16 Final Budget and 2015-16 Actual columns do not include information on Estimated Net Position Available or Total Estimated Unrestricted Net Position because GAAP requires that internal service and enterprise funds include line items such as depreciation, which are not budgeted, in the Net Position calculation.

**MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET**

Staffing Expenses of \$11.6 million fund positions that are responsible for the maintenance and administration of the County's telephone network, radio system, paging system, WAN and the Countywide microwave system. Operating Expenses of \$26.9 million include application development support and maintenance, and facilities costs of \$579,589. Also included in Operating Expenses are services and supplies of \$16.8 million for telephone, radio system, WAN and other communications related costs including computer software, application development enhancements, and equipment maintenance. Also included in Operating Expenses are transfers out of \$9.4 million to fund capital improvement projects, internal cost allocation, and costs associated with shared positions.

Sources of \$29.5 million include revenue from Board of Supervisors' approved Fees/Rates charged for services the Division provides to internal and external departments and agencies. These services include telephone, wide area network, microwave transport, and radio systems.



## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$178,976 primarily due to one-time costs in 2015-16 to upgrade technology in the Board Chambers and hardware expenses for the WAN upgrade project, offset by an increase in Operating Expenses due to increased equipment maintenance costs.

Sources are decreasing by \$55,008 due to service rate decreases.

## ANALYSIS OF NET POSITION

The use of \$6.3 million of Net Position funds one-time capital improvement projects for radio communication sites and the new ISD warehouse (\$3.0 million), a three-year agreement paid in full in the first year for Countywide Cisco maintenance and support (\$2.4 million) for which customers reimburse ISD annually, and fixed assets for unplanned customer requests and voice over internet protocol (VoIP) conversions (\$900,000).

## 2016-17 POSITION SUMMARY\*

Division	2015-16	Adds	Deletes	Re-Orgs	2016-17	Limited	Regular
	Final Staffing				Adopted		
Data Cabling	14	0	0	1	15	0	15
Management Services	7	0	-1	-1	5	0	5
Transport Operations	8	0	0	0	8	0	8
Radio Access	20	1	0	0	21	1	20
Radio Subscriber Maintenance	3	0	0	2	5	0	5
Time and Materials	4	0	0	-2	2	0	2
Telephone Operations	30	0	0	0	30	0	30
Wide Area Network	8	0	0	0	8	0	8
Warehouse Operations	6	0	0	0	6	0	6
Total	100	1	-1	0	100	1	99

\*Detailed classification listing available in Appendix D.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$11.6 million fund 100 budgeted positions of which 99 are regular positions and one is a limited term position.

Changes in budgeted staffing include the addition of one Extra-Help System Support Analyst III due to increased workload for the Public Safety Radio upgrade project.

One Staff Analyst II position has been deleted and moved to the Computer Operations budget unit.



## Application Development

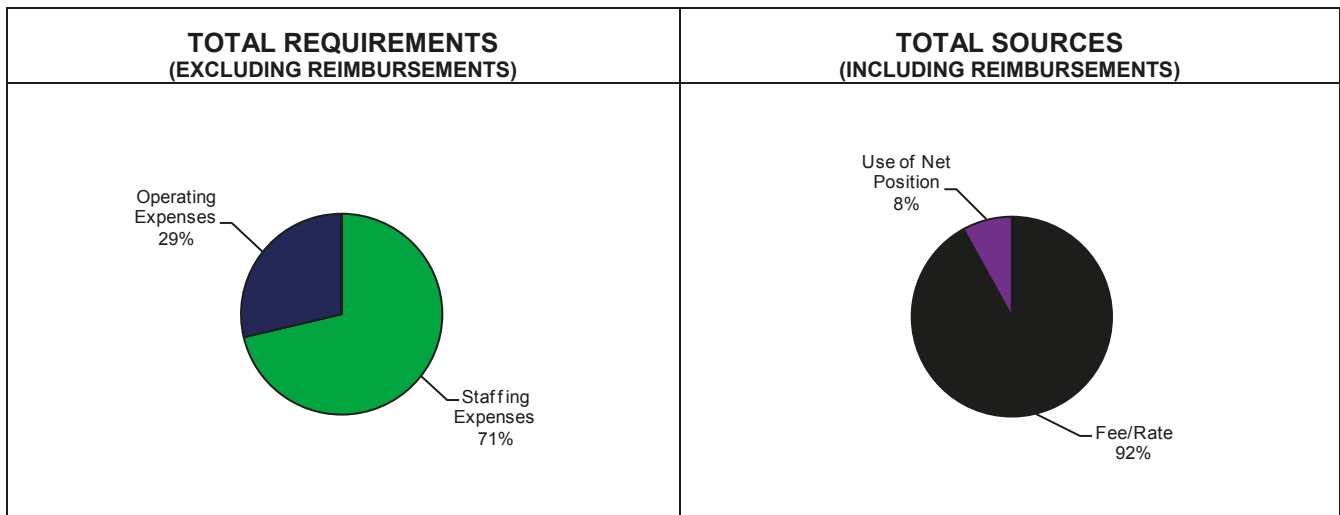
### DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$15,972,163
Total Sources (Incl. Reimb.)	\$14,693,515
Use of / (Contribution To) Net Position	\$1,278,648
Total Staff	89

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

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Administration  
 DEPARTMENT: Information Services  
 FUND: Application Development

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

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	10,286,753	10,436,244	10,289,702	11,388,984	952,740
Operating Expenses	0	0	2,427,035	3,985,730	3,763,474	4,583,179	597,449
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	0	0	12,713,788	14,421,974	14,053,176	15,972,163	1,550,189
Reimbursements	0	0	(1,805,106)	0	0	0	0
Total Appropriation	0	0	10,908,682	14,421,974	14,053,176	15,972,163	1,550,189
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	10,908,682	14,421,974	14,053,176	15,972,163	1,550,189
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	14,430,444	14,384,565	14,140,139	14,693,515	308,950
Other Revenue	0	0	9,496	0	25,730	0	0
Total Revenue	0	0	14,439,940	14,384,565	14,165,869	14,693,515	308,950
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	0	14,439,940	14,384,565	14,165,869	14,693,515	308,950
<b>Net Position</b>							
Use of/ (Contribution to) Net Position**	0	0	(3,531,258)	37,409	(112,693)	1,278,648	1,241,239
Est. Net Position Available						2,973	
Total Est. Unrestricted Net Position						1,281,621	
Budgeted Staffing*	0	0	87	88	88	89	1

\*Data represents final budgeted staffing

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

Note: Unlike governmental funds, the 2015-16 Final Budget and 2015-16 Actual columns do not include information on Estimated Net Position Available or Total Estimated Unrestricted Net Position because GAAP requires that internal service and enterprise funds include line items such as depreciation, which are not budgeted, in the Net Position calculation.

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Staffing Expenses of \$11.4 million account for the majority of Requirements in this budget unit and are necessary to support Countywide business systems and applications. Operating Expenses of \$4.6 million include costs for resources from information technology contractors, implementation costs for the Land Use Management System Upgrade, COWCAP expenses and miscellaneous hardware and software costs.

Sources of \$14.7 million are comprised of revenue from Board of Supervisors' approved Fees/Rates for maintenance and support, enhancement or development of new computer applications and systems. These fees/rates are paid by County departments and external customers.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$1.6 million due to an increase in Staffing Expenses for the addition of four Business Systems Analyst positions, offset by a decrease of three positions being transferred to the Enterprise Financial Management System Project. The increase in Staffing Expenses also reflects a prior year decrease in the Staffing Expense budget to allow for the utilization of contract programming staff due to vacancies. Operating Expenses are increasing due to costs associated with the implementation of the Land Use Permitting System, the cost to repay the Telecommunications budget unit (Fund IAM) for the loan to start the Application Development



internal services fund, contracted services to backfill the three positions moved to the Enterprise Financial Management System Project, and COWCAP charges.

Sources are increasing by \$308,950 primarily due to an increase in billable hours from the addition of four Business Systems Analyst positions.

**ANALYSIS OF NET POSITION**

The use of \$1.3 million of Net Position funds one-time implementation costs for the Land Use Permitting System (Accela). Use of Net Position will be limited as this budget unit does not require fixed assets or capital improvements.

**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Application Development	88	4	-3	0	89	0	89
Total	88	4	-3	0	89	0	89

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$11.4 million fund 89 budgeted regular positions. Changes to budgeted staffing include the addition of four regular Business Systems Analyst III positions as a result of increased workload, offset by the transfer out of three regular positions that were moved to another budget unit; one Business Systems Analyst III and two Programmer Analyst III's. These three positions are being transferred to support the Enterprise Financial Management System Project and will be backfilled by contracted services hired through outside vendors.



## PURCHASING DEPARTMENT

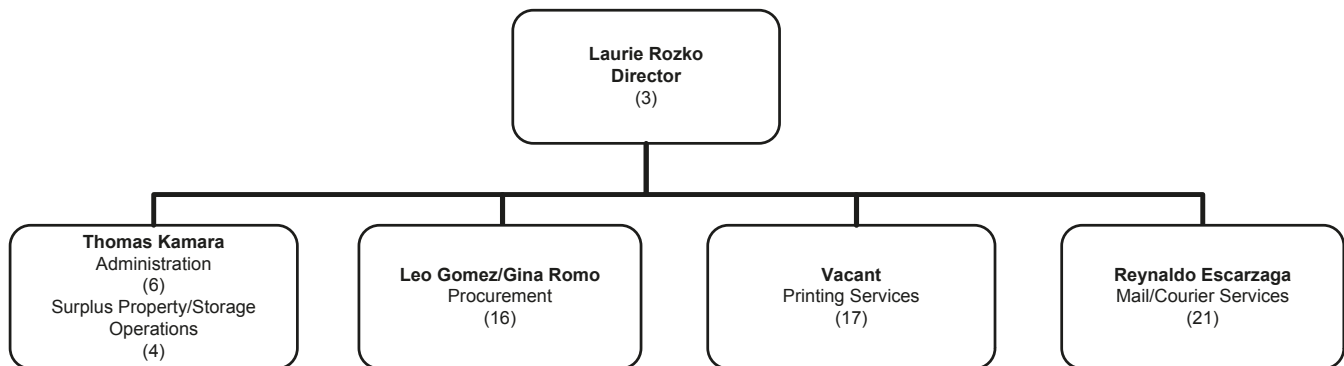
### Laurie Rozko

#### DEPARTMENT MISSION STATEMENT

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



#### ORGANIZATIONAL CHART



#### 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Purchasing	2,536,046	820,330	1,715,716			25
Total General Fund	2,536,046	820,330	1,715,716	0	0	25
<b>Internal Service Funds</b>						
Printing Services	3,969,750	3,602,500			367,250	17
Surplus Property and Storage Operations	1,460,994	1,266,500			194,494	4
Mail/Courier Services	6,162,036	6,184,173			(22,137)	21
Total Internal Service Funds	11,592,780	11,053,173	0	0	539,607	42
<b>Total - All Funds</b>	14,128,826	11,873,503	1,715,716	0	539,607	67

#### 2015-16 MAJOR ACCOMPLISHMENTS

- Pursued additional buyer credentialing by the Universal Public Procurement Certification Council.
- Earned the Award for Excellence in Procurement from the National Procurement Institute.
- Completed significant updates to key procurement policies.
- Drafted three of six modules for countywide RFP training.
- Introduced the biennial vendor show as a regional event at Ontario Convention Center.
- Concluded the planning process for a second surplus property warehouse to facilitate staging/deliveries, liquidation sales and reuse of County assets.
- Established additional benchmark cycle times for electronic purchase orders.



**DEPARTMENT PERFORMANCE MEASURES**

<b>COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.</b>	Average customer satisfaction on 100% scale	91%	85%	87%	90%
<b>OBJECTIVE</b>	<b>Ensure that employees know that they and their work are valued.</b>					
<b>STRATEGY</b>	Deliver topnotch customer service to internal customers.					
<b>STRATEGY</b>	Recognize staff for accomplishments in service delivery.					
<b>STRATEGY</b>	Continuously evaluate communication, purchasing services, training, and responsiveness for departments.					
<b>STRATEGY</b>	Poll customers for feedback on numerous occasions.					
<b>COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.</b>	Average days purchasing cycle for standard purchase orders up to \$100,000	11.1	12.0	10.3	11.0
<b>STRATEGY</b>	Maintain streamlined cycle times for bids, requisitions, and purchase orders.					
<b>COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.</b>	Average days purchasing cycle for low value purchase orders up to \$7,500	N/A	3.5	3.5	2.8
<b>STRATEGY</b>	Maintain streamlined cycle times for bids, requisitions, and purchase orders.					
<b>COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.</b>	Average days purchasing cycle to convert requisition to purchase order	N/A	2.4	2.4	2.2
<b>STRATEGY</b>	Maintain streamlined cycle times for bids, requisitions, and purchase orders.					
<b>COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.</b>	Number of annual aggregate bids to achieve cost or efficiency improvements	3	8	8	10
<b>STRATEGY</b>	Create operational efficiencies and cost savings through purchases and programs for multiple departments.					





**DEPARTMENT PERFORMANCE MEASURES CONTINUED**

<b>COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.	Average vendor satisfaction on 100% scale	91%	87%	91%	90%
<b>OBJECTIVE</b>	Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment.					
<b>STRATEGY</b>	Maintain a high level of vendor satisfaction with services, access to information, training, and bidding processes.					
<b>STRATEGY</b>	Collaborate with other departments on forums to discuss how to become a vendor for County business.					
<b>STRATEGY</b>	Host vendor shows to connect suppliers with County departments and other public agencies in the region.					
<b>STRATEGY</b>	Participate in vendor activities that correlate to business success and economic development.					
<b>COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.	Number of vendor scheduled meetings and vendor interactions for business development	546	650	840	900
<b>OBJECTIVE</b>	Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment.					
<b>STRATEGY</b>	Maintain a high level of vendor satisfaction with services, access to information, training, and bidding processes.					
<b>STRATEGY</b>	Collaborate with other departments on forums to discuss how to become a vendor for County business.					
<b>STRATEGY</b>	Host vendor shows to connect suppliers with County departments and other public agencies in the region.					
<b>STRATEGY</b>	Participate in vendor activities that correlate to business success and economic development.					



## Purchasing

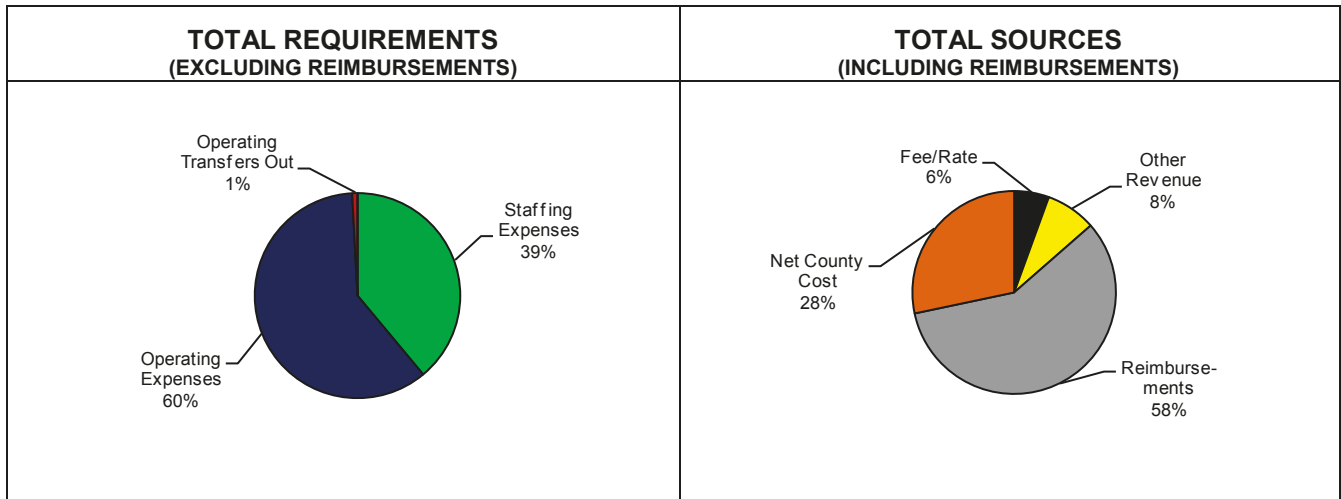
### DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$6,058,443
Total Sources (Incl. Reimb.)	\$4,342,727
Net County Cost	\$1,715,716
Total Staff	25
Funded by Net County Cost	28%

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

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Administration  
DEPARTMENT: Purchasing  
FUND: General Fund

BUDGET UNIT: AAA PUR  
FUNCTION: General  
ACTIVITY: Finance

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	1,536,385	1,770,986	1,870,742	2,397,024	2,106,396	2,360,391	(36,633)
Operating Expenses	3,342,385	2,998,479	3,358,755	3,572,618	3,358,264	3,648,052	75,434
Capital Expenditures	56,775	110,000	0	100,000	0	0	(100,000)
Total Exp Authority	4,935,545	4,879,465	5,229,497	6,069,642	5,464,660	6,008,443	(61,199)
Reimbursements	(2,896,068)	(2,906,352)	(3,097,544)	(3,531,413)	(3,009,340)	(3,522,397)	9,016
Total Appropriation	2,039,477	1,973,113	2,131,953	2,538,229	2,455,320	2,486,046	(52,183)
Operating Transfers Out	0	0	0	0	0	50,000	50,000
Total Requirements	2,039,477	1,973,113	2,131,953	2,538,229	2,455,319	2,536,046	(2,183)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	339,995	358,301	321,264	344,700	309,977	336,000	(8,700)
Other Revenue	664,862	(68,635)	371,531	428,751	457,204	484,330	55,579
Total Revenue	1,004,857	289,666	692,795	773,451	767,181	820,330	46,879
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	1,004,857	289,666	692,795	773,451	767,181	820,330	46,879
Net County Cost	1,034,620	1,683,447	1,439,158	1,764,778	1,688,138	1,715,716	(49,062)
Budgeted Staffing*	17	20	23	25	25	25	0

\*Data represents final budgeted staffing

Note: Purchasing is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County's operating departments, central service departments do not pay COWCAP charges. Not included in this budget is \$142,844 which represents Purchasing's share of costs of other central service departments, such as Human Resources.

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Operating Expenses of \$3.6 million make up the majority of the requirements within this budget unit. These expenses include \$2.8 million for countywide office supplies, which are reimbursed by user departments, and \$268,517 in ongoing expenses for the enterprise electronic procurement system.

Sources of \$820,330 primarily include \$336,000 in service charges for administering the desktop office supply program and consolidated billing, as well as \$394,330 from various rebate agreements associated with countywide procurement programs.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$2,183, primarily due to the elimination of planned capital expenditures and a decrease in Staffing Expenses due to the departure of experienced staff and the resulting hiring of new personnel at lower salary and benefit costs. These decreases are offset by an increase in Operating Expenses related to the cost of updating the department's websites to better serve its customers. Sources are increasing by \$46,879 related to rebates.



**2016-17 POSITION SUMMARY\***

Division	2015-16				2016-17		
	Final Staffing	Adds	Deletes	Re-Orgs	Adopted	Limited	Regular
Executive	3	0	0	0	3	0	3
Administration	6	0	0	0	6	0	6
Procurement	16	0	0	0	16	0	16
<b>Total</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>0</b>	<b>25</b>

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$2.4 million fund 25 budgeted regular positions. There are no staffing changes to this budget unit.



## Printing Services

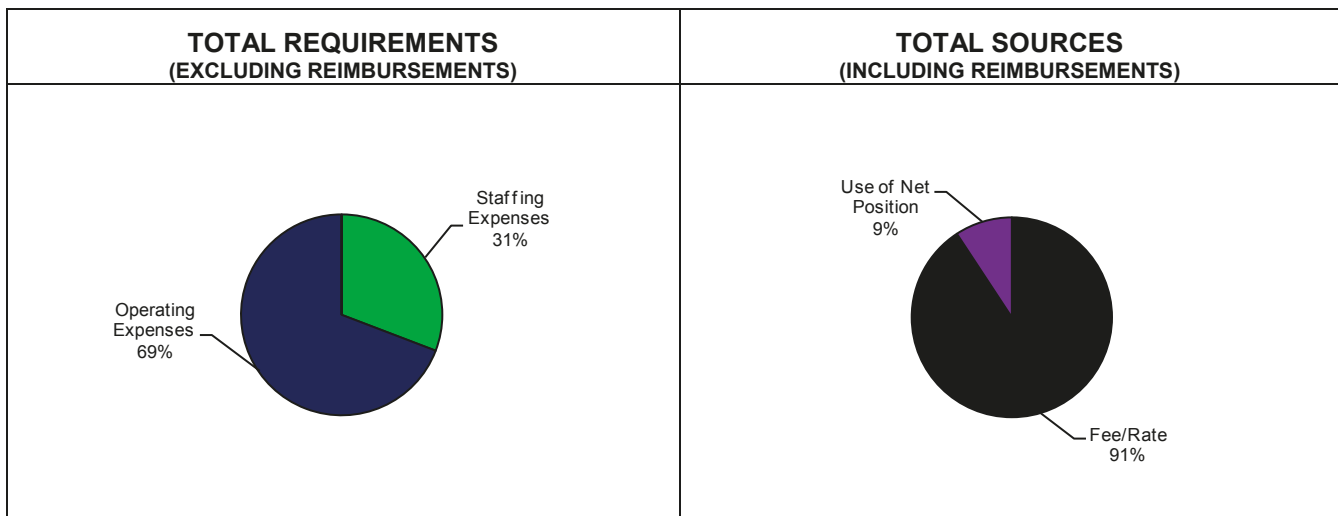
### DESCRIPTION OF MAJOR SERVICES

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

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

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$3,969,750
Total Sources (Incl. Reimb.)	\$3,602,500
Use of / (Contribution To) Net Position	\$367,250
Total Staff	17

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Administration  
DEPARTMENT: Purchasing  
FUND: Printing Services

BUDGET UNIT: IAG PUR  
FUNCTION: General  
ACTIVITY: Other General

	2012-13	2013-14	2014-15	(A) 2015-16 Final Budget	2015-16 Actual	(B) 2016-17 Adopted Budget	(B-A) Change From Prior Year Final Budget
	Actual	Actual	Actual		Actual		
<b>Requirements</b>							
Staffing Expenses	960,732	1,019,064	928,751	1,021,632	951,413	1,223,122	201,490
Operating Expenses	2,771,793	2,739,448	2,729,635	2,331,452	2,285,713	2,746,628	415,176
Capital Expenditures	52,501	94,994	639,433	189,160	105,683	0	(189,160)
Total Exp Authority	3,785,026	3,853,506	4,297,819	3,542,244	3,342,809	3,969,750	427,506
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	3,785,026	3,853,506	4,297,819	3,542,244	3,342,809	3,969,750	427,506
Operating Transfers Out	0	0	0	109,000	69,964	0	(109,000)
Total Requirements	3,785,026	3,853,506	4,297,819	3,651,244	3,412,773	3,969,750	318,506
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	4,232,556	4,295,771	2,576,581	3,141,020	3,344,073	3,602,500	461,480
Other Revenue	(617,928)	7,958	12,026	0	16,175	0	0
Total Revenue	3,614,628	4,303,729	2,588,607	3,141,020	3,360,248	3,602,500	461,480
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	3,614,628	4,303,729	2,588,607	3,141,020	3,360,248	3,602,500	461,480
<b>Net Position</b>							
Use of/ (Contribution to) Net Position**	170,398	(450,223)	1,709,212	510,224	52,525	367,250	(142,974)
Est. Net Position Available						905,873	
Total Est. Unrestricted Net Position						1,273,123	
Budgeted Staffing*	14	15	15	16	16	17	1

\*Data represents final budgeted staffing

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

Note: Unlike governmental funds, the 2015-16 Final Budget and 2015-16 Actual columns do not include information on Estimated Net Position Available or Total Estimated Unrestricted Net Position because GAAP requires that internal service and enterprise funds include line items such as depreciation, which are not budgeted, in the Net Position calculation.

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Operating Expenses of \$2.7 million fund the costs of materials, outside printing services, production copiers and equipment maintenance. Expenses are charged to County departments and outside agencies through the rates that the department prepares annually.

Sources of \$3.6 million represent projected revenue from rates charged for black and white copies, color copies, graphic design services and outside printing services.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$318,506 primarily due to the addition of one new budgeted position, negotiated salary increases, increased equipment maintenance costs and increased materials costs that are passed through to customers. Sources are increasing by \$461,480 due to increased volume and an associated increase in revenue from user rates.



### ANALYSIS OF NET POSITION

In 2016-17 the department is budgeting a Use of Net Position in the amount of \$367,250. This is in adherence with Federal OMB 2 CFR 255 which requires the department to achieve a balance between the rates charged and maintaining an adequate working capital reserve. The department has used Net Position for the past two years and expects to do so again in 2016-17 to bring the Net Position within an acceptable range for working capital reserves.

### 2016-17 POSITION SUMMARY\*

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Printing Services	12	0	0	0	12	0	12
Graphic Design Unit	4	1	0	0	5	0	5
Total	16	1	0	0	17	0	17

\*Detailed classification listing available in Appendix D.

### STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$1.2 million fund 17 budgeted regular positions. Budgeted staffing expenses have increased by \$201,490 due to negotiated salary increases and the addition of a new Graphics Technician to assist with the increased workload.



## Surplus Property and Storage Operations

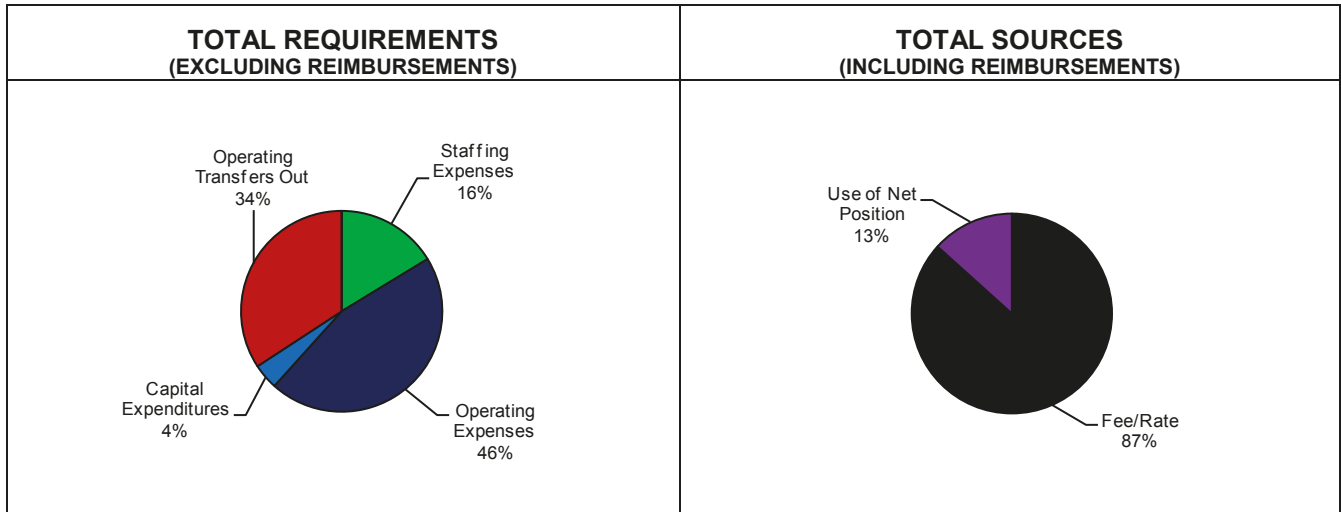
### DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$1,460,994
Total Sources (Incl. Reimb.)	\$1,266,500
Use of / (Contribution To) Net Position	\$194,494
Total Staff	4

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

### 2016-17 ADOPTED BUDGET





### ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Administration  
DEPARTMENT: Purchasing  
FUND: Surplus

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

	2012-13	2013-14	2014-15	(A) 2015-16 Final Budget	2015-16 Actual	(B) 2016-17 Adopted Budget	(B-A) Change From Prior Year Final Budget
	Actual	Actual	Actual		Actual		
<b>Requirements</b>							
Staffing Expenses	111,815	127,702	140,812	241,957	193,543	237,893	(4,064)
Operating Expenses	242,209	230,052	350,366	905,488	309,114	663,069	(242,419)
Capital Expenditures	0	0	78,695	40,000	275	60,000	20,000
Total Exp Authority	354,024	357,754	569,873	1,187,445	502,932	960,962	(226,483)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	354,024	357,754	569,873	1,187,445	502,932	960,962	(226,483)
Operating Transfers Out	0	0	0	0	0	500,032	500,032
Total Requirements	354,024	357,754	569,873	1,187,445	502,932	1,460,994	273,549
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	352,031	483,032	536,840	1,222,900	1,626,105	1,266,500	43,600
Other Revenue	15,120	396	3,534	246	6,631	0	(246)
Total Revenue	367,151	483,428	540,374	1,223,146	1,632,736	1,266,500	43,354
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	367,151	483,428	540,374	1,223,146	1,632,736	1,266,500	43,354
<b>Net Position</b>							
Use of/ (Contribution to) Net Position**	(13,127)	(125,674)	29,499	(35,701)	(1,129,804)	194,494	230,195
Est. Net Position Available						316,429	
Total Est. Unrestricted Net Position						510,923	
Budgeted Staffing*	2	2	3	4	4	4	0

\*Data represents final budgeted staffing

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

Note: Unlike governmental funds, the 2015-16 Final Budget and 2015-16 Actual columns do not include information on Estimated Net Position Available or Total Estimated Unrestricted Net Position because GAAP requires that internal service and enterprise funds include line items such as depreciation, which are not budgeted, in the Net Position calculation.

### MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Requirements of \$1.5 million consist primarily of Operating Expenses which include rents and leases, non-inventoriable equipment, COWCAP, insurance charges, facilities charges, professional services, and transfers out to fund administrative support provided by staff in the Purchasing Department’s General Fund budget unit.

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

### BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$273,549, which include increased Operating Transfers Out for costs associated with purchasing or leasing additional warehouse space and the existing warehouse facility’s retrofit. Sources are increasing by \$43,354 due to an increase in live auction and handling revenue.



### ANALYSIS OF NET POSITION

The department is budgeting a Use of Net Position in the amount of \$194,494. This is in adherence to Federal OMB 2 CFR 255 which requires the department to achieve a balance between the rates charged and maintaining an adequate working capital reserve.

### 2016-17 POSITION SUMMARY\*

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Surplus Property and Storage	4	0	0	0	4	0	4
Total	4	0	0	0	4	0	4

\*Detailed classification listing available in Appendix D.

### STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$237,893 fund four budgeted regular positions. There is no change to budgeted staffing.



## Mail/Courier Services

### DESCRIPTION OF MAJOR SERVICES

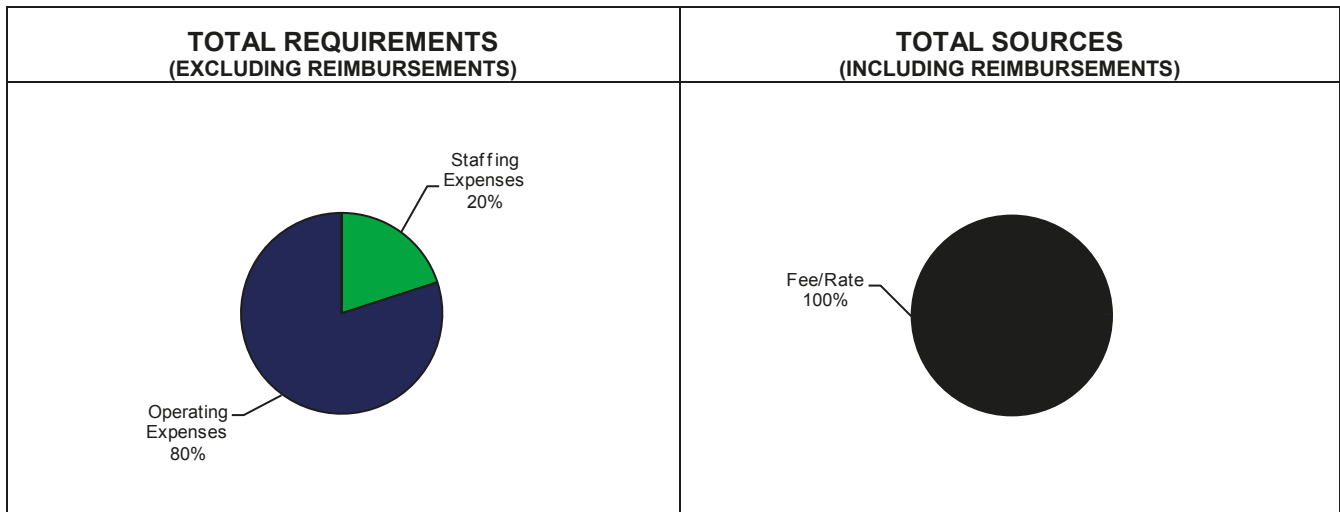
Mail/Courier Services provides mail handling and interoffice mail delivery. Mail handling includes various expedited shipping services, postage at a discounted presort rate and overnight services at a governmental discounted rate, along with automated mail duties. There are nine courier routes, six postage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

**Budget at a Glance**

Total Requirements (Excl. Reimb.)	\$6,162,036
Total Sources (Incl. Reimb.)	\$6,184,173
Use of / (Contribution To) Net Position	(\$22,137)
Total Staff	21

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

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

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

BUDGET UNIT: IAY PUR  
 FUNCTION: General  
 ACTIVITY: Other General

	2012-13	2013-14	2014-15	(A) 2015-16 Final Budget	2015-16 Actual	(B) 2016-17 Adopted Budget	(B-A) Change From Prior Year Final Budget
	Actual	Actual	Actual		Actual		
<b>Requirements</b>							
Staffing Expenses	1,233,423	1,249,648	1,183,330	1,232,202	1,134,196	1,232,249	47
Operating Expenses	5,286,485	5,069,392	4,766,887	5,267,446	4,958,344	4,929,787	(337,659)
Capital Expenditures	63,586	0	0	0	0	0	0
Total Exp Authority	6,583,494	6,319,040	5,950,217	6,499,648	6,092,540	6,162,036	(337,612)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	6,583,494	6,319,040	5,950,217	6,499,648	6,092,540	6,162,036	(337,612)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	6,583,494	6,319,040	5,950,217	6,499,648	6,092,540	6,162,036	(337,612)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	176	0	0	0	0	0
Fee/Rate	6,340,040	6,194,706	5,823,359	6,192,273	5,977,172	6,184,173	(8,100)
Other Revenue	19,448	2,285	2,677	0	6,671	0	0
Total Revenue	6,359,488	6,197,167	5,826,036	6,192,273	5,983,843	6,184,173	(8,100)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	6,359,488	6,197,167	5,826,036	6,192,273	5,983,843	6,184,173	(8,100)
<b>Net Position</b>							
Use of/ (Contribution to) Net Position**	224,006	121,873	124,181	307,375	108,697	(22,137)	(329,512)
Est. Net Position Available						859,800	
Total Est. Unrestricted Net Position						837,663	
Budgeted Staffing*	25	25	25	24	24	21	(3)

\*Data represents final budgeted staffing

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

Note: Unlike governmental funds, the 2015-16 Final Budget and 2015-16 Actual columns do not include information on Estimated Net Position Available or Total Estimated Unrestricted Net Position because GAAP requires that internal service and enterprise funds include line items such as depreciation, which are not budgeted, in the Net Position calculation.

### MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Operating Expenses of \$4.9 million represent the majority of Requirements. This includes direct postage expense, equipment leases and maintenance, postal software upgrades, and other related services and supplies.

Sources totaling \$6.2 million represent payments from departments for mail handling, direct postage costs and courier services.

### BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$337,612 due to fewer projects associated with departmental mailings related to Health Care Reform. Sources are decreasing by \$8,100 due to a decrease in revenue as a result of the completion of one-time projects.

### ANALYSIS OF NET POSITION

The department is budgeting a Contribution to Net Position of \$22,137. This is in adherence to Federal OMB 2 CFR 255 which requires the department to achieve a balance between the rates charged and ensuring an adequate working capital reserve.



**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Mail/Courier Services	24	0	-3	0	21	0	21
Total	24	0	-3	0	21	0	21

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$1.2 million fund 21 budgeted regular positions. The deletion of two Mail Processor IIs and one Mail Processor III is the result of reduced workload.

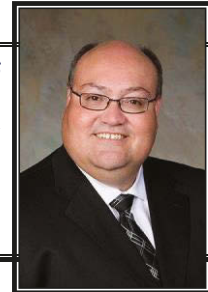


# RISK MANAGEMENT

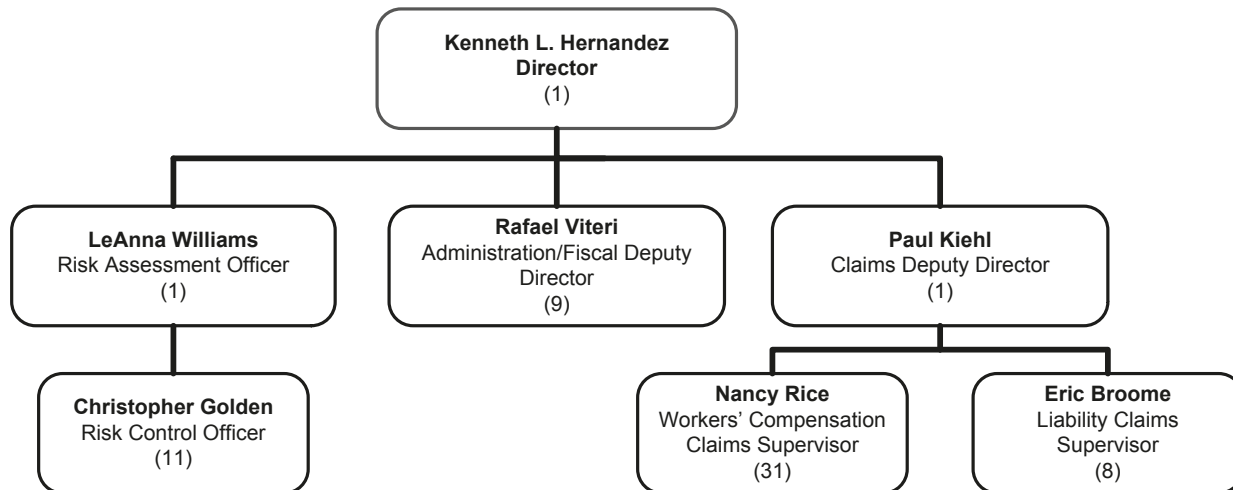
Kenneth L. Hernandez

## DEPARTMENT MISSION STATEMENT

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



## ORGANIZATIONAL CHART



## 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>Internal Service Funds</b>						
Operations	125,000	125,173			(173)	62
Insurance Programs	106,171,377	103,322,700			2,848,677	0
Total Internal Service Funds	106,296,377	103,447,873	0	0	2,848,504	62
<b>Total - All Funds</b>	106,296,377	103,447,873	0	0	2,848,504	62



## 2015-16 MAJOR ACCOMPLISHMENTS

- Responded to the Waterman Incident that involved Public Health (Environmental Health Division) employees. Risk Management set up claims and reserves for the deceased and injured, and personally met with victims and their families at various hospitals. Risk Management participated in the Family Assistance Center Resources meetings and other meetings to assist victims and/or their families with their claims.
- Converted Workers' Compensation program from a self-insured cash basis to a program with excess insurance purchased from CSAC-EIA (California State Association of Counties - Excess Insurance Authority) by buying an insurance policy with statutory limits and a self-insured retention (SIR) of \$2.0 million, effective July 1, 2015.
- Obtained a Compromise and Release resolution on 53 claims, closing future liability, and obtained several Take Nothing settlements.
- Referred 24 incidents and claims to pre-litigation handling as of the third quarter which is an increase of one incident and claim from 2014-15. This has allowed Risk Management to gain better control, resulting in less expensive resolutions in certain cases.
- Collaborated with County Counsel and Children and Family Services in updating contractual agreements and insurance requirements from Foster Family Agencies that the County does business with.
- Recovered \$5.9 million in a bad faith insurance case against the insurance carrier for the catastrophic flooding event that occurred in Highland in December of 2010.
- Provided rapid response to large first party property incidents, reducing the severity of the damages.
- Coordinated with Federal Highway Administration to present ADA 'public rights-of-way' training for Public Works staff.
- Coordinated with Pacific ADA Center, Center on Deafness Inland Empire, and Greater Los Angeles Agency on Deafness (GLAD) to present training for Departmental ADA Coordinators.



**DEPARTMENT PERFORMANCE MEASURES**

<b>COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Develop a long-term budget plan which brings County operations into both fiscal and programmatic balance, including full funding of reserves for infrastructure and operating system maintenance and replacement.</b>	Cost of risk as a percent of County budget.	1.46%	<2%	1.50%	<2%
<b>STRATEGY</b>	Minimize the total cost of risk, through the optimization of insurance vs. risk retention.					
<b>COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.</b>	Number of employees who are trained.	4,670	5,000	5,510	5,100
<b>STRATEGY</b>	Provide formal training courses and informal consultation targeting safety, loss control, and risk transfer needs as identified by departments.					
<b>COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.</b>	Number of days from date of receipt of claim form to mailing of initial correspondence.	18	12	8	12
<b>STRATEGY</b>	Ensure injured employees receive timely explanation of benefits by decreasing the time it takes to mail the acceptance letter or delay notice (initial correspondence).					
<b>COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.</b>	Percentage of catastrophic cases referred for pre-litigation handling.	27%	25%	36%	25%
<b>STRATEGY</b>	Reduce the number of catastrophic/high exposure cases resulting in lawsuits by resolving these pre-litigation.					





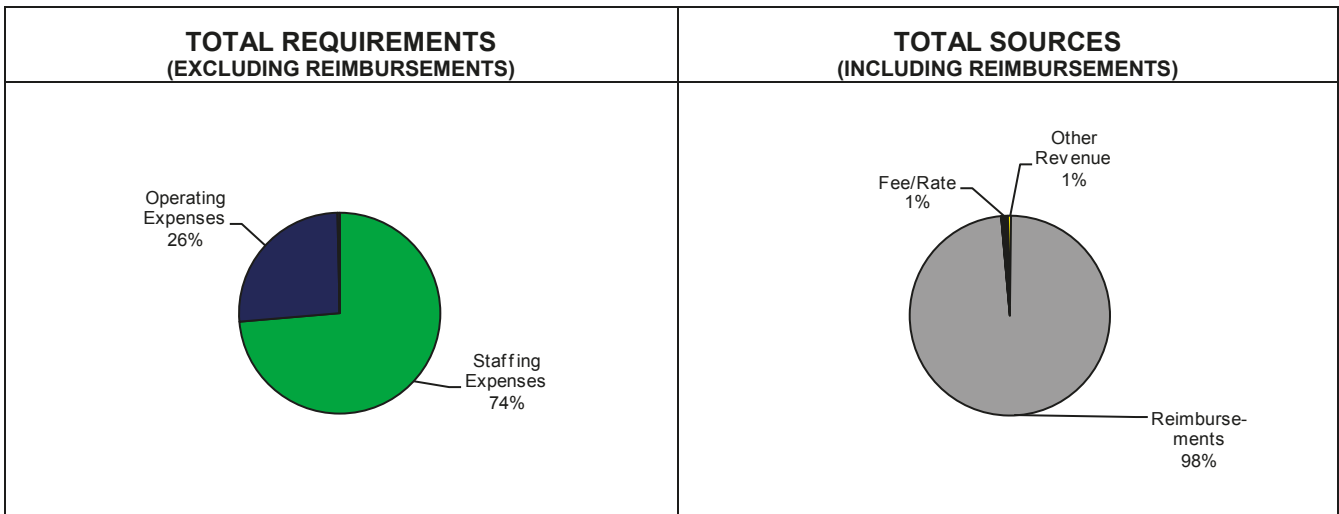
## Operations

### DESCRIPTION OF MAJOR SERVICES

Risk Management administers the County's self-insured workers' compensation, public liability, property conservation, safety and risk reduction programs and its insured programs. All programs are paid from self-insurance funds and financed by charging general fund and non-general fund departments, as well as Board-Governed Special Districts and County Service Areas. Each is billed for its specific coverage for the cost to pay losses under the self-insured programs and the cost of insurance for the insured programs.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$7,927,452
Total Sources (Incl. Reimb.)	\$7,927,625
Use of / (Contribution To) Net Position	(\$173)
Total Staff	62

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

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

BUDGET UNIT: IBP RMG (includes IDI RMG)  
FUNCTION: General  
ACTIVITY: Other General

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	5,078,130	5,228,966	4,966,954	5,413,805	4,992,706	5,838,378	424,573
Operating Expenses	1,547,328	1,347,222	1,052,866	1,348,054	1,203,546	2,061,074	713,020
Capital Expenditures	0	0	0	0	0	28,000	28,000
Total Exp Authority	6,625,458	6,576,188	6,019,820	6,761,859	6,196,252	7,927,452	1,165,593
Reimbursements	(621,566)	(628,623)	(649,082)	(651,633)	(651,633)	(7,802,452)	(7,150,819)
Total Appropriation	6,003,892	5,947,565	5,370,738	6,110,226	5,544,619	125,000	(5,985,226)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	6,003,892	5,947,565	5,370,738	6,110,226	5,544,619	125,000	(5,985,226)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	387	0	0
Fee/Rate	106,961	93,387	83,047	100,000	91,326	85,000	(15,000)
Other Revenue	(477,354)	(626,690)	(295,806)	30,173	(630,221)	40,173	10,000
Total Revenue	(370,393)	(533,303)	(212,759)	130,173	(538,508)	125,173	(5,000)
Operating Transfers In	6,183,948	6,227,438	5,785,344	5,819,976	5,815,418	0	(5,819,976)
Total Financing Sources	5,813,555	5,694,135	5,572,585	5,950,149	5,276,910	125,173	(5,824,976)
<b>Net Position</b>							
Use of/ (Contribution to) Net Position**	190,337	253,430	(201,847)	160,077	267,709	(173)	(160,250)
Est. Net Position Available						173	
Total Est. Unrestricted Net Position						0	
Budgeted Staffing*	58	59	57	58	58	62	4

\*Data represents final budgeted staffing

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

Note: Unlike governmental funds, the 2015-16 Final Budget and 2015-16 Actual columns do not include information on Estimated Net Position Available or Total Estimated Unrestricted Net Position because GAAP requires that internal service and enterprise funds include line items such as depreciation, which are not budgeted, in the Net Position calculation.

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Staffing Expenses of \$5.8 million represent the majority of the requirements within this budget unit and fund 62 budgeted positions which are necessary to administer the County's insurance programs.

Sources of \$125,173 primarily consist of interest and the Emergency Medical Services administrative fee.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$6.0 million primarily due to the reclassification of Operating Transfers In to Reimbursements. Staffing Expenses are higher primarily due to the addition of four positions to the Workers' Compensation, Liability and Risk Control Divisions. Operating Expenses are increasing due to an increase in COWCAP, office remodel, and computer application charges.

Sources are decreasing by \$5.8 million primarily due to the reclassification of Operating Transfers In to Reimbursements as discussed above, and also includes lower projected administrative fee revenue from the Emergency Medical Services Program of \$85,000 and an expected increased amount of interest revenue.



## ANALYSIS OF NET POSITION

All services in this budget unit are provided on a cost-reimbursement basis from the insurance funds. In fiscal years where the result of operations contributes to Net Position, these funds are transferred back to the insurance funds that fund this operating budget unit.

### 2016-17 POSITION SUMMARY\*

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Admin/Fiscal	11	0	0	0	11	0	11
Workers' Compensation	29	2	0	0	31	1	30
Liability	7	1	0	0	8	0	8
Risk Control	11	1	0	0	12	0	12
Total	58	4	0	0	62	1	61

\*Detailed classification listing available in Appendix D.

### STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$5.8 million fund 62 budgeted positions of which 61 are regular positions and one is a limited term position. Four regular positions have been added: two Workers' Compensation Adjusters II, one Liability Claims Representative II, and one Departmental Risk Control Specialist, to assist with claims handling due to an unexpected increase in claims related to the Waterman Incident, City of San Bernardino Fire annexation to County Fire, and to reduce claims per adjuster ratio.



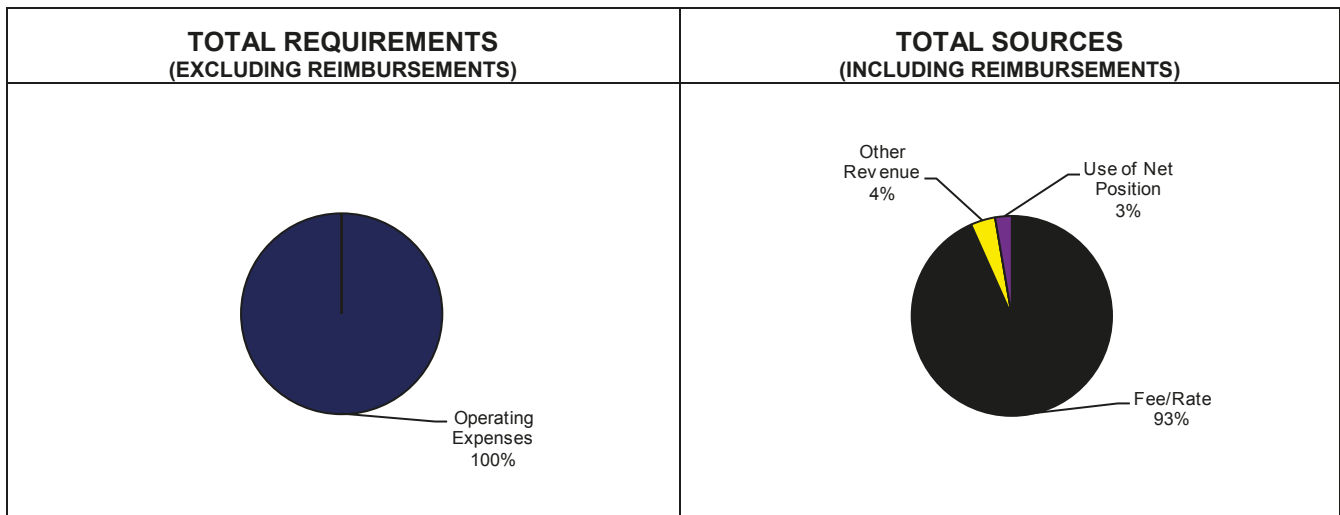
## Insurance Programs

### DESCRIPTION OF MAJOR SERVICES

Risk Management administers the County's self-insured workers' compensation, public liability, property conservation, safety and risk reduction programs and its insured programs. All programs are financed by charging general fund and non-general fund departments, as well as Board-Governed Special Districts and County Service Areas. Each is billed for its specific coverage for the cost to pay losses under the self-insured programs and the cost of insurance for the insured programs.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$106,171,377
Total Sources (Incl. Reimb.)	\$103,322,700
Use of / (Contribution To) Net Position	\$2,848,677
Total Staff	0

### 2016-17 ADOPTED BUDGET



**ANALYSIS OF 2016-17 ADOPTED BUDGET**

GROUP: Administration  
 DEPARTMENT: Risk Management  
 FUND: Insurance Programs

BUDGET UNIT: VARIOUS  
 FUNCTION: General  
 ACTIVITY: Other General

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A) Change From Prior Year Final Budget
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	62,512,745	68,403,173	63,043,339	98,265,754	72,135,101	106,171,377	7,905,623
Capital Expenditures	7,457	0	0	65,796	0	0	(65,796)
Total Exp Authority	62,520,202	68,403,173	63,043,339	98,331,550	72,135,101	106,171,377	7,839,827
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	62,520,202	68,403,173	63,043,339	98,331,550	72,135,101	106,171,377	7,839,827
Operating Transfers Out	7,059,078	6,262,212	5,844,503	6,065,418	5,815,418	0	(6,065,418)
Total Requirements	69,579,280	74,665,385	68,887,842	104,396,968	77,950,519	106,171,377	1,774,409
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	78,441	0	3,750	20,000	20,000
Fee/Rate	68,078,017	84,186,876	92,984,414	101,728,000	103,497,542	99,039,400	(2,688,600)
Other Revenue	3,075,228	3,786,298	562,131	1,377,819	3,808,142	4,223,300	2,845,481
Total Revenue	71,153,245	87,973,174	93,624,986	103,105,819	107,309,434	103,282,700	176,881
Operating Transfers In	(60,720,621)	0	428	0	37,558	40,000	40,000
Total Financing Sources	10,432,624	87,973,174	93,625,414	103,105,819	107,346,992	103,322,700	216,881
<b>Net Position</b>							
Use of/ (Contribution to) Net Position**	59,146,656	(13,307,789)	(24,737,572)	1,291,149	(29,396,473)	2,848,677	1,557,528
Est. Net Position Available						55,110,003	
Total Est. Unrestricted Net Position						57,958,680	
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

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

Note: Unlike governmental funds, the 2015-16 Final Budget and 2015-16 Actual columns do not include information on Estimated Net Position Available or Total Estimated Unrestricted Net Position because GAAP requires that internal service and enterprise funds include line items such as depreciation, which are not budgeted, in the Net Position calculation.

**MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET**

Requirements of \$106.2 million include judgement and settlement costs, medical treatment and expenses, temporary disability and loss earnings, property insurance, and legal defense services.

Sources of \$103.3 million primarily include Board of Supervisors' approved premiums paid by departments, Board-Governed Special Districts, and County Service Areas.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are increasing by \$1.8 million due to an increase in settlements, liability claim experience, and increased medical claims costs in workers' compensation.

Sources are increasing by \$216,881 primarily due to an increase in insurance recoveries and interest revenue, offset by a decrease in premiums charged to departments for General Liability, Auto Liability, and Medical Malpractice Programs to achieve the 80% confidence level of funding.



### **ANALYSIS OF NET POSITION**

Net Position supports insurance programs in maintaining and reaching an 80% confidence level of funding as recommended by annual actuarial studies. The department is budgeting a Use of Net Position of \$2.8 million for one-time claims costs of unexpected judgments and settlements.

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

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



# LOCAL AGENCY FORMATION COMMISSION

## Kathleen Rollings-McDonald

### 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Local Agency Formation Commission	308,741	0	308,741			0
Total General Fund	308,741	0	308,741	0	0	0
<b>Total - All Funds</b>	308,741	0	308,741	0	0	0

### DESCRIPTION OF MAJOR SERVICES

The Local Agency Formation Commission (LAFCO) is an independent regulatory body composed of two elected County supervisors selected by the Board of Supervisors, two city council members chosen by the mayors of the 24 incorporated cities, two elected special district board of directors selected by the presidents of independent special districts in the County, and one public member not associated with the County, city, or special districts who is chosen by the other six commission members. The members are charged with the responsibility to encourage the orderly growth of government agencies, to preserve agricultural lands, to discourage urban sprawl, and to ensure efficient delivery of services through local government agencies within San Bernardino County. In meeting these responsibilities, the Commission:

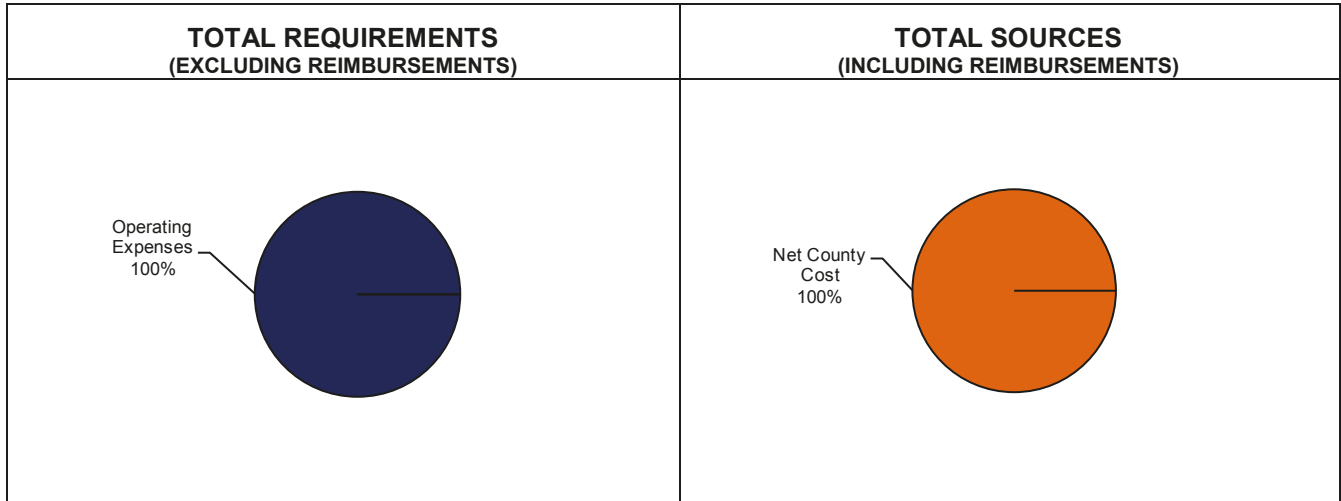
Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$308,741
Total Sources (Incl. Reimb.)	\$0
Net County Cost	\$308,741
Total Staff	0
Funded by Net County Cost	100%

1. Regulates proposed boundary and sphere of influence changes for cities and special districts.
2. Conducts sphere of influence updates and municipal service reviews. The Commission also has the authority to initiate and make studies of existing government agencies and initiate proposals for consolidations, mergers, or dissolutions of special districts based upon its findings.
3. Regulates the formation and dissolution of cities and special districts.
4. Reviews contracts for the provision of services outside the boundaries of cities and special districts.

Costs incurred in this budget unit represent the County’s legally mandated contribution to LAFCO, which is one-third of the operating cost that is not reimbursed by fees and other revenue.



**2016-17 ADOPTED BUDGET**



**ANALYSIS OF 2016-17 ADOPTED BUDGET**

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

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	301,000	288,274	288,274	294,039	294,039	308,741	14,702
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	301,000	288,274	288,274	294,039	294,039	308,741	14,702
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	301,000	288,274	288,274	294,039	294,039	308,741	14,702
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	301,000	288,274	288,274	294,039	294,039	308,741	14,702
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	0	0	0	0	0	0
Net County Cost	301,000	288,274	288,274	294,039	294,039	308,741	14,702
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

**MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET**

Requirements of \$308,741 represent the County's mandated contribution of one-third of LAFCO's net operating costs, which include salaries and benefits, services and supplies, and travel related expenses offset by revenue from fees and other revenues.





**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are increasing by \$14,702 due to an increase in LAFCO's operating costs.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.



## COUNTY SCHOOLS Ted Alejandre

### 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
County Schools	3,195,672	0	3,195,672			0
Total General Fund	3,195,672	0	3,195,672	0	0	0
<b>Total - All Funds</b>	3,195,672	0	3,195,672	0	0	0

### DESCRIPTION OF MAJOR SERVICES

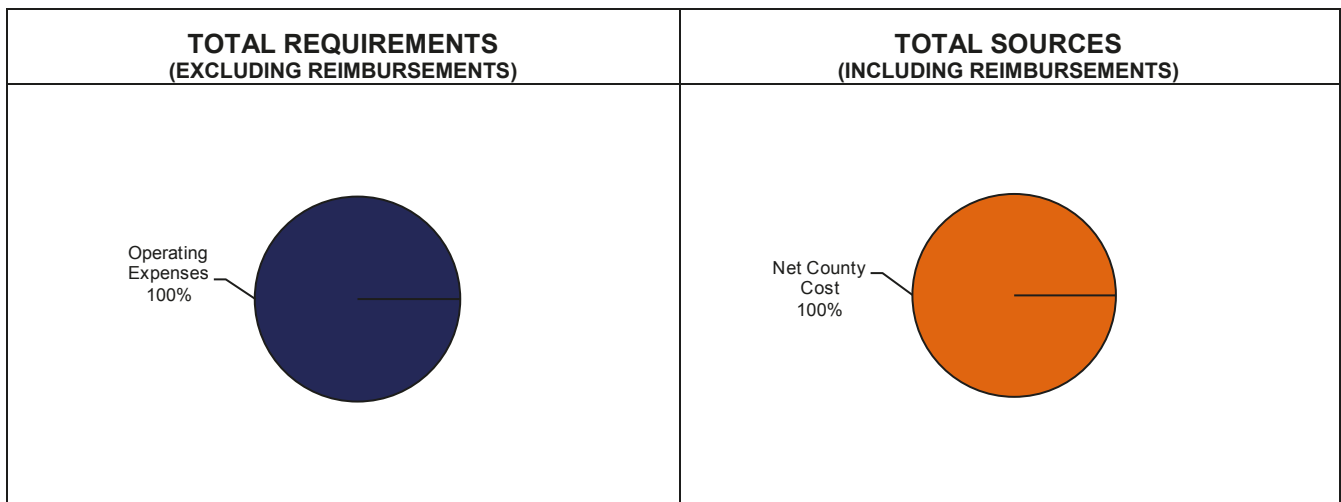
This budget unit represents the County's total legal and contractual obligations to contribute to the costs of the Superintendent of Schools and District Financial Services, known collectively as the San Bernardino County Superintendent of Schools.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$3,195,672
Total Sources (Incl. Reimb.)	\$0
Net County Cost	\$3,195,672
Total Staff	0
Funded by Net County Cost	100%

The Superintendent of Schools is the elected chief school administrative office of the County and is mandated by State law to provide various services for 33 school districts and two regional occupational programs. The Superintendent of Schools also provides ancillary services to five community college districts within the County. Through State and other funding sources, the Superintendent provides services to more than 425,000 Kindergarten through 12th grade students and approximately 40,000 community college students in accordance with the Education Code. These services also include direct instruction to alternative education, special education, juvenile hall and preschool students.

District Financial Services was established to independently perform all audits and approval functions required of the Auditor-Controller/Treasurer/Tax Collector and the Superintendent of Schools. District Financial Services is jointly responsible to those elected officials. These services include warrant production, control and the examination and audit of the payrolls, and other expenditures from the funds of the school districts and entities in the County.

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Administration  
DEPARTMENT: County Schools  
FUND: General

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

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	2,814,938	3,090,950	2,824,794	3,139,352	3,003,675	3,195,672	56,320
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	2,814,938	3,090,950	2,824,794	3,139,352	3,003,675	3,195,672	56,320
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	2,814,938	3,090,950	2,824,794	3,139,352	3,003,675	3,195,672	56,320
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,814,938	3,090,950	2,824,794	3,139,352	3,003,675	3,195,672	56,320
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	0	0	0	0	0	0
Net County Cost	2,814,938	3,090,950	2,824,794	3,139,352	3,003,675	3,195,672	56,320
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Major expenditures include payments to the Superintendent of Schools for housing costs of \$532,841, data processing of \$753,881, communications of \$352,711, COWCAP charges of \$136,044, utilities of \$436,292, and a reimbursement for staffing of \$856,205. 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 \$56,320 primarily due to increased COWCAP charges.

## STAFFING CHANGES AND OPERATIONAL IMPACT

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





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ARROWHEAD  
REGIONAL  
MEDICAL  
CENTER



**ARROWHEAD REGIONAL MEDICAL CENTER  
SUMMARY**

<b>ENTERPRISE FUNDS</b>	<b>Page #</b>	<b>Requirements</b>	<b>Sources</b>	<b>Use of (Contribution to) Net Position</b>	<b>Staffing</b>
ARROWHEAD REGIONAL MEDICAL CENTER	214				
ARROWHEAD REGIONAL MEDICAL CENTER	216	502,075,494	506,549,661	(4,474,167)	3,772
MEDICAL CENTER LEASE PAYMENTS	221	41,777,982	41,777,982		0
<b>TOTAL ENTERPRISE FUNDS</b>		<b>543,853,476</b>	<b>548,327,643</b>	<b>(4,474,167)</b>	<b>3,772</b>



# ARROWHEAD REGIONAL MEDICAL CENTER

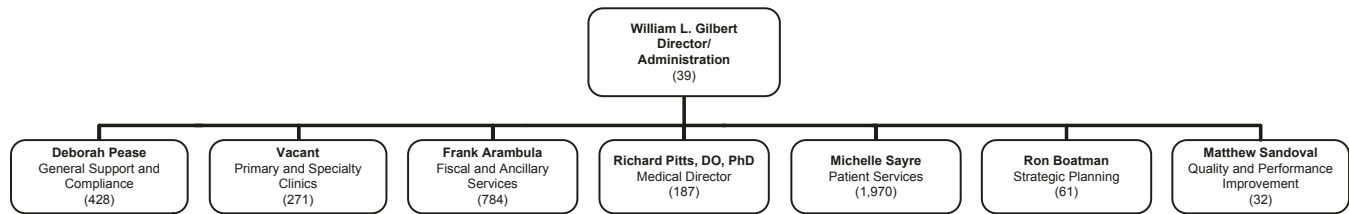
## William L. Gilbert

### DEPARTMENT MISSION STATEMENT

*The San Bernardino County Arrowhead Regional Medical Center is a safety net hospital with the primary mission of providing quality healthcare to the residents of San Bernardino County. We continuously strive to improve the health of the communities we serve and become the provider of choice for healthcare delivery and education.*



### ORGANIZATIONAL CHART



### 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>Enterprise Funds</b>						
Arrowhead Regional Medical Center	502,075,494	506,549,661			(4,474,167)	3,772
Medical Center Lease Payments	41,777,982	41,777,982			0	0
Total Enterprise Funds	543,853,476	548,327,643	0	0	(4,474,167)	3,772
<b>Total - All Funds</b>	543,853,476	548,327,643	0	0	(4,474,167)	3,772





**2015-16 MAJOR ACCOMPLISHMENTS**

- Received accreditation from the College of American Pathologists for the Laboratory and Blood Gas Lab.
- Graduated 46 resident physicians from Arrowhead Regional Medical Center (ARMC) core residency programs, with 23 residents staying in the Inland Empire area to practice.
- Collaborated with the California Association of Public Hospitals and Health Systems to help the California Department of Health Care Services negotiate a new five-year Medicaid Demonstration Waiver to provide significant funding for operations through 2020.
- Recognized as a Gold Level Recipient of the American Heart Association’s Fit-Friendly Worksites Recognition Program for the ninth consecutive year.
- Received the American Heart Association/American Stroke Association’s Get With the Guidelines®-Stroke Silver Plus Quality Achievement Award with Target: Stroke Honor Roll, achieving 100% of all stroke core measures, placing ARMC above all other area hospitals.
- Installed new equipment and renovated the cardiovascular catheterization lab.

**DEPARTMENT PERFORMANCE MEASURES**

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of survey respondents who would "definitely" recommend the hospital	68%	72%	68%	72%
STRATEGY	Improve ARMC's CAHPS Hospital Survey (HCAHPS) score used to monitor inpatient satisfaction through the use of best practice tools involving hospital employees and medical staff.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of survey respondents who would "definitely" recommend the provider practice	74%	80%	75%	80%
STRATEGY	Improve ARMC's CAHPS Clinician & Group Survey (CG-CAHPS) score used to monitor Family Health Clinic patient satisfaction through the use of best practice tools to educate clinic employees and medical staff.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	<b>NEW</b>	N/A	N/A	N/A	80%
STRATEGY	Improve the Centers for Medicare & Medicaid Services' mandated disease outcome measures achievement rate through adherence to established treatment, prevention, and collaboration strategies performed by frontline healthcare providers.	Percentage of Outcome Measures with 100% Achievement				



## Arrowhead Regional Medical Center

### DESCRIPTION OF MAJOR SERVICES

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

**Budget at a Glance**

Total Requirements (Excl. Reimb.)	\$506,679,856
Total Sources (Incl. Reimb.)	\$511,154,023
Use of / (Contribution To) Net Position	(\$4,474,167)
Total Staff	3,772

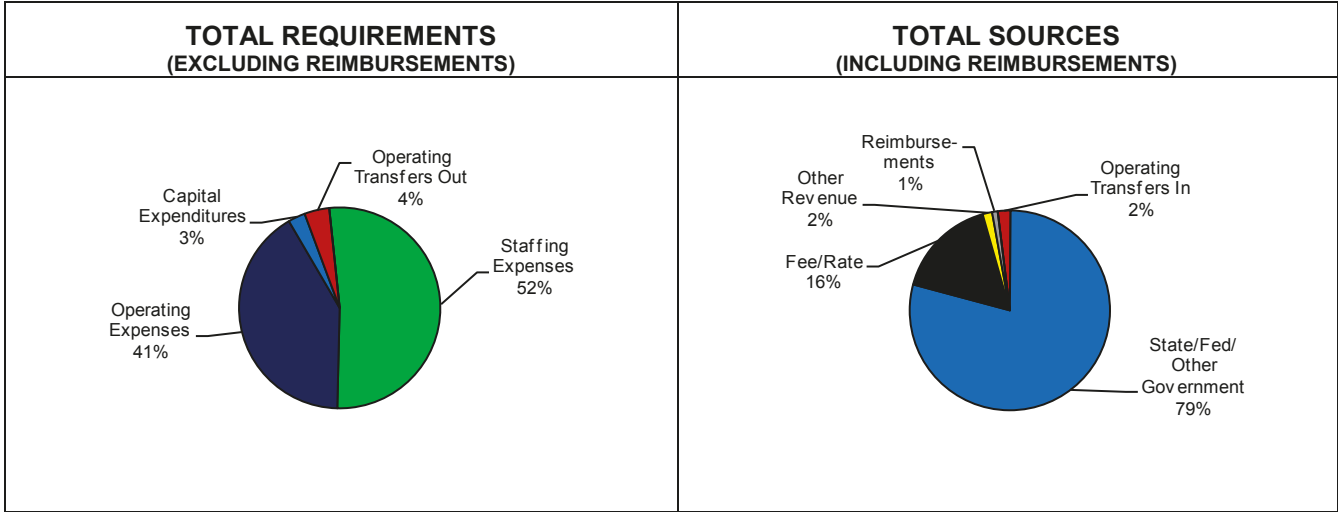
In keeping with its mission of providing quality health care and education, a variety of community outreach and wellness programs are offered, including the Breathmobile (asthma education and screening), a mobile medical clinic, annual health and safety expo, and annual 5K walk-run event. ARMC is the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

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

- **Emergency Department:** ARMC's Emergency Department, with more than 92,000 patient visits each year, includes a helicopter landing area outside of the Emergency Department that can accommodate both standard medical evacuation helicopters and military helicopters.
- **Trauma Center:** ARMC's trauma center treats the most seriously injured patients and is one of the region's busiest for adult trauma care. It is the only Inland Empire Trauma Center certified by the American College of Surgeons.
- **Edward G. Hirschman Burn Center:** The center provides complete inpatient and outpatient burn care to patients of all ages and serves four counties: Inyo, San Bernardino, Riverside, and Mono.
- **Neonatal Intensive Care (NICU):** The 30-bed unit offers state-of-the-art intensive care in a nursery setting and provides care for premature infants and sick newborns requiring continuous assessment, observation, and intensive treatment.
- **Outpatient and Specialty Services:** ARMC's Outpatient Care services include many different specialty services and an array of preventative/primary care programs designed to ensure optimum health for children and adults, including: Audiology, Cardiology, (interventional and cardiac rehabilitation), Coumadin Clinic, Dialysis Center, Family and Elder Care, Gastroenterology Lab, Infusion Therapy, Lipid Clinic, Oncology Services, Ophthalmology, Orthopedics, Otolaryngology (ENT) and Oral, Maxillofacial Surgery, Pain Management Clinic, Pediatrics Clinic, Rehabilitation Services, Surgical Services, Women's Health Services, Wound Care Center (Hyperbaric Oxygen Therapy).
- **Family Health Centers:** The Family Health Centers (FHCs) offer comprehensive primary care medical services to individuals and families in Rialto (Westside Family Center), San Bernardino (McKee Family Health Center), and Fontana (Fontana Family Health Center).



**2016-17 ADOPTED BUDGET**



**ANALYSIS OF 2016-17 ADOPTED BUDGET**

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

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

	2012-13	2013-14	2014-15	(A) 2015-16 Final Budget	2015-16 Actual	(B) 2016-17 Adopted Budget	(B-A) Change From Prior Year Final Budget
	Actual	Actual	Actual				
<b>Requirements</b>							
Staffing Expenses	231,529,363	247,431,909	243,218,079	255,754,693	255,754,146	263,719,134	7,964,441
Operating Expenses	189,924,979	212,957,284	202,845,498	231,938,211	229,917,963	208,764,290	(23,173,921)
Capital Expenditures	5,363,315	5,320,736	8,071,542	11,681,232	10,714,283	13,955,689	2,274,457
Total Exp Authority	426,817,657	465,709,929	454,135,119	499,374,136	496,386,392	486,439,113	(12,935,023)
Reimbursements	(179,912)	0	(1,070,640)	(3,559,758)	(4,027,995)	(4,604,362)	(1,044,604)
Total Appropriation	426,637,745	465,709,929	453,064,479	495,814,378	492,358,397	481,834,751	(13,979,627)
Operating Transfers Out	9,618,819	10,821,308	9,835,647	11,681,261	11,667,653	20,240,743	8,559,482
Total Requirements	436,256,564	476,531,237	462,900,126	507,495,639	504,026,050	502,075,494	(5,420,145)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	317,139,276	290,522,623	391,084,308	393,182,080	415,233,454	404,085,371	10,903,291
Fee/Rate	91,177,192	130,957,219	132,557,040	88,213,585	117,895,034	84,043,449	(4,170,136)
Other Revenue	30,112,490	265,723	25,794,216	7,827,711	20,336,601	7,859,160	31,449
Total Revenue	438,428,958	421,745,565	549,435,564	489,223,376	553,465,089	495,987,980	6,764,604
Operating Transfers In	23,561	33,739,228	595,098	11,306,180	824,507	10,561,681	(744,499)
Total Financing Sources	438,452,519	455,484,793	550,030,662	500,529,556	554,289,596	506,549,661	6,020,105
<b>Net Position</b>							
Use of/ (Contribution to) Net Position**	(2,195,955)	21,046,444	(87,130,536)	6,966,083	(50,263,546)	(4,474,167)	(11,440,250)
Est. Net Position Available						99,032,659	
Total Est. Unrestricted Net Position						94,558,492	
Budgeted Staffing*	3,544	3,621	3,696	3,692	3,692	3,772	80

\*Data represents final budgeted staffing

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

Note: Unlike governmental funds, the 2015-16 Final Budget and 2015-16 Actual columns do not include information on Estimated Net Position Available or Total Estimated Unrestricted Net Position because GAAP requires that internal service and enterprise funds include line items such as depreciation, which are not budgeted, in the Net Position calculation.



## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Staffing Expenses of \$263.7 million fund 3,772 positions. Operating Expenses of \$208.8 million are comprised primarily of medical supplies, physician fees, purchased medical services, insurance, utilities, and rent expense. Capital Expenditures of \$14.0 million fund necessary clinical and non-clinical equipment purchases. These expenses are offset by Reimbursements of \$4.6 million for services and supplies purchased on behalf of other County departments.

Operating Transfers Out of \$20.2 million represents costs budgeted for debt service of \$8.0 million and \$12.2 million for construction projects, which are being managed by the Real Estate Services-Project Management Division (PMD).

Sources of \$506.5 million includes \$404.1 million in state and federal funding primarily from Medicare and Medi-Cal; \$84.0 million in current services from private pay patients and insurance; and \$7.9 million in other revenue from cafeteria sales, interest, miscellaneous grants, and services provided to other hospitals through the residency program. Operating Transfers In of \$10.6 million represents the portion of Health Realignment allocated to ARMC.

## BUDGET CHANGES AND OPERATIONAL IMPACT

The approval of the renewal of the State of California's Section 1115 Waiver (Waiver) by the Centers for Medicare and Medicaid Services signals the next step in health care transformation for ARMC. The renewed Waiver, a significant source of ARMC's revenue, includes three major components: Public Hospital Redesign and Incentives in Medi-Cal (PRIME), Global Payment Program (GPP), and Whole Person Care (WPC).

PRIME is a pay for performance program. Funding will be achieved by meeting metrics that improved infrastructure, staffing, and care management related to the ambulatory setting. PRIME takes transformation to a new level and raises the bar of performance to national standards. Integration of Primary Care and Behavioral Health is just one example of the nine project objectives set to national standards.

GPP aims to treat the remaining uninsured with the right care at the right place at the right time. The GPP will use non-traditional or complementary services, which is a shift from high cost-based, hospital-centric models of care. Services such as wellness programs, tele-health, group medical visits, home nursing, and eVisits with primary care providers are just a few examples.

WPC is designed to provide comprehensive integrated care to highest-risk and most vulnerable patients. WPC will include coordinating physical health, behavioral health, and social service needs with an aim to improve health and well-being.

Requirements are decreasing by \$5.4 million. This is due to decreases in Operating Expenses of \$23.2 million primarily driven by a reduction in insurance costs and high cost pharmaceutical drugs related to the Hepatitis C Clinic. This anticipated reduction of pharmaceutical costs at ARMC is a result of other Hepatitis C clinics that will be available in the Inland Empire. Staffing Expenses are increasing by \$8.0 million related to the net addition of 80 positions and negotiated salary increases. The majority of the new positions are related to the addition of 12 beds in the behavioral health unit, increased staffing in the sterile processing unit, and positions tied to achieving funding from the renewed Waiver. Increases in Capital Expenditures of \$2.3 million are related to the purchase of clinical and non-clinical equipment. Increases of \$8.6 million in Operating Transfers Out are related to capital improvement projects managed by PMD.

Sources are increasing by \$6.0 million primarily due to increases in state, federal, and other government revenue sources. This additional revenue is associated with volume increases in the acute inpatient, outpatient, and behavioral health units. Additional revenues are also related to an improvement in the payor mix, which includes an increase in the number of Medi-Cal managed care patients, and a reduction in the number of self-pay patients due to the Affordable Care Act.



## ANALYSIS OF NET POSITION

The budget reflects a contribution of \$4.5 million to Net Position. This is a result of anticipated volume increases combined with reduced expenses. Available Net Position will be used to fund future capital projects, electronic health record system, and fixed asset purchases as needed.

### 2016-17 POSITION SUMMARY\*

Division	2015-16				2016-17		Limited	Regular
	Final Staffing	Adds	Deletes	Re-Orgs	Adopted			
Administration	37	3	0	-1	39	3	36	
Patient Services	2036	56	-8	-114	1970	622	1,348	
Primary and Specialty Clinics	260	34	0	-23	271	13	258	
Medical Director	196	0	-10	1	187	174	13	
Strategic Planning	0	3	0	58	61	1	60	
Fiscal and Ancillary Services	422	17	-10	355	784	130	654	
Quality and Performance Improvement	36	1	-1	-4	32	2	30	
General Support and Compliance	705	0	-5	-272	428	37	391	
<b>Total</b>	<b>3,692</b>	<b>114</b>	<b>-34</b>	<b>0</b>	<b>3,772</b>	<b>982</b>	<b>2,790</b>	

\*Detailed classification listing available in Appendix D.

### STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$263.7 million fund 3,772 budgeted positions of which 2,790 are regular positions and 982 are limited term positions. The budget includes a net increase of 80 positions (addition of 114, deletion of 34). The primary driver of these budgeted staffing changes relates to the addition of 12 beds in the behavioral health unit, increased staffing in sterile processing unit, and additional positions tied to achieving goals for the renewed Waiver. The reorganization of positions is primarily related to the reassignment of the Ancillary divisions from the General Support and Compliance division to the Fiscal Services and Ancillary division and the addition of a Strategic Planning division.

A total of 114 positions are added to the budget (83 regular, 31 limited term) as follows:

#### Additions

- Associate Chief Nursing Officer (1 regular)
- Care Assistant (5 regular)
- Clinic Assistant (21 regular)
- Clinical Therapist I (1 regular, 1 limited term)
- Contract Physical Therapy Assistant (1 limited term)
- Healthcare Program Administrator (2 regular)
- Hospital Unit Assistant (2 regular, 3 limited term)
- Laboratory Technologist II (3 regular)
- Licensed Vocational Nurse II (6 regular)
- Licensed Vocational Nurse-Per Diem (2 limited term)
- Medical Staff Coordinator (1 regular)
- Mental Health Nurse II (8 regular)
- Nurse Educator (1 regular)
- Nursing Attendant (2 regular, 3 limited term)
- Occupational Therapy Assistant (1 regular, 1 limited term)
- Office Assistant III (6 regular)
- Psychiatric Technician I (1 regular, 1 limited term)
- Public Service Employee (4 limited term)
- Registered Nurse II-ARMC (1 regular)



Additions (cont.)

Registered Nurse II-Clinic (1 regular)  
Registered Nurse II-Per Diem (9 limited term)  
Respiratory Care Practitioner III (2 regular)  
Secretary I (1 regular)  
Social Service Practitioner (2 regular)  
Special Procedures Radiologic Technologist II (4 regular)  
Staff Analyst II (1 regular)  
Sterile Processing Technician I (4 limited term)  
Storekeeper (6 regular, 2 limited term)  
Stores Supervisor (1 regular)  
Supervising Sterile Processing Technician (1 regular)  
Utilization Review Technician (2 regular)

Based on an operational assessment of staffing requirements, a total of 34 vacant positions have been deleted (10 regular, 24 limited term) as follows:

Deletions

Assistant Hospital Administrator-Fiscal Services (1 regular)  
Associate Hospital Administrator-Nursing Services (2 regular)  
Business Applications Manager (1 regular)  
Contract Physical Therapist II (1 limited term)  
Contract Resident PGY III (1 limited term)  
Contract Resident PGY IV (3 limited term)  
Contract Resident PGY VI (1 limited term)  
Contract Resident PGY VII (5 limited term)  
Contract Respiratory Care Practitioner II (3 limited term)  
Contract Special Procedures Radiologic Technologist (1 limited term)  
Cook I (1 regular)  
Cytotechnologist (1 limited term)  
Food Service Worker I (2 regular)  
General Services Aide (2 regular)  
Health Information Management Assistant I (1 limited term)  
Neurodiagnostic Technologist II (1 limited term)  
Nursing Attendant (6 limited term)  
Sterile Processing Technician I (1 regular)



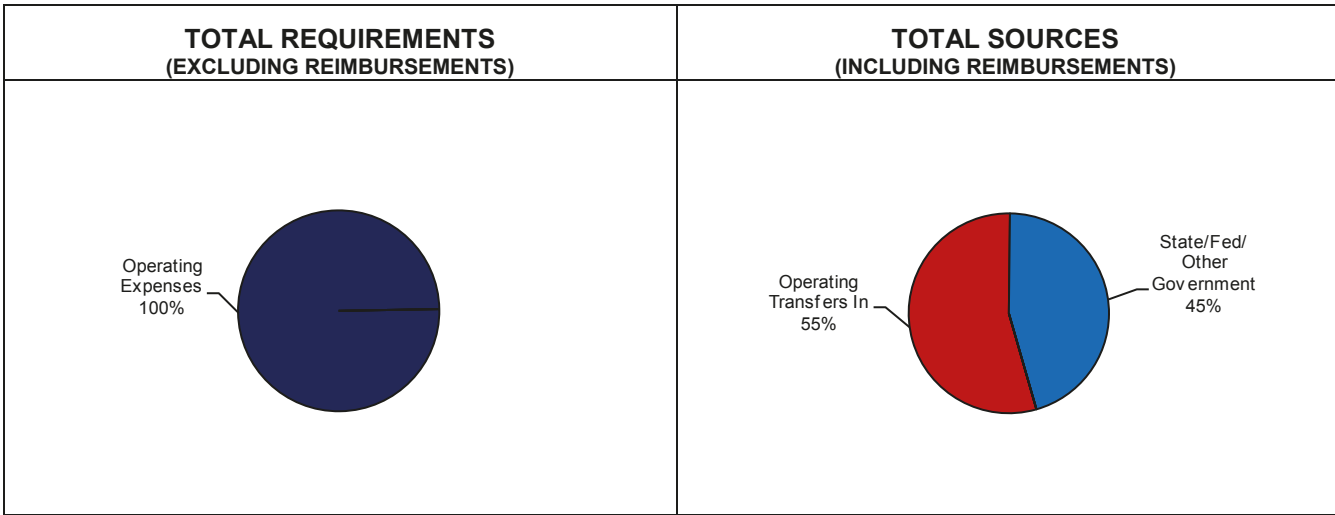
## Medical Center Lease Payments

### DESCRIPTION OF MAJOR SERVICES

This budget unit funds the cost of long-term lease payments to the Inland Empire Public Facilities Corporation for the Arrowhead Regional Medical Center (ARMC) facility. Funding sources include state revenues from the Construction Renovation/Reimbursement Program (SB 1732). This program provides supplemental reimbursement for construction, renovation, or replacement of medical facilities or fixed equipment. Other funding sources are operating transfers from ARMC and operating transfers from the General Fund backed by Health Realignment revenues and Tobacco Master Settlement Agreement proceeds.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$41,777,982
Total Sources (Incl. Reimb.)	\$41,777,982
Use of / (Contribution To) Net Position	\$0
Total Staff	0

### 2016-17 ADOPTED BUDGET



ARROWHEAD REGIONAL MEDICAL CENTER





## ANALYSIS OF 2016-17 ADOPTED BUDGET

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

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

	2012-13	2013-14	2014-15	(A) 2015-16 Final Budget	2015-16 Actual	(B) 2016-17 Adopted Budget	(B-A) Change From Prior Year Final Budget
	Actual	Actual	Actual		Actual		
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	41,657,396	42,279,632	41,609,664	41,629,997	41,519,694	41,777,982	147,985
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	41,657,396	42,279,632	41,609,664	41,629,997	41,519,694	41,777,982	147,985
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	41,657,396	42,279,632	41,609,664	41,629,997	41,519,694	41,777,982	147,985
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	41,657,396	42,279,632	41,609,664	41,629,997	41,519,694	41,777,982	147,985
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	18,901,369	21,247,253	16,501,273	18,890,122	18,855,201	18,957,360	67,238
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	769,768	2,887	0	0	16,902	0	0
Total Revenue	19,671,137	21,250,141	16,501,273	18,890,122	18,872,103	18,957,360	67,238
Operating Transfers In	21,986,259	21,029,491	25,108,391	22,739,875	22,647,591	22,820,622	80,747
Total Financing Sources	41,657,396	42,279,632	41,609,664	41,629,997	41,519,694	41,777,982	147,985
<b>Net Position</b>							
Use of/ (Contribution to) Net Position	0	0	0	0	0	0	0
Est. Net Position Available						0	
Total Est. Unrestricted Net Position						0	
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

Note: Unlike governmental funds, the 2015-16 Final Budget and 2015-16 Actual columns do not include information on Estimated Net Position Available or Total Estimated Unrestricted Net Position because GAAP requires that internal service and enterprise funds include line items such as depreciation, which are not budgeted, in the Net Position calculation.

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Operating Expenses of \$41.8 million represent lease payments and associated fees and expenses.

State, Federal, or Other Government revenue of \$19.0 million is from the State of California's Construction Renovation/Reimbursement Program (SB 1732). The amount reimbursed by the state depends on the allowable portion of the lease payments multiplied by a rate that is calculated by the state every year. The rate fluctuates based on actual Medi-Cal inpatient days paid to ARMC.

Operating Transfers In of \$22.8 million are funded by \$10.7 million of Tobacco Master Settlement Agreement monies, \$4.1 million of Health Realignment funds, and \$8.0 million in revenues anticipated to be generated by ARMC.





**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are increasing by \$147,985 primarily due to increased debt service costs, which results in an increase of Sources to meet needed Requirements.

**ANALYSIS OF NET POSITION**

There is no Use of Net Position associated with this budget unit.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.





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ECONOMIC  
DEVELOPMENT  
AGENCY



**ECONOMIC DEVELOPMENT AGENCY  
SUMMARY**

<b>GENERAL FUND</b>	<b>Page #</b>	<b>Requirements</b>	<b>Sources</b>	<b>Net County Cost</b>	<b>Staffing</b>
ECONOMIC DEVELOPMENT AGENCY	226				
ECONOMIC DEVELOPMENT SUMMARY	227				
ECONOMIC DEVELOPMENT	230	3,535,436	220,000	3,315,436	10
COMMUNITY DEVELOPMENT AND HOUSING: HOMELESS HOUSING INITIATIVE	239	0	0	0	0
TOTAL GENERAL FUND		<u>3,535,436</u>	<u>220,000</u>	<u>3,315,436</u>	<u>10</u>

<b>SPECIAL REVENUE FUNDS</b>	<b>Page #</b>	<b>Requirements</b>	<b>Sources</b>	<b>Use of (Contribution to) Fund Balance</b>	<b>Staffing</b>
COMMUNITY DEVELOPMENT AND HOUSING	233				
COMMUNITY DEVELOPMENT AND HOUSING	236	32,536,834	16,022,308	16,514,526	24
WORKFORCE DEVELOPMENT	241	22,993,213	24,387,167	(1,393,954)	113
TOTAL SPECIAL REVENUE		<u>55,530,047</u>	<u>40,409,475</u>	<u>15,120,572</u>	<u>137</u>

<b>CAPITAL PROJECTS FUNDS</b>	<b>Page #</b>	<b>Requirements</b>	<b>Sources</b>	<b>Use of (Contribution to) Fund Balance</b>	<b>Staffing</b>
COMMUNITY DEVELOPMENT AND HOUSING	233				
COMMUNITY DEVELOPMENT AND HOUSING	236	19,258,020	52,600	19,205,420	0
TOTAL SPECIAL REVENUE		<u>19,258,020</u>	<u>52,600</u>	<u>19,205,420</u>	<u>0</u>



## ECONOMIC DEVELOPMENT AGENCY

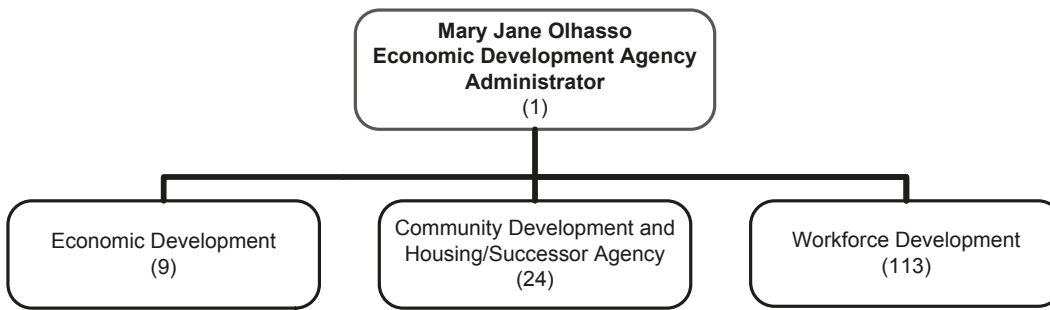
### Mary Jane Olhasso

#### DEPARTMENT MISSION STATEMENT

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



#### ORGANIZATIONAL CHART



#### 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Economic Development	3,535,436	220,000	3,315,436			10
Homeless Housing Initiative	0	0	0			0
<b>Total General Fund</b>	<b>3,535,436</b>	<b>220,000</b>	<b>3,315,436</b>	<b>0</b>	<b>0</b>	<b>10</b>
<b>Special Revenue Funds</b>						
Community Development and Housing	32,536,834	16,022,308		16,514,526		24
Workforce Development	22,993,213	24,387,167		(1,393,954)		113
<b>Total Special Revenue Funds</b>	<b>55,530,047</b>	<b>40,409,475</b>	<b>0</b>	<b>15,120,572</b>	<b>0</b>	<b>137</b>
<b>Capital Project Funds</b>						
Community Development and Housing	19,258,020	52,600		19,205,420		0
<b>Total Capital Project Funds</b>	<b>19,258,020</b>	<b>52,600</b>	<b>0</b>	<b>19,205,420</b>	<b>0</b>	<b>0</b>
<b>Other Agencies</b>						
Economic and Community Development Corp.	43	0		43		0
County Industrial Development Authority	56,616	150		56,466		0
<b>Total Other Agencies</b>	<b>56,659</b>	<b>150</b>	<b>0</b>	<b>56,509</b>	<b>0</b>	<b>0</b>
<b>Total - All Funds</b>	<b>78,380,162</b>	<b>40,682,225</b>	<b>3,315,436</b>	<b>34,382,501</b>	<b>0</b>	<b>147</b>

NOTE: Economic and Community Development Corp. and County Industrial Development Authority are reported in the 'Other Agencies' section of this budget document.



# ECONOMIC DEVELOPMENT

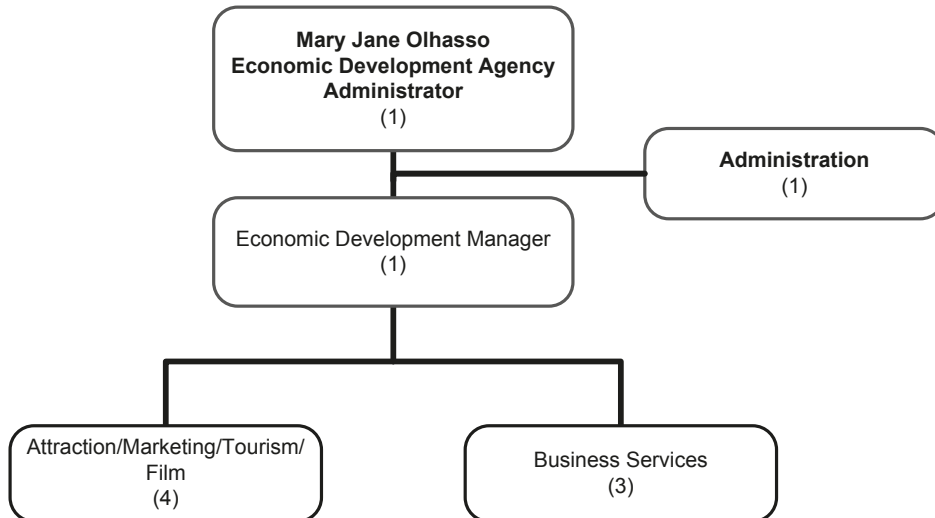
## Mary Jane Olhasso

### DEPARTMENT MISSION STATEMENT

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



### ORGANIZATIONAL CHART



### 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Economic Development	3,535,436	220,000	3,315,436			10
Homeless Housing Initiative	0	0	0			0
<b>Total General Fund</b>	<b>3,535,436</b>	<b>220,000</b>	<b>3,315,436</b>	<b>0</b>	<b>0</b>	<b>10</b>



## 2015-16 MAJOR ACCOMPLISHMENTS

- Business Attraction and Expansion
  - Provided over 1,000 direct services to businesses and organizations located in or interested in San Bernardino County.
  - Launched a focused manufacturing industry sector campaign with outreach to over 900 businesses via phone, email and postcard mailings.
  - Participated in more than 20 corporate real estate and key industry events, including presentations to major brokerage firms to share information on incentives, various County departments' areas of expertise, and primary County department contacts for site selection and expansion assistance.
  - Generated over \$8.1 million in local sales and use tax over the last two fiscal years.
  
- Workforce and Education Initiatives
  - Collaborated with the International Facilities Management Association (IFMA) Foundation, Chaffey Community College District, California Community College Centers of Excellence, and the San Bernardino County Superintendent of Schools' representatives to launch the integration of courses into Chaffey's business administration program for IFMA recognized certification requirements. The IFMA Foundation expects a shortage of Facilities Managers over the next three to five years. The goal of the IFMA training is to provide a career pathway to local residents from entry-level technical training to a baccalaureate.
  - Partnered with the San Bernardino County Superintendent of Schools' Alliance for Education programs to support the cradle-to-career initiative of the Countywide Vision.
  - Provided data support services to the San Bernardino County Superintendent of Schools' Alliance for Education, resulting in grant awards to County Schools in excess of \$1.2 million.
  - Provided in-kind services and public relations support for the Industrial Technical Learning Center training facility in Fontana in cooperation with Chaffey Community College District.
  
- International Trade and Foreign Direct Investment
  - Executed a strategic international trade and foreign direct investment program with the overarching goal of positioning the County as a globally-oriented and competitive location for international business. Tactics include:
    - Led and coordinated an export education webinar, "Local to Global – Doing Business in China" to educate businesses in San Bernardino County about the China marketplace.
    - Interviewed more than 60 businesses, including follow-up through phone calls and emails, to explore and discuss the benefits of investment, trade and exporting in global markets; including the distribution of interest surveys to participate in trade missions abroad.
    - Exhibited and participated in at least six foreign investment business summits in the U.S. and China resulting in major marketing exposure for the County as a globally competitive location for foreign investment.
    - Promoted and showcased the County in 5 different provinces of China through collaboration with the U.S. Department of Commerce SelectUSA Roadshow programs.
  
- Other Marketing
  - Absorbed the San Bernardino County Film Office as an additional unit of the Economic Development Department and recognition of the Film Office as a Regional Partner of the California Film Commission.
  - Produced the State of the County business forum, featuring the regional collaborative marketing and outreach efforts by the County and its local partners to an audience of over 1,100 business and community leaders.
  
- Tourism
  - Expanded the California Outdoor Playground branding campaign to include:
    - Prime-time television advertising on channel 4 NBC featuring Wrightwood and Joshua Tree with total impressions of 1.1 million and 214 Facebook shares.





- Advertising space on Pandora radio for a total of 1.6 million impressions.
- Print advertising in Automobile Club (AAA) *Westways Magazine* – circulation 4.2 million.
- On-line advertising with *Weekend Sherpa* highlighting Wrightwood, Joshua Tree, Mountains, and Route 66 to a subscribers base of 2,600.
- Hosted the San Bernardino County sponsored Tourism Summit for 50 attendees focusing on strategies to promote tourism in Joshua Tree.

**DEPARTMENT PERFORMANCE MEASURES**

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	Number of jobs resulting from County Economic Development attraction and expansion efforts.	2,148	1,650	3,890	1,800
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	The department invests in marketing its services to generate private investment and foster job growth, in part by developing strong local, regional, national and international business relationships.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	Number of business contacts reached through County Economic Development efforts.	2,483	2,000	2,102	2,000
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	The department's attraction efforts are to increase awareness of countywide programs and opportunities in order to meet the needs of clients.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	Number of assists, such as research, demographic and site information and site tours by County Economic Development staff.	1,413	1,000	1,210	1,000
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	The department supports the brokerage community and County entities by providing research, demographic and site information and coordinating tours.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.	Percentage change in market awareness of County tourism and destinations	3.50%	3%	7.30%	3%
STRATEGY	The department engages in a strategic tourism marketing program that incorporates branding and advertising to increase awareness of the County as a tourism destination.					



## Economic Development

### DESCRIPTION OF MAJOR SERVICES

The Department of Economic Development’s (ED) major goals are to 1) foster job creation, 2) increase private investment and 3) enhance County revenues through strategically executed countywide economic development efforts. The primary focus of the department is to maximize the standard of living for the County’s residents, provide economic opportunities for the County’s businesses, foster a competitive business-friendly environment and position the County as a highly-competitive region for business opportunities. The department emphasizes working with industry sectors of high-growth potential which can offer high-skilled, high-paying jobs. The department also executes a comprehensive media/marketing strategy to raise awareness and showcase the County and its assets.

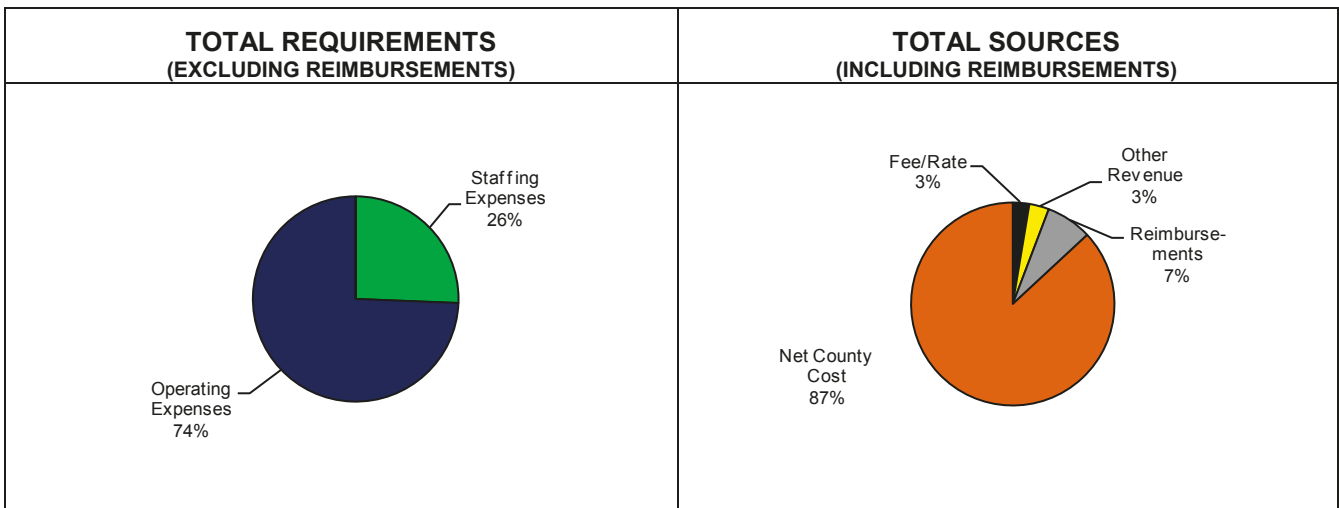
Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$3,814,018
Total Sources (Incl. Reimb.)	\$498,582
Net County Cost	\$3,315,436
Total Staff	10
Funded by Net County Cost	87%

The department spearheads initiatives for local, national and international impact by forming internal and external strategic partnerships with key public and private sector organizations. These organizations include, but are not limited to: local, state and federal agencies, non-profit development corporations, developers, brokers, site selectors, corporate real estate executives and tenant representatives.

The department creates and develops the necessary support structures to foster a positive, creative and expanding business climate by offering a wide array of economic development programs and services; including, but not limited to, the following:

- Site Selection Assistance
- Market Analysis and Demographics
- Permitting Assistance, including Film Permits
- Incentive Programs
- Small Business Assistance and Technical Support
- Technical Assistance – for County cities, County departments, and economic development stakeholders
- Marketing Support – for County cities and regional economic development stakeholders
- Tourism Attraction – create campaigns for regional economic impact
- International Trade and Investment Consulting

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Economic Development  
DEPARTMENT: Economic Development  
FUND: General

BUDGET UNIT: AAA EDF  
FUNCTION: Public Assistance  
ACTIVITY: Other Assistance

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	1,597,262	1,582,904	1,221,575	1,038,481	662,413	977,618	(60,863)
Operating Expenses	1,709,465	1,822,709	1,995,604	2,819,772	2,322,713	2,836,400	16,628
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	3,306,727	3,405,613	3,217,179	3,858,253	2,985,126	3,814,018	(44,235)
Reimbursements	(917,374)	(873,311)	(466,765)	(336,290)	(70,503)	(278,582)	57,708
Total Appropriation	2,389,353	2,532,302	2,750,414	3,521,963	2,914,623	3,535,436	13,473
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,389,353	2,532,302	2,750,414	3,521,963	2,914,623	3,535,436	13,473
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	13,500	0	0	0	0
Fee/Rate	37,663	35,687	149,509	30,000	46,766	100,000	70,000
Other Revenue	165,307	150,000	158,806	125,000	255,468	120,000	(5,000)
Total Revenue	202,970	185,687	321,815	155,000	302,234	220,000	65,000
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	202,970	185,687	321,815	155,000	302,234	220,000	65,000
Net County Cost	2,186,383	2,346,615	2,428,599	3,366,963	2,612,389	3,315,436	(51,527)
Budgeted Staffing*	15	13	10	12	12	10	(2)

\*Data represents final budgeted staffing

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Operating Expenses of \$2.8 million include costs of various Economic Development programs (business attraction, retention and expansion, promotion of County assets to corporate real estate and site selection decision makers, media/marketing ads, campaigns and programming, public relations – including PR support for local businesses, tourism campaigns, execution of the international trade and investment strategy, and technical support of cradle-to-career education initiatives), travel, and internal transfers out (County Counsel charges, Facilities, etc.).

Reimbursements of \$278,582 represent the cost allocation to other Agency departments for Economic Development Agency staff.

Sources of \$220,000 represent registration fees and sponsorships for the State of the County event planned for the spring of 2017 and film permit fees to recover administrative costs related to processing permits.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$13,473 primarily due to a decrease in Reimbursements from the Workforce Development Department and Community Development and Housing for payroll services that will not be provided in 2016-17. Sources are increasing by \$65,000 due to an increase in projected film permit fee revenue.



**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Economic Development	12	2	-4	0	10	3	7
Total	12	2	-4	0	10	3	7

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$977,618 fund 10 budgeted positions of which seven are regular positions and three are limited term positions. The net decrease of two positions primarily includes the deletion of four vacant positions to better align the positions and functions within the department. The changes included are as follows:

Additions

- 2 Public Service Employees

Deletions

- 1 Staff Analyst II
- 1 Payroll Specialist
- 1 ECD Technician
- 1 Deputy Director



## COMMUNITY DEVELOPMENT AND HOUSING

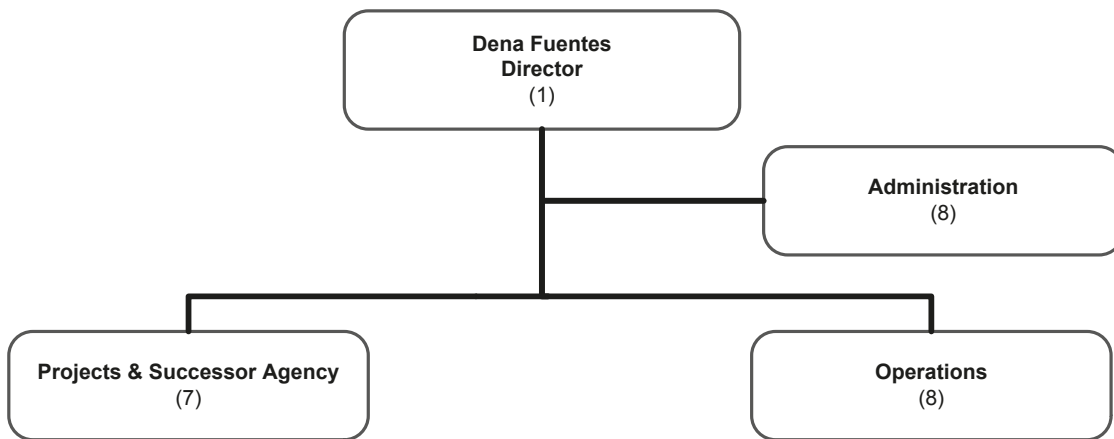
### Dena Fuentes

#### DEPARTMENT MISSION STATEMENT

*The mission of the Community Development and Housing Department is to better people's lives and the communities they live in by strategically investing and leveraging limited federal, state and local resources to achieve community and neighborhood revitalization.*



#### ORGANIZATIONAL CHART



#### 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>Special Revenue Funds</b>						
Community Development and Housing	32,536,834	16,022,308		16,514,526		24
Total Special Revenue Funds	32,536,834	16,022,308		16,514,526		24
<b>Capital Project Funds</b>						
Community Development and Housing	19,258,020	52,600		19,205,420		0
Total Capital Project Funds	19,258,020	52,600		19,205,420	0	0
<b>Total - All Funds</b>	51,794,854	16,074,908	0	35,719,946	0	24

#### 2015-16 MAJOR ACCOMPLISHMENTS

- Completed construction of Bloomington Phase One development which includes 106 affordable housing units and a new Bloomington Branch Library. Total project cost is \$34.2 million, including County investment of \$16.5 million.
- Commenced construction of Bloomington Phase Two development which includes an additional 84 affordable housing units with a \$31.6 million project cost, which includes \$9.6 million of County investment.



- Invested Federal Community Development Block Grant (CDBG) program funds, in partnership with 13 cooperating cities, to accomplish the following: constructed or improved 14 public facilities; initiated or completed 19 infrastructure projects; completed 3,700 code enforcement inspections; demolished 1 substandard property; and Graffiti Abatement programs restored 2,800 properties.
- Invested an additional \$3.3 million of CDBG Program Income Funds towards the construction of Needles Fire Station to enhance community services.
- Invested \$2.1 million of HOME Investment Partnership Act Grant (HOME) funds which captured \$30.4 million of additional investment to commence construction of the 88 unit Affordable Housing Development for Homeless Veterans in the City of Loma Linda.
- Assisted in the rehabilitation of Waterman Gardens affordable housing units by commencing construction on Valencia Nine Apartments in the City of San Bernardino (City) in order to redevelop that area. The \$810,000 of City HOME funds leveraged a total investment of \$26.2 million.
- Coordinated and reviewed all financial actions of the 26 Oversight Boards for the County regarding the Redevelopment Dissolution Act to assist the County in overseeing the wind down of former Redevelopment Agencies and to obtain additional revenue.
- Executed a refinance of the former San Sevaive Redevelopment Bonds to provide savings in excess of \$3.1 million of net present value which all taxing entities will benefit.

**DEPARTMENT PERFORMANCE MEASURES**

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
<b>OBJECTIVE</b>	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.					
<b>STRATEGY</b>	Though collaboration with both the cities and various County departments, Community Development Grant (CDBG), Emergency Solutions Grant (ESG) funds, and HOME Federal funds are leveraged to augment various social service programs, build needed infrastructure or public facilities, and construct affordable housing communities that serve low- and moderate-income persons and persons with special needs. Adherence to expenditure deadlines and compliance with federal regulations are indicative to residents receiving services, projects are meeting construction schedules, and ensures the funds are not subject to recapture.	Audit findings per Federal audit conducted.	5	0	0	0
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
<b>OBJECTIVE</b>	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.					
<b>STRATEGY</b>	Though collaboration with both the cities and various County departments, Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG) funds, and HOME Federal funds are leveraged to augment various social service programs, build needed infrastructure or public facilities, and construct affordable housing communities that serve low- and moderate-income persons and persons with special needs. Adherence to expenditure deadlines and compliance with federal regulations are indicative of residents receiving services, projects are meeting construction schedules, and ensures the funds are not subject to recapture.	Meet Federal requirements that the unspent CDBG grant allocation is not more than 150% of current year allocation on April 30th.	Yes	Yes	Yes	Yes



**DEPARTMENT PERFORMANCE MEASURES CONTINUED**

<b>COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.</b>					
<b>STRATEGY</b>	Though collaboration with both the cities and various County departments, Community Development Grant (CDBG), Emergency Solutions Grant (ESG) funds, and HOME Federal funds are leveraged to augment various social service programs, build needed infrastructure or public facilities, and construct affordable housing communities that serve low- and moderate-income persons and persons with special needs. Adherence to expenditure deadlines and compliance with federal regulations are indicative to residents receiving services, projects are meeting construction schedules, and ensures the funds are not subject to recapture.	Percentage of Housing Grant Funds Commitment Deadlines met.	100%	100%	100%	100%
<b>COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.</b>					
<b>STRATEGY</b>	Though collaboration with both the cities and various County departments, Community Development Grant (CDBG), Emergency Solutions Grant (ESG) funds, and HOME Federal funds are leveraged to augment various social service programs, build needed infrastructure or public facilities, and construct affordable housing communities that serve low- and moderate-income persons and persons with special needs. Adherence to expenditure deadlines and compliance with federal regulations are indicative to residents receiving services, projects are meeting construction schedules, and ensures the funds are not subject to recapture.	Percentage of Federal Housing Grant funds spent by County.	100%	100%	100%	100%
<b>COUNTY GOAL: IMPLEMENT THE COUNTYWIDE VISION</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Continue the County role of convening conversations on community collaboration and collective action.</b>	Activities, events, programs completed and delivered by the Affordable Housing Collaborative.	9	6	7	8
<b>STRATEGY</b>	Continue to facilitate and support the Affordable Housing Collaborative activities to leverage affordable housing and other County resources to effectuate community and neighborhood revitalization.					





## Community Development and Housing

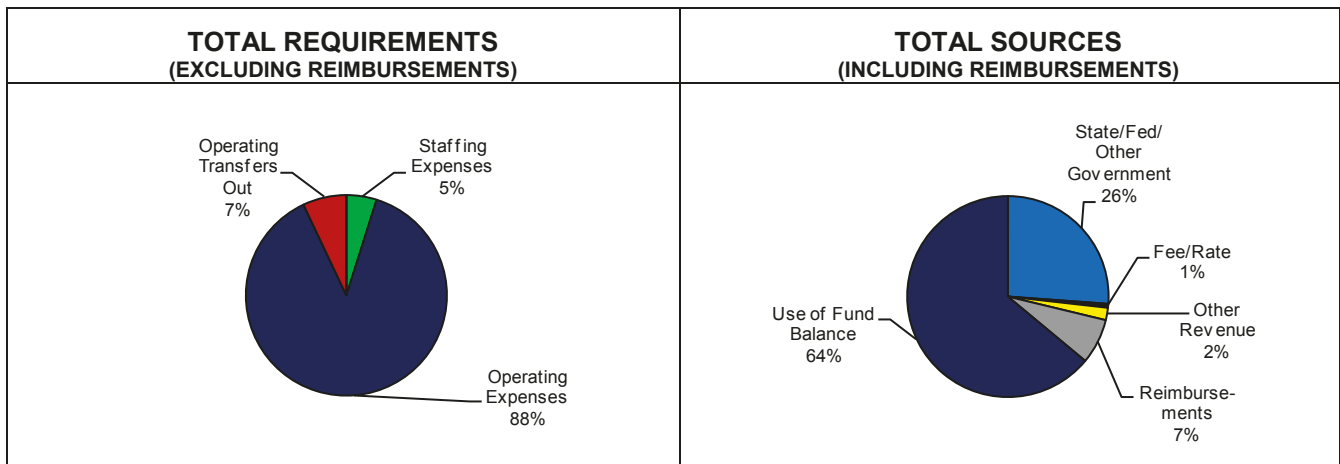
### DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$55,864,552
Total Sources (Incl. Reimb.)	\$20,144,606
Use of/ (Contribution to) Fund Balance	\$35,719,946
Total Staff	24

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.

### 2016-17 ADOPTED BUDGET



ECONOMIC DEVELOPMENT





**ANALYSIS OF 2016-17 ADOPTED BUDGET**

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

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A) Change From Prior Year Final Budget
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	
<b>Requirements</b>							
Staffing Expenses	1,796,203	2,132,778	2,379,797	2,659,788	2,454,930	2,719,155	59,367
Operating Expenses	25,151,669	14,791,082	19,421,997	56,738,113	18,036,046	49,223,793	(7,514,320)
Capital Expenditures	362,157	1,389,791	0	0	0	0	0
Total Exp Authority	27,310,029	18,313,651	21,801,794	59,397,901	20,490,976	51,942,948	(7,454,953)
Reimbursements	(5,683,921)	(3,019,955)	(4,269,191)	(4,024,346)	(2,988,179)	(4,069,698)	(45,352)
Total Appropriation	21,626,108	15,293,696	17,532,603	55,373,555	17,502,797	47,873,250	(7,500,305)
Operating Transfers Out	3,997,373	1,327,983	7,354,766	4,837,278	2,545,903	3,921,604	(915,674)
Total Requirements	25,623,481	16,621,679	24,887,369	60,210,833	20,048,700	51,794,854	(8,415,979)
<b>Sources</b>							
Taxes	0	23,410	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	18,371,307	11,947,976	11,149,295	13,607,859	7,430,167	14,591,231	983,372
Fee/Rate	2,048	32,482	39,385	0	12,448	352,705	352,705
Other Revenue	16,327,544	1,820,052	26,361,274	2,134,020	1,773,065	1,110,972	(1,023,048)
Total Revenue	34,700,899	13,823,920	37,549,954	15,741,879	9,215,680	16,054,908	313,029
Operating Transfers In	650,425	824,276	0	150,000	150,100	20,000	(130,000)
Total Financing Sources	35,351,324	14,648,196	37,549,954	15,891,879	9,365,780	16,074,908	183,029
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(9,727,843)	1,973,483	(12,662,585)	44,318,954	10,682,920	35,719,946	(8,599,008)
Available Reserves				3,163,595		1,188,333	(1,975,262)
Total Fund Balance				47,482,549		36,908,279	(10,574,270)
Budgeted Staffing*	18	21	24	26	26	24	(2)

\*Data represents final budgeted staffing

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

**MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET**

Federal and state grant revenues are anticipated to be \$14.6 million and will fund Community Development Block Grant (CDBG), HOME and Emergency Solutions Grant (ESG) activities. Principal and interest from the department's loan portfolio and interest earned on monies held in the County treasury contribute \$1.1 million to the above activities and operating expenses. In Operating Expenses, the department has budgeted \$17.7 million for infrastructure improvements in the areas surrounding San Sevaime and Cedar Glen communities and \$29.4 million for low-moderate income housing assistance.

**DETAIL OF 2016-17 ADOPTED BUDGET**

	2016-17				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Total Special Revenue Funds	32,536,834	16,022,308	16,514,526	404,146	24
Total Capital Project Funds	19,258,020	52,600	19,205,420	784,187	0
<b>Total - All Funds</b>	<b>51,794,854</b>	<b>16,074,908</b>	<b>35,719,946</b>	<b>1,188,333</b>	<b>24</b>



### BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$8.4 million as the department continued to draw down Successor Agency bond funds for projects completed in 2015-16. Additionally, \$8.1 million in Fund Balance was used towards one-time expenditures for the Bloomington project.

Sources are increasing by \$183,029 as federal funding is expected to have an increase of \$983,372 over the prior year. That increase helps offset the continued reduction of Other Revenue due to the one-time nature of Successor Agency bond funds.

### ANALYSIS OF FUND BALANCE

The budget reflects a \$35.7 million Use of Fund Balance for one-time expenditures, including infrastructure improvements and housing assistance. The majority of departmental Fund Balance represents monies received in the last three years from the dissolution of redevelopment, representing bond and housing funds. The Fund Balance also includes revenues from sales of property and repayment of HUD loans.

### 2016-17 POSITION SUMMARY\*

Division	2015-16				2016-17		Limited	Regular
	Final Staffing	Adds	Deletes	Re-Orgs	Adopted			
Administration	9	0	0	0	9	0	9	
Projects & Successor Agency	6	1	0	0	7	1	6	
Operations	11	0	-3	0	8	1	7	
Total	26	1	-3	0	24	2	22	

\*Detailed classification listing available in Appendix D.

### STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$2.7 million fund 24 budgeted positions of which 22 are regular positions and two are limited term positions. The department deleted one Deputy Director position as the result of a retirement. Corresponding responsibilities have been realigned across existing staff. Additionally, in 2015-16, the department added two Contract CDH Manager II positions to handle an anticipated influx of additional workload. Anticipated workload for two full-time positions did not materialize so the department has decided to delete the two contract positions and add one classified Housing Project Manager II position for which there is sufficient workload.



## Homeless Housing Initiative

### DESCRIPTION OF MAJOR SERVICES

The Board of Supervisors approved the Homeless Veteran Housing Initiative on October 20, 2015. One-time funds were allocated to provide safe and suitable temporary (“bridge”) housing for homeless veterans while being processed for permanent housing sources. In addition to temporary bridge housing, the initiative also increased access to permanent rental units for homeless veterans. In 2016-17, it is anticipated this program will expand services to additional homeless clients.

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

### 2016-17 ADOPTED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)
No Requirements for this budget unit	No Sources for this budget unit

### ANALYSIS OF 2016-17 ADOPTED BUDGET

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

BUDGET UNIT: AAA ECD  
 FUNCTION: Public Assistance  
 ACTIVITY: Other Assistance

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	226,300	151,058	0	(226,300)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	0	0	0	226,300	151,058	0	(226,300)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	226,300	151,058	0	(226,300)
Operating Transfers Out	0	0	0	100,000	100,000	0	(100,000)
Total Requirements	0	0	0	326,300	251,058	0	(326,300)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	78,000	2,758	0	(78,000)
Total Revenue	0	0	0	78,000	2,758	0	(78,000)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	0	0	78,000	2,758	0	(78,000)
Net County Cost	0	0	0	248,300	248,300	0	(248,300)
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing



### **MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET**

There are no Requirements or Sources associated with this budget unit.

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

Requirements are decreasing by \$326,300 from the previous year. The department anticipates a mid-year adjustment to this budget to fund the continuation of the services to the homeless population.

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

There is no staffing associated with this budget unit. In 2016-17, it is anticipated this program will expand services to additional homeless clients.



# WORKFORCE DEVELOPMENT

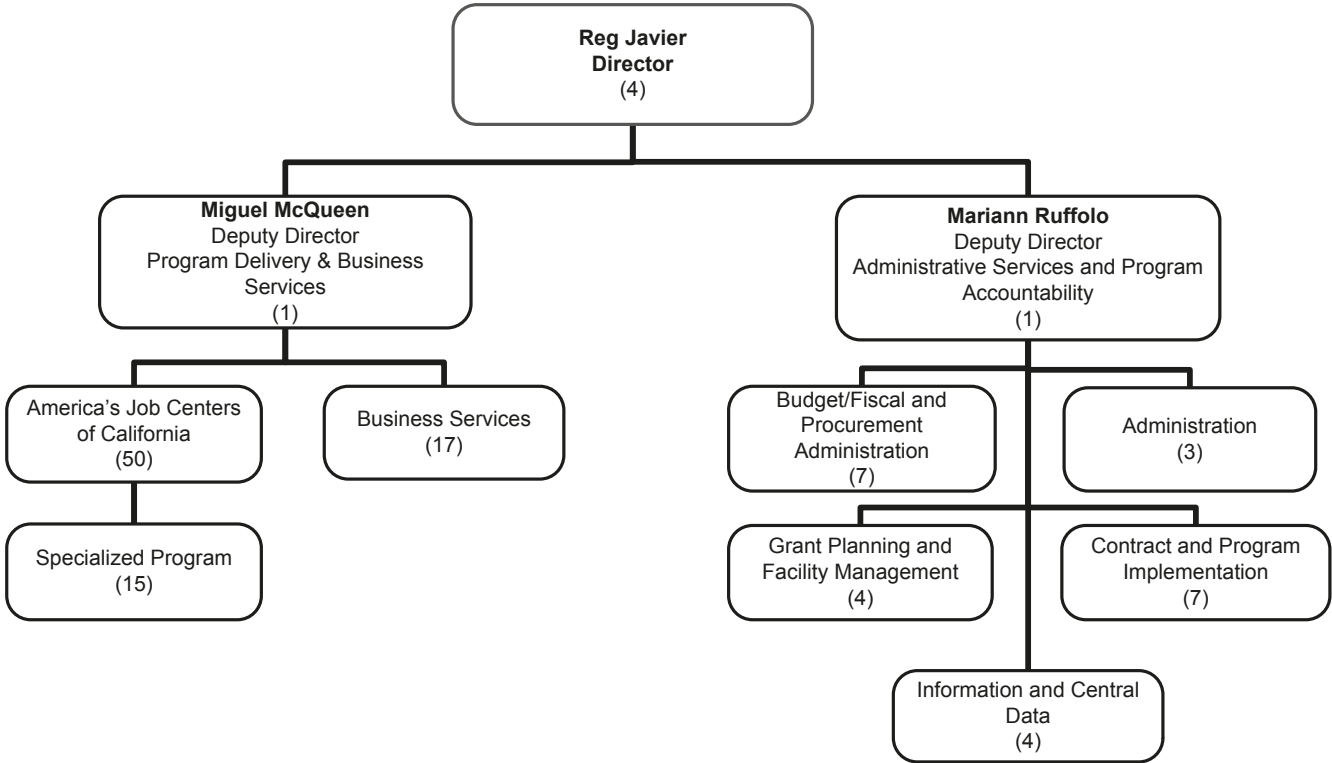
## Reg Javier

**DEPARTMENT MISSION STATEMENT**

*The Workforce Development Department serves residents and businesses in the County of San Bernardino by developing a skilled workforce that meets the ever-changing demands of the business community.*



**ORGANIZATIONAL CHART**



ECONOMIC DEVELOPMENT

**2016-17 SUMMARY OF BUDGET UNITS**

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>Special Revenue Funds</b>						
Workforce Development	22,993,213	24,387,167		(1,393,954)		113
Total Special Revenue Funds	22,993,213	24,387,167	0	(1,393,954)	0	113
<b>Total - All Funds</b>	22,993,213	24,387,167	0	(1,393,954)	0	113



### 2015-16 MAJOR ACCOMPLISHMENTS

- Met or exceeded all federal and state performance measures under the Workforce Innovation and Opportunity Act (WIOA).
- Implemented WIOA, including the creation of a new 19-member Workforce Development Board.
- Partnered with Riverside County on the state Slingshot Initiative, which seeks to align workforce and education training with the real-time needs of the local business community.
- Provided over 16,000 intensive employment services to customers, including career counseling, skills and aptitude assessment and supportive services.
- Hosted 178 business recruitments to fill over 4,800 jobs.
- Provided Rapid Response services to assist 1,605 individuals affected by layoffs.
- Served over 560 at-risk youth with job readiness training, work experience and education services.
- Partnered with the Transitional Assistance Department on the CalWORKs Youth Employment Program, which provided over 750 low-income youth with paid work experience.
- Created a new partnership with the Transitional Assistance Department to provide up to 385 low-income adults in paid work experience.
- Recognized nationally by the Department of Labor for a Customer-Centered Design initiative which improved the delivery of services to customers in the America’s Job Centers.

### DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Focus on training, education, employment and support services for the unemployed and underemployed, developing a more highly-educated and trained workforce.	America's Job Center of California visits.	60,167	50,000	79,891	70,000
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	Operate the County's three America's Job Centers of California. Service levels (Resource Room, Intensive Services, Training) provided are determined by each participating customer.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Focus on training, education, employment and support services for the unemployed and underemployed, developing a more highly-educated and trained workforce.	Meet Federal and State mandated performance measures for customers enrolled in intensive services as reported by the State in the current year.	Yes	Yes	Yes	Yes
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	Ensure that performance measures are met by emphasizing job placement, average wage, and job retention outcomes for customers enrolled in intensive services.					



**DEPARTMENT PERFORMANCE MEASURES CONTINUED**

<b>COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	Focus on training, education, employment and support services for the unemployed and underemployed, developing a more highly-educated and trained workforce.	Customers who choose to enroll in intensive services	6,537	5,000	5,583	6,000
<b>OBJECTIVE</b>	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
<b>STRATEGY</b>	Provide Intensive Employment Services to customers in the America's Job Centers. Intensive Services include Career Counseling, Job Placement, Assessments, etc.					
<b>COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	Focus on training, education, employment and support services for the unemployed and underemployed, developing a more highly-educated and trained workforce.	Customers receiving training services	1,405	1,600	1,686	1,600
<b>OBJECTIVE</b>	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
<b>STRATEGY</b>	Train customers to gain employment in the in-demand occupations in San Bernardino County.					
<b>COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	Business visits	7,784	7,600	7,901	7,600
<b>OBJECTIVE</b>	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
<b>STRATEGY</b>	Retain County businesses through proactive outreach to identify and resolve business concerns.					
<b>COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	Businesses served through layoff aversion consulting services.	16	20	26	20
<b>OBJECTIVE</b>	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
<b>STRATEGY</b>	Identify at-risk businesses and provide resources to avert potential layoffs.					



## DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	Jobs retained through layoff aversion consulting services	187	320	323	320
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	Identify at-risk businesses and provide resources to avert potential layoffs.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Focus on training, education, employment and support services for the unemployed and underemployed, developing a more highly-educated and trained workforce.	At-risk youth enrolled	538	520	560	540
STRATEGY	Work with Youth Providers to serve at-risk youth to prepare them to enter the workforce.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Focus on training, education, employment and support services for the unemployed and underemployed, developing a more highly-educated and trained workforce.	At-risk youth placed in employment	298	345	298	350
STRATEGY	Provide work experience opportunities for at-risk youth.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Focus on training, education, employment and support services for the unemployed and underemployed, developing a more highly-educated and trained workforce.	At-risk youth attaining GED, High School Diploma, Training Certificate or Associates Degree	190	270	267	320
STRATEGY	Assist at-risk youth in obtaining a GED, High School Diploma, Training Certificate or Associates Degree.					





## Workforce Development

### DESCRIPTION OF MAJOR SERVICES

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

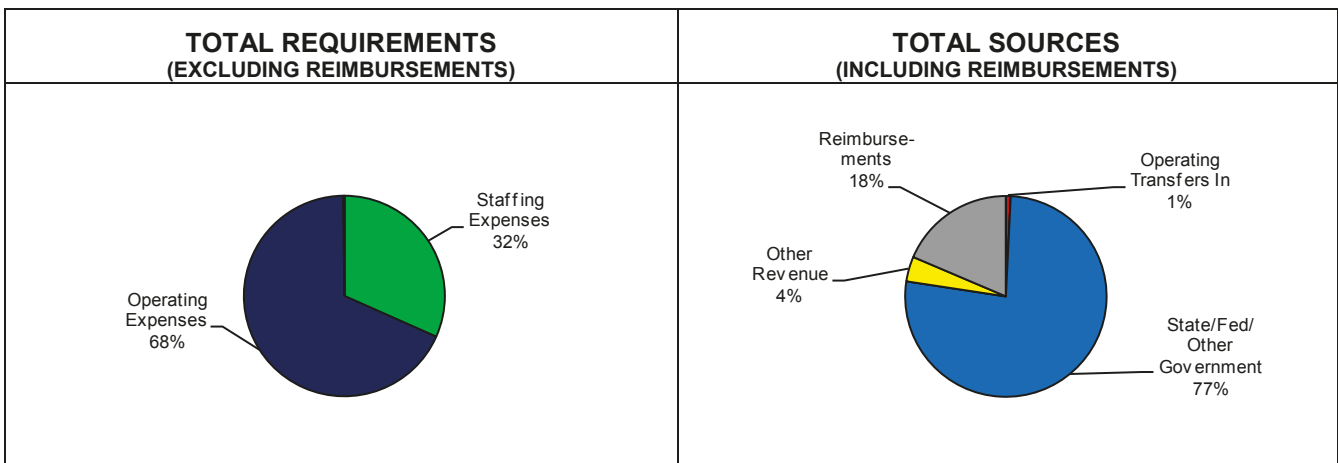
Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$28,559,638
Total Sources (Incl. Reimb.)	\$29,953,592
Use of/ (Contribution to) Fund Balance	(\$1,393,954)
Total Staff	113

WDD is funded primarily by the federal Workforce Innovation and Opportunity Act (WIOA). WIOA requires that job seeking customers be provided with access to employment services through the America’s Job Centers of California (AJCC) system. WDD operates AJCCs in each of the County’s three major population centers: West Valley, East Valley, and High Desert. Services provided to all customers include: Job search, resource referrals, job readiness workshops, and access to computers and internet, printers, copiers, telephones and fax machines. Customers may also choose to receive more intensive services including: Career counseling, skill and aptitude assessments, job placement, resume and interview technique building, and occupational training.

WDD also operates a Business Services Unit which serves the local business community to support the retention of jobs and maintain employment opportunities for customers who utilize AJCC services. The department assists businesses through customized recruitments, job referrals, incumbent worker and On-the-Job training programs, business workshops and business consulting. Through serving the business community, WDD seeks to promote a thriving job market that provides the employment opportunities County residents need for self-sufficiency.

The WIOA Youth Program provides at-risk youth, aged 16-24, with opportunities that redirect youth from a path of dependency to a path of self-reliance. Through contracted service providers, youth customers receive paid work experience, occupational training and leadership development, supportive services, counseling and mentoring, and remedial education services that lead to attainment of a GED or High School diploma. Through these efforts, WDD is working to support the vision of developing a skilled workforce that attracts employers who provide the jobs that create countywide prosperity.

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Economic Development  
DEPARTMENT: Workforce Development  
FUND: Workforce Development

BUDGET UNIT: SAC JOB  
FUNCTION: Public Assistance  
ACTIVITY: Other Assistance

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	7,959,401	6,872,047	6,604,130	8,722,618	7,041,874	9,041,396	318,778
Operating Expenses	12,240,152	11,159,658	12,582,726	18,900,633	15,140,023	19,468,242	567,609
Capital Expenditures	0	0	0	50,000	0	50,000	0
Total Exp Authority	20,199,553	18,031,705	19,186,856	27,673,251	22,181,897	28,559,638	886,387
Reimbursements	(254,623)	(817,940)	(2,980,155)	(3,509,799)	(3,490,879)	(5,566,425)	(2,056,626)
Total Appropriation	19,944,930	17,213,765	16,206,701	24,163,452	18,691,018	22,993,213	(1,170,239)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	19,944,930	17,213,765	16,206,701	24,163,452	18,691,018	22,993,213	(1,170,239)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	19,304,004	15,023,397	14,578,325	24,010,601	17,746,675	22,952,739	(1,057,862)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	811,383	1,251,124	1,044,854	1,513,658	1,461,167	1,201,682	(311,976)
Total Revenue	20,115,387	16,274,521	15,623,179	25,524,259	19,207,842	24,154,421	(1,369,838)
Operating Transfers In	0	0	151,876	211,854	213,754	232,746	20,892
Total Financing Sources	20,115,387	16,274,521	15,775,055	25,736,113	19,421,596	24,387,167	(1,348,946)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(170,457)	939,244	431,646	(1,572,661)	(730,578)	(1,393,954)	178,707
Available Reserves				1,083,582		1,779,100	695,518
Total Fund Balance				(489,079)		385,146	874,225
Budgeted Staffing*	122	104	105	109	109	113	4

\*Data represents final budgeted staffing

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

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Operating Expenses of \$19.5 million include costs associated with the department's three America's Job Centers of California, such as rent, but mainly entail \$15.4 million in direct services to job seekers and business customers, including vocational training, On-the-Job training, supportive services, business consulting, and workshops.

Reimbursements of \$5.6 million represent payments from other departments for program services provided through various Memorandums of Understanding (MOU).

Sources of \$24.4 million represent funding the department receives from various state and federal grants, primarily the Workforce Innovation and Opportunity Act (WIOA).

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$1.2 million, primarily due to an increase in Reimbursements as the result of a new MOU with the Transitional Assistance Department to provide low-income adults with paid work experience. Sources are decreasing by \$1.3 million due to an anticipated reduction in new WIOA monies. WDD does not expect any operational impacts due to this reduction in sources.



## ANALYSIS OF FUND BALANCE

The department expects to have Available Reserves of \$1.8 million at the end of 2016-17 which represents monies received from WIOA expected to be spent in 2017-18. This is consistent with the two-year federal funding cycle for WIOA.

### 2016-17 POSITION SUMMARY\*

Division	2015-16				2016-17		
	Final Staffing	Adds	Deletes	Re-Orgs	Adopted	Limited	Regular
Executive Office	4	0	0	0	4	0	4
Administrative Services	26	0	0	0	26	0	26
Program Delivery and Business Svcs	79	4	0	0	83	15	68
Total	109	4	0	0	113	15	98

\*Detailed classification listing available in Appendix D.

### STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$9.0 million fund 113 budgeted positions of which 98 are regular positions and 15 are limited term positions. This reflects an increase of four positions which is due to the addition of four contract positions during 2015-16. Contract positions are added via individual budget items during the year however it is through the annual budget process that these positions are added into the budget.





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FISCAL



**FISCAL SUMMARY**

<b>GENERAL FUND</b>	<b>Page #</b>	<b>Requirements</b>	<b>Sources</b>	<b>Net County Cost</b>	<b>Staffing</b>
ASSESSOR/RECORDER/COUNTY CLERK	250	23,673,605	7,025,000	16,648,605	237
AUDITOR-CONTROLLER/TREASURER/ TAX COLLECTOR	259	39,250,013	27,160,388	12,089,625	317
<b>TOTAL GENERAL FUND</b>		<b>62,923,618</b>	<b>34,185,388</b>	<b>28,738,230</b>	<b>554</b>

<b>SPECIAL REVENUE FUNDS</b>	<b>Page #</b>	<b>Requirements</b>	<b>Sources</b>	<b>Use of (Contribution to) Fund Balance</b>	<b>Staffing</b>
ASSESSOR/RECORDER/COUNTY CLERK: SPECIAL REVENUE FUNDS - CONSOLIDATED	255	4,417,943	3,312,900	1,105,043	10
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR: REDEMPTION RESTITUTION MAINTENANCE	265	200,000	237,500	(37,500)	0
<b>TOTAL SPECIAL REVENUE FUNDS</b>		<b>4,617,943</b>	<b>3,550,400</b>	<b>1,067,543</b>	<b>10</b>





# ASSESSOR/RECORDER/COUNTY CLERK

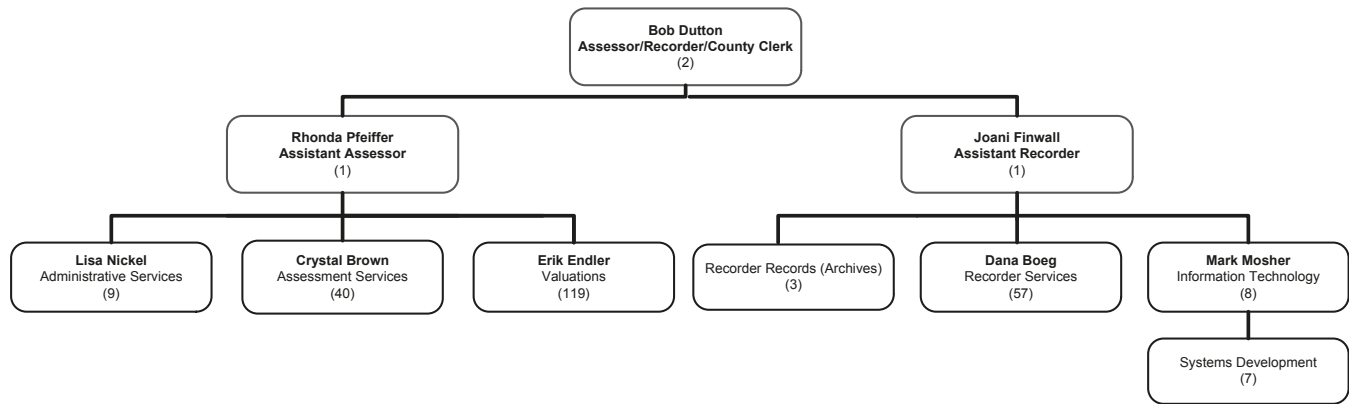
## Bob Dutton

### DEPARTMENT MISSION STATEMENT

*The Office of the Assessor/Recorder/County Clerk performs mandated assessment, recording and County Clerk functions for public benefit in a manner that is fair, informative, and with uniform treatment. It is necessary as a means of revenue generation in order to fund essential public services and efficiently operate County and state government.*



### ORGANIZATIONAL CHART



### 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Assessor/Recorder/County Clerk	23,673,605	7,025,000	16,648,605			237
Total General Fund	23,673,605	7,025,000	16,648,605	0	0	237
<b>Special Revenue Funds</b>						
Recorder Special Revenue Funds - Consolidated	4,417,943	3,312,900		1,105,043		10
Total Special Revenue Funds	4,417,943	3,312,900	0	1,105,043	0	10
<b>Total - All Funds</b>	<b>28,091,548</b>	<b>10,337,900</b>	<b>16,648,605</b>	<b>1,105,043</b>	<b>0</b>	<b>247</b>





### 2015-16 MAJOR ACCOMPLISHMENTS

- Completed a project importing and indexing 2.5 million official documents into the recording system increasing the availability of online records from 1973 back to 1958, making all official records of the County available online.
- Coordinated an interface between the Clerk of the Board Appeals Database and the Assessor Property Information Management System (PIMS) resulting in improved accuracy in appeals tracking and the ability to schedule according to geographic region to more efficiently process appeals.
- Collaborated with the County Administrative Office, Real Estate Services, County Counsel, and the District Attorney’s Office to develop and implement a Commercial Solicitation Ordinance to ensure the public can conduct business at County facilities in a safe and harassment-free environment.

### DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.	Percentage of completed appraisable events received to date in current roll year.	94.4%	99.0%	93.5%	95.0%
STRATEGY	Establish a value for appraisable events by the close of the roll year to optimize tax revenues.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.	Percentage of completed Business Property Statements filed by the annual deadline.	99.8%	99.0%	99.6%	99.0%
STRATEGY	Process annual 571L Business Property Statements by the close of the roll year to optimize tax revenues.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of change in ownership documents completed in current roll year.	99.4%	95.5%	98.0%	99.0%
STRATEGY	Process changes of ownership to ensure values are enrolled by the close of the roll year.					

FISCAL



## Assessor/Recorder/County Clerk

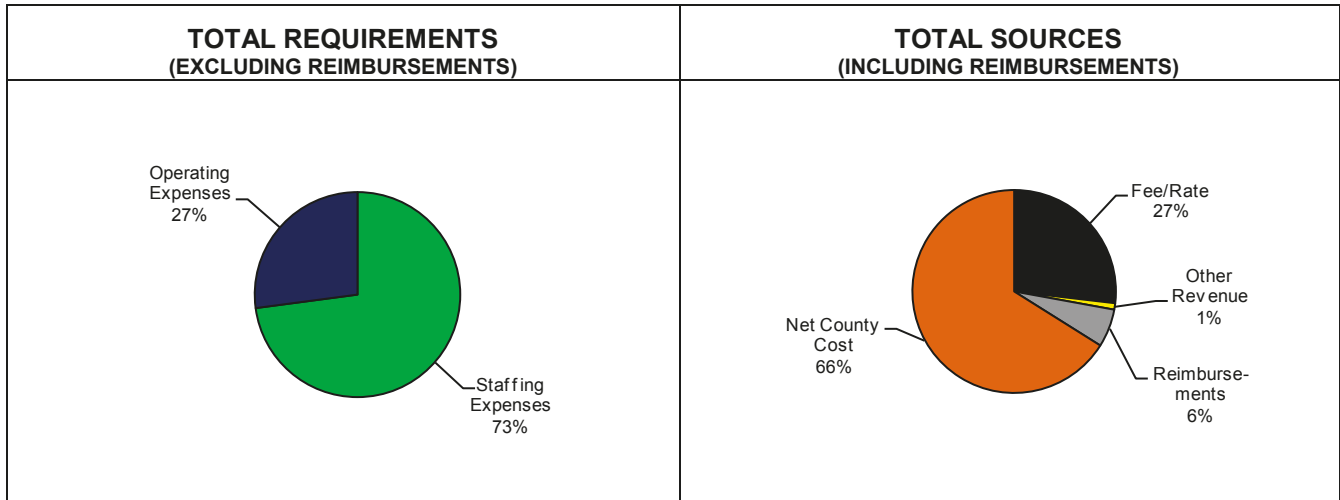
### DESCRIPTION OF MAJOR SERVICES

Under California law, the Assessor/Recorder/County Clerk establishes a value for all locally taxable property including residential, commercial, business and personal property. The Assessor/Recorder/County Clerk’s office maintains current records on approximately 758,013 parcels of real property, 32,512 business property accounts, and 32,649 other assessments including boats, aircraft, and manufactured homes. The Assessor’s office also administers property tax exemptions including homeowners, veteran, disabled veteran, church, religious, and welfare exemptions, as well as exclusions including parent-to-child and senior/disabled persons transfer of base year value.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$25,201,729
Total Sources (Incl. Reimb.)	\$8,553,124
Net County Cost	\$16,648,605
Total Staff	237
Funded by Net County Cost	66%

The Valuations Division is responsible for real, personal, business and special property valuations and assessment appeals. District offices provide public assistance regarding questions of ownership, mailing addresses, parcel numbers and assessed values. The Assessment Services Division provides mapping, change of ownership, change of address, data entry services, and public information services. The Information Technology Division provides computer systems maintenance and development. The Administrative Services Division provides fiscal, payroll, mail services, and facility support. The Recorder Services Division accepts all documents for recording that comply with applicable recording laws. Official records are maintained evidencing ownership and encumbrances of real and personal property and other miscellaneous records. The Recorder Services Division is also responsible for County Archives and County Clerk functions. County Archives maintains historical records for the County. County Clerk maintains records as they relate to vital statistics, fictitious business names, and other records that are required by the state to be filed with the County Clerk.

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Fiscal  
DEPARTMENT: Assessor/Recorder/County Clerk  
FUND: General

BUDGET UNIT: AAA ASR  
FUNCTION: General  
ACTIVITY: Finance

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	16,374,853	17,191,240	16,758,507	18,062,154	16,479,199	18,371,819	309,665
Operating Expenses	5,626,983	5,580,041	6,215,198	6,999,635	6,943,358	6,829,910	(169,725)
Capital Expenditures	42,332	10,823	0	144,000	122,263	0	(144,000)
Total Exp Authority	22,044,168	22,782,104	22,973,705	25,205,789	23,544,820	25,201,729	(4,060)
Reimbursements	(294,570)	(306,260)	(364,746)	(1,492,655)	(337,934)	(1,528,124)	(35,469)
Total Appropriation	21,749,598	22,475,844	22,608,959	23,713,134	23,206,886	23,673,605	(39,529)
Operating Transfers Out	39,952	28,869	73,274	0	0	0	0
Total Requirements	21,789,550	22,504,713	22,682,233	23,713,134	23,206,886	23,673,605	(39,529)
<b>Sources</b>							
Taxes	21,462	18,662	21,913	25,000	17,092	20,000	(5,000)
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	60	0	0
Fee/Rate	7,293,110	6,760,539	7,530,379	6,727,248	7,263,470	6,747,500	20,252
Other Revenue	273,254	211,243	245,204	269,500	247,921	257,500	(12,000)
Total Revenue	7,587,826	6,990,444	7,797,496	7,021,748	7,528,543	7,025,000	3,252
Operating Transfers In	0	1,169	0	0	0	0	0
Total Financing Sources	7,587,826	6,991,613	7,797,496	7,021,748	7,528,543	7,025,000	3,252
Net County Cost	14,201,724	15,513,100	14,884,737	16,691,386	15,678,344	16,648,605	(42,781)
Budgeted Staffing*	216	222	222	224	224	237	13

\*Data represents final budgeted staffing

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Staffing Expenses of \$18.4 million represent the majority of this budget unit and fund 237 positions. Operating Expenses of \$6.8 million primarily consist of printing and taxpayer notice mailing costs, COWCAP, and systems development charges for the Property Information Management System. Reimbursements of \$1.5 million are primarily from Recorder special revenue funds for administrative and information technology costs.

Sources of \$7.0 million include fees for recording and County Clerk services, special assessments, transfers of ownership, and data sales.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$39,529. This is primarily due to a decrease in termination benefits, general office expenses, and equipment, partially offset by increases in subscriptions, and negotiated salary increases.

Sources are increasing by \$3,252 primarily due to an increase in revenue from special assessments and recorded documents, partially offset by a reduction in revenue from vital records and County Clerk activities due to a decrease in volume.



**2016-17 POSITION SUMMARY\***

Division	2015-16				2016-17			
	Final Staffing	Adds	Deletes	Re-Orgs	Adopted	Limited	Regular	
Management	4	0	0	0	4	0	4	
Administrative Services	7	2	0	0	9	0	9	
Assessment Services	39	0	0	1	40	0	40	
Valuations	112	8	0	-1	119	4	115	
Recorder Services	54	3	0	0	57	4	53	
Information Technology	8	0	0	0	8	0	8	
<b>Total</b>	<b>224</b>	<b>13</b>	<b>0</b>	<b>0</b>	<b>237</b>	<b>8</b>	<b>229</b>	

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$18.4 million fund 237 budgeted positions of which 229 are regular positions and eight are limited term positions. Staffing changes for 2016-17 include an increase of 13 budgeted positions. A total of three Appraiser I positions and one Office Assistant III are being added in order to adequately address anticipated development volume increases. One Administrative Supervisor I, one ARC Project Administrator, and one Media Specialist I are being added as part of a reorganization to improve overall operations. A total of six Public Service Employees are also being added to enhance public assistance in the Assessor and Recorder divisions.



## Recorder Special Revenue Funds - Consolidated

### DESCRIPTION OF MAJOR SERVICES

**Systems Development** was established to support, maintain and modernize the creation, retention and retrieval of information in the County's system of recorded documents. Sources include fees collected pursuant to Government Code Section 27361 on legal documents.

**Budget at a Glance**

Total Requirements (Excl. Reimb.)	\$4,417,943
Total Sources (Incl. Reimb.)	\$3,312,900
Use of / (Contribution to) Fund Balance	\$1,105,043
Total Staff	10

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

**Electronic Recording** was established by Government Code Section 27279.1 to authorize the County of San Bernardino to accept electronic transmission of recordable documents and the Recorder has been recording electronic documents since 2004. Government Code Section 27397 authorized all California counties to accept electronic transmission of recordable documents subject to regulations 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 this JPA. Sources include fees collected pursuant to Government Code Section 27397 regarding electronic recording delivery systems such as official records evidencing ownership and encumbrances of real and personal property, and other miscellaneous records. There is no staffing associated with this budget unit.

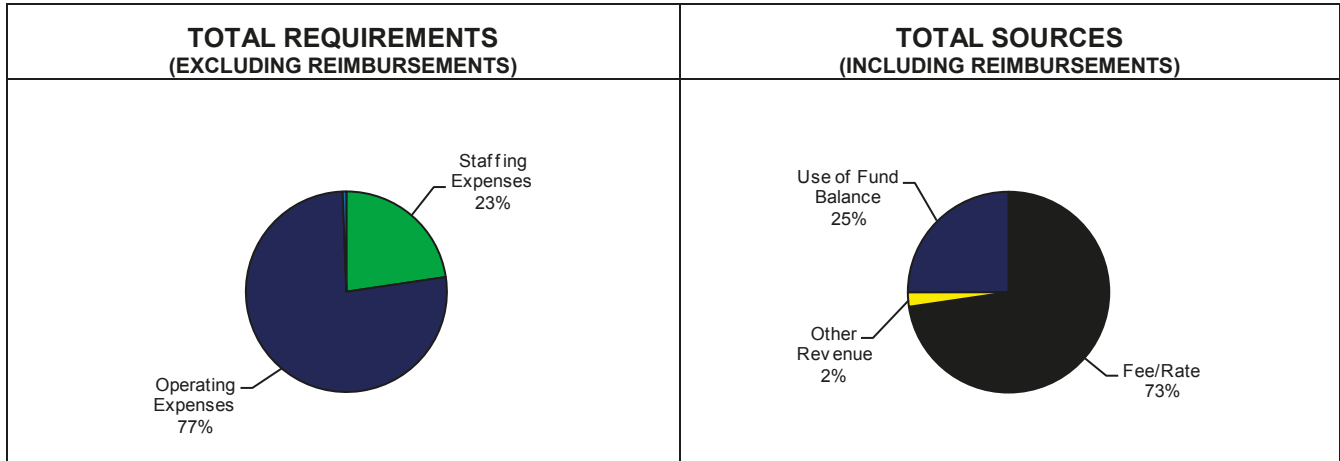
**Recorder Records** was established to defray the cost of storing, restoring, and imaging the County Recorder's documents. The primary service provided by this budget unit is the maintenance, repair and imaging digitization of the County Recorder's documents. Sources include fees collected pursuant to Government Code Section 27361 on legal documents.

**Social Security Number Truncation** was established to defray the cost of implementing Government Code Section 27301 which requires local governments to truncate the first five digits of social security numbers (SSN) that appear in records that may be disclosed to the public. The law requires the Recorder to implement the SSN truncation program for all records back to 1980. The primary service provided by this budget unit is the review of all recorded documents, flagging of high-value personal information, truncation of the first five digits of the SSN, and the creation of a separate index and images for public view. Sources include fees collected pursuant to Government Code Section 27301. There is no staffing associated with this budget unit.

FISCAL



**2016-17 ADOPTED BUDGET**



**ANALYSIS OF 2016-17 ADOPTED BUDGET**

GROUP: Fiscal  
 DEPARTMENT: Assessor/Recorder/County Clerk  
 FUND: Recorder Special Revenue Funds - Consolidated

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	1,001,309	1,077,801	830,848	977,054	906,955	1,000,820	23,766
Operating Expenses	1,778,299	1,787,635	2,387,785	4,595,432	1,328,127	3,391,123	(1,204,309)
Capital Expenditures	57,022	134,879	21,571	157,212	146,742	26,000	(131,212)
Total Exp Authority	2,836,630	3,000,315	3,240,204	5,729,698	2,381,824	4,417,943	(1,311,755)
Reimbursements	0	(53,218)	0	0	(61,551)	0	0
Total Appropriation	2,836,630	2,947,097	3,240,204	5,729,698	2,320,272	4,417,943	(1,311,755)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,836,630	2,947,097	3,240,204	5,729,698	2,320,272	4,417,943	(1,311,755)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	4,517,817	3,589,381	3,563,403	3,375,000	3,443,878	3,210,500	(164,500)
Other Revenue	103,089	90,296	95,640	94,300	105,328	102,400	8,100
Total Revenue	4,620,906	3,679,677	3,659,043	3,469,300	3,549,206	3,312,900	(156,400)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	4,620,906	3,679,677	3,659,043	3,469,300	3,549,206	3,312,900	(156,400)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(1,784,276)	(732,580)	(418,839)	2,260,398	(1,228,933)	1,105,043	(1,155,355)
Available Reserves				7,947,837		10,452,044	2,504,207
Total Fund Balance				10,208,235		11,557,087	1,348,852
Budgeted Staffing*	12	11	10	10	10	10	0

\*Data represents final budgeted staffing

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



## DETAIL OF 2016-17 ADOPTED BUDGET

	2016-17				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
<b>Special Revenue Funds</b>					
Systems Development (Fund SDW)	3,172,743	1,925,000	1,247,743	3,793,475	7
Vital Records (Fund SDX)	136,120	180,000	(43,880)	1,298,680	0
Electronic Recording (Fund SIW)	332,610	386,800	(54,190)	1,498,951	0
Recorder Records (Fund SIX)	469,100	385,100	84,000	537,734	3
Social Security Number Truncation (Fund SST)	307,370	436,000	(128,630)	3,323,204	0
Total Special Revenue Funds	4,417,943	3,312,900	1,105,043	10,452,044	10

**Systems Development** includes \$3.2 million in Requirements to fund seven positions, costs for document indexing/imaging, computer hardware, software and associated maintenance. Sources of \$1.9 million are from Recorder modernization fees. Fund Balance of \$1.2 million is being used to support ongoing costs related to the modernization of Recorder systems. The department is reviewing operations in an effort to make adjustments to programs to reduce reliance on Fund Balance in future years.

**Vital Records** includes \$136,120 in Requirements to fund computer software, printing and other professional services. Sources of \$180,000 are from vital and health statistic fees. Contribution to Fund Balance of \$43,880 will fund future vital records system improvements.

**Electronic Recording** includes \$332,610 in Requirements for computer hardware and CeRTNA related expenses. Sources of \$386,800 are from electronic recording fees and anticipated interest earnings. Contribution to Fund Balance of \$54,190 will fund future electronic recording system improvements.

**Recorder Records** includes \$469,100 in Requirements for Staffing Expenses to fund three positions and costs associated with preservation efforts. Sources of \$385,100 are from records fees and anticipated interest earnings. Fund Balance of \$84,000 is being used to support ongoing costs related to preservation efforts. Cost savings in lease and utility costs are anticipated through a requested move from a leased facility to a County-owned facility, which would eliminate reliance on Fund Balance to fund ongoing costs.

**Social Security Number Truncation** includes \$307,370 in Requirements to fund the cost of truncating records as required by law. Sources of \$436,000 are from redaction fees and anticipated interest earnings. Contribution to Fund Balance of \$128,630 will fund future social security number truncation system improvements.

### BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$1.3 million primarily due to a decrease of \$1.0 million in professional services in the Social Security Number Truncation budget unit related to a one-time historic redaction project in 2015-16. Sources are decreasing by \$156,400 primarily due to a reduction in the number of recorded documents processed.

### ANALYSIS OF FUND BALANCE

Fund Balance has historically been used for special projects and periods of temporary revenue decline, and has been increased during years of strong revenues in all Recorder special revenue funds. In 2016-17, the department anticipates the use of \$1.2 million of Fund Balance in the Systems Development special revenue fund to support ongoing costs related to the modernization of Recorder systems. The department is reviewing



operations in an effort to make adjustments to programs to reduce the reliance on Fund Balance in future years. The department also anticipates a use of \$84,000 of Fund Balance in the Recorder Records special revenue fund to support ongoing costs related to preservation efforts. Cost savings in lease and utility costs are anticipated through a requested move from a leased facility to a County-owned facility, which would eliminate reliance on Fund Balance to fund ongoing costs.

**2016-17 POSITION SUMMARY\***

Division	2015-16				2016-17		
	Final Staffing	Adds	Deletes	Re-Orgs	Adopted	Limited	Regular
Systems Development	7	0	0	0	7	0	7
Recorder Records (Archives)	3	0	0	0	3	0	3
<b>Total</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>0</b>	<b>10</b>

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$1.0 million fund 10 budgeted regular positions. There are no staffing changes for 2016-17.





# AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR

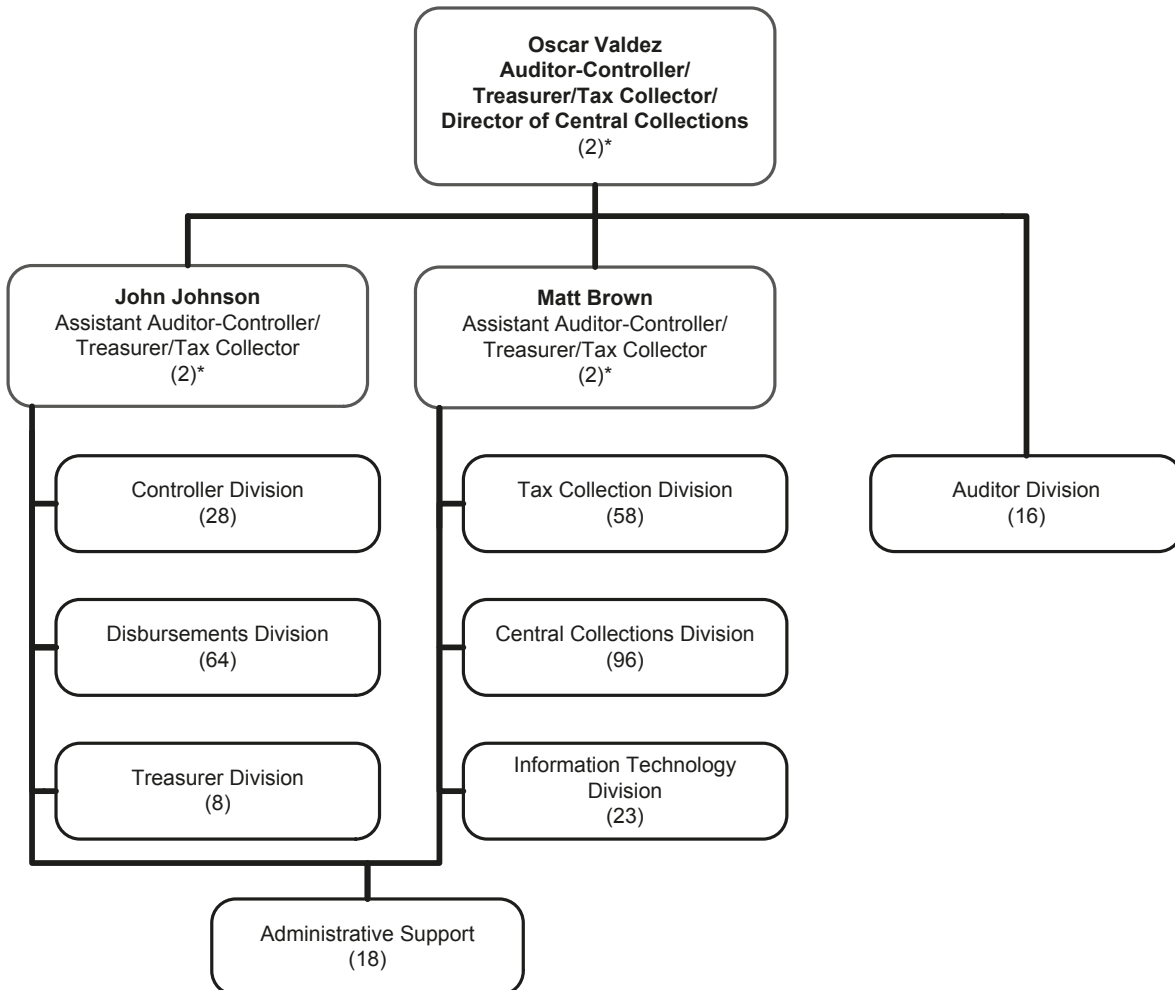
## Oscar Valdez

### 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 fair, timely and innovative in the use of technology to enhance services throughout the County.*



### ORGANIZATIONAL CHART



\*Includes one secretary position

FISCAL



## 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Auditor-Controller/Treasurer/Tax Collector	39,250,013	27,160,388	12,089,625			317
Total General Fund	39,250,013	27,160,388	12,089,625	0	0	317
<b>Special Revenue Funds</b>						
Redemption Restitution Maintenance	200,000	237,500		(37,500)		0
Total Special Revenue Funds	200,000	237,500	0	(37,500)	0	0
<b>Total - All Funds</b>	<b>39,450,013</b>	<b>27,397,888</b>	<b>12,089,625</b>	<b>(37,500)</b>	<b>0</b>	<b>317</b>

## 2015-16 MAJOR ACCOMPLISHMENTS

- Received a National Association of Counties Achievement Award for the Online Banking Property Tax Payment Program which increased efficiency in processing payments remitted through a taxpayer's online banking system.
- Attained the highest value ever achieved in the County's treasury pool of \$6.025 billion.
- Dispersed over \$1.1 billion in compensation to more than 23,000 County and Special District employees and remitted associated payroll taxes of over \$165.0 million to federal and state taxing entities during calendar year 2015.
- Partnered with the San Bernardino County Employees' Retirement Association to successfully compile and issue schedules of pension related information for financial reporting purposes in accordance with the Governmental Accounting Standards Board Statement No. 68.



**DEPARTMENT PERFORMANCE MEASURES**

<b>COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Continue to develop and maintain consistent messaging for the organization.</b>	Receive the GFOA Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes
<b>STRATEGY</b>	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.					
<b>COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Maintain close working relationships with cities, tribes and other governmental agencies.</b>	Percentage of apportionments completed by the third week of the following fiscal year	100%	100%	100%	100%
<b>STRATEGY</b>	Complete the final property tax apportionment by the third week following the end of the fiscal year.					
<b>COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.</b>	County investment pool rating	Fitch - AAA	Fitch - AAA	Fitch - AAA	Fitch - AAA
<b>STRATEGY</b>	Maintain the highest possible credit rating for the County investment pool.					
<b>COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.</b>	Percentage of annual tax charge collected	97.50%	96%	98%	96%
<b>STRATEGY</b>	Maintain collection of property taxes at 96% or higher, which are used to fund key public services including education, police and fire protection, social and health services.					



## Auditor-Controller/Treasurer/Tax Collector

### DESCRIPTION OF MAJOR SERVICES

The Office of the Auditor-Controller/Treasurer/Tax Collector (ATC) is responsible for providing the County and its constituents with a variety of accounting, collections, and investment services.

The Controller Division records the collections and performs the accounting, reporting, and claims of all County financial activities to ensure sound financial management. It is also responsible for developing and implementing accounting systems and standards and administering the Countywide Cost Allocation Plan. The Disbursements Division is responsible for vendor payments, payroll services, the compilation of property tax rates, revenue disbursements to taxing agencies and managing and calculating pass-through agreement payments on behalf of Countywide successor agencies relating to the dissolution of Redevelopment Agencies.

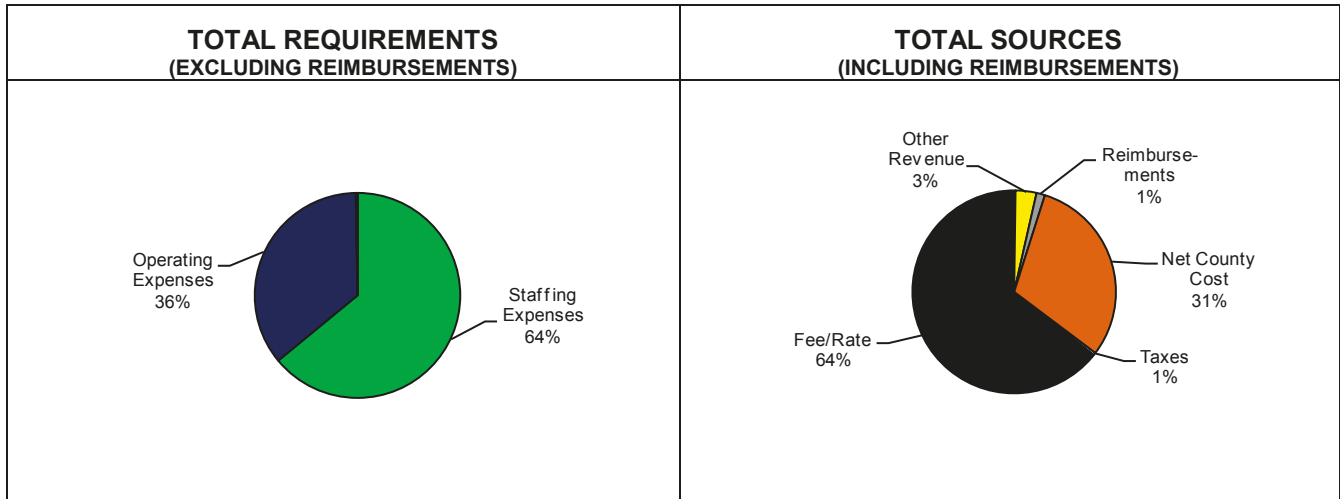
The Treasurer Division performs the County's treasury function including the investment of all County and School District funds within the County investment pool and associated banking services. The Treasurer currently manages assets of \$5.0 – \$5.9 billion. The Tax Collector Division collects property taxes for all County taxing entities that is anticipated to amount to over \$2.3 billion in property taxes and other fees in 2015-16.

The Central Collections Division provides collection services for the County and Superior Court, and is anticipated to collect nearly \$44.9 million for the year ending June 30, 2016, consisting of \$26.2 million for collection of court-ordered payments and \$18.7 million for Arrowhead Regional Medical Center's delinquent accounts receivable.

The Auditor Division performs operational and financial audits of departments, agencies and special districts, evaluates internal controls for operational improvement, and operates the Fraud, Waste and Abuse Hotline.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$39,787,364
Total Sources (Incl. Reimb.)	\$27,697,739
Net County Cost	\$12,089,625
Total Staff	317
Funded by Net County Cost	31%

### 2016-17 ADOPTED BUDGET



FISCAL



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Fiscal  
DEPARTMENT: Auditor-Controller/Treasurer/Tax Collector  
FUND: General

BUDGET UNIT: AAA ATX  
FUNCTION: General  
ACTIVITY: Finance

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	22,511,394	22,924,596	21,811,815	25,854,865	22,730,495	25,474,092	(380,773)
Operating Expenses	10,365,494	11,882,362	11,696,888	14,180,431	13,080,972	14,202,272	21,841
Capital Expenditures	88,481	123,796	112,130	138,000	97,909	111,000	(27,000)
Total Exp Authority	32,965,369	34,930,754	33,620,833	40,173,296	35,909,376	39,787,364	(385,932)
Reimbursements	(275,419)	(323,835)	(261,835)	(558,500)	(368,030)	(537,351)	21,149
Total Appropriation	32,689,950	34,606,919	33,358,998	39,614,796	35,541,346	39,250,013	(364,783)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	32,689,950	34,606,919	33,358,998	39,614,796	35,541,346	39,250,013	(364,783)
<b>Sources</b>							
Taxes	386,920	289,460	272,730	180,000	271,160	180,000	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	153,632	75,605	211,806	127,776	138,588	131,703	3,927
Fee/Rate	19,472,244	19,538,898	19,171,973	26,148,871	23,308,389	25,524,648	(624,223)
Other Revenue	4,887,853	4,869,125	4,019,786	1,261,450	1,350,867	1,324,037	62,587
Total Revenue	24,900,649	24,773,088	23,676,295	27,718,097	25,069,004	27,160,388	(557,709)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	24,900,649	24,773,088	23,676,295	27,718,097	25,069,004	27,160,388	(557,709)
Net County Cost	7,789,301	9,833,831	9,682,703	11,896,699	10,472,342	12,089,625	192,926
Budgeted Staffing*	280	295	297	315	315	317	2

\*Data represents final budgeted staffing

Note: The Auditor-Controller is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County's operating departments, central service departments do not pay COWCAP charges. Not included in this budget is \$117,274 which represents the Auditor-Controller's share of costs of other central service departments, such as Human Resources.

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Staffing Expenses of \$25.5 million represent the majority of Requirements in this budget unit and fund 317 budgeted positions. The Requirements 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 \$364,783, primarily due to a decrease in Staffing Expenses for eight positions deleted in the budget unit and added to the Automated Systems Development budget unit (AAP CAO) to accurately reflect the staffing needs of the Enterprise Financial Management System project. This decrease is partially offset by the addition of seven less costly limited term positions that will provide backfill coverage for the deleted positions.

Sources are decreasing by \$557,709, primarily due to a decrease in cost reimbursement associated with the treasury pool.



**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Management	6	0	0	0	6	0	6
Administrative Support	18	0	0	0	18	10	8
Information Technology Division	23	1	-1	0	23	1	22
Auditor Division	16	0	0	0	16	0	16
Controller Division	28	4	-4	0	28	4	24
Disbursements Division	64	3	-3	0	64	7	57
Treasurer Division	7	1	0	0	8	0	8
Tax Collection Division	56	1	0	1	58	1	57
Central Collections Division	97	0	0	-1	96	0	96
Total	315	10	-8	0	317	23	294

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$25.5 million fund 317 budgeted positions of which 294 are regular positions and 23 are limited term positions. The budget includes a net increase of two positions.

Eight positions are deleted from this budget unit and added to the AAP CAO budget unit, consisting of: one Departmental IS Administrator, one Auditor-Controller Division Chief, two Systems Accountant III's, one Systems Accountant II, one Systems Accountant I and two Accountant III's. Other changes consist of an increase of seven limited term positions to provide backfill coverage for staff added to the AAP CAO budget unit consisting of: one Contract Business Applications Manager in the Information Technology Division; one Contract Systems Accountant II in the Controller Division; three Contract Accountant III's in the Controller Division; and two Contract Accountant III's in the Disbursements Division.

Two new positions are funded by existing sources and consist of: one Supervising Accountant II in Disbursements to assist staff, review work performed, and monitor and improve controls and processes for the fiscal unit in property tax, and one Accountant II in the Tax Collector's office to serve as a lead in fiscal and accounting operations. The addition of one Investment Officer position in the Treasurer Division is funded by treasury pool interest earnings to assist the Chief Deputy Treasurer in the day-to-day trading and management of the County's treasury pool.



## Redemption Restitution Maintenance

### DESCRIPTION OF MAJOR SERVICES

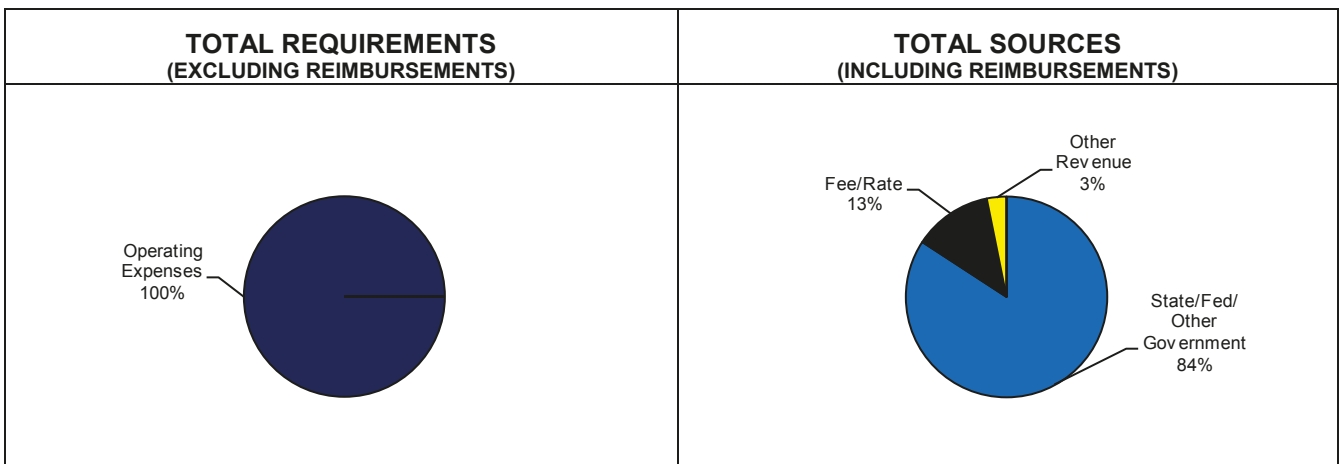
The Redemption Restitution Maintenance budget unit consists of revenue received from tax sales and the State of California for the Victim Restitution Rebate.

Redemption Maintenance accounts for revenue received from tax sales to defray the costs of maintaining the redemption and tax defaulted files, and the costs of administering and processing the claims for excess tax sale proceeds. Revenue includes unclaimed excess tax sale proceeds collected pursuant to Revenue and Taxation Code 4674.

Restitution Maintenance accounts for rebate revenue received from the State of California for collecting and submitting Victim Restitution funds timely to the state, per Government Code 13963(f). Additionally, the rebate revenue received is used to further collection efforts.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$200,000
Total Sources (Incl. Reimb.)	\$237,500
Use of/ (Contribution to) Fund Balance	(\$37,500)
Total Staff	0

### 2016-17 ADOPTED BUDGET



FISCAL



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Fiscal  
 DEPARTMENT: Auditor-Controller/Treasurer/Tax Collector  
 FUND: Redemption Restitution Maintenance

BUDGET UNIT: SDQ TTX  
 FUNCTION: General  
 ACTIVITY: Finance

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	200,000	0	200,000	0
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	0	0	0	200,000	0	200,000	0
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	200,000	0	200,000	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	0	200,000	0	200,000	0
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	233,744	175,355	226,573	200,000	182,607	200,000	0
Fee/Rate	0	0	0	30,000	0	30,000	0
Other Revenue	3,143	3,690	5,490	4,800	9,087	7,500	2,700
Total Revenue	236,887	179,045	232,063	234,800	191,694	237,500	2,700
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	236,887	179,045	232,063	234,800	191,694	237,500	2,700
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(236,887)	(179,045)	(232,063)	(34,800)	(191,694)	(37,500)	(2,700)
Available Reserves				1,656,413		1,850,807	194,394
Total Fund Balance				1,621,613		1,813,307	191,694
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

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

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Operating Expenses of \$200,000 represent a transfer to the Auditor-Controller/Treasurer/Tax Collector's General Fund budget unit for Staffing and Operating Expenses for work related to the processing of excess tax sale proceeds. Sources of \$237,500 represent rebate revenue from the State of California, unclaimed excess tax sale proceeds and anticipated interest earnings.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Sources are increasing by \$2,700 due to an increase in anticipated interest earnings.

## ANALYSIS OF FUND BALANCE

No use of Fund Balance is anticipated. A Contribution to Fund Balance of \$37,500 is anticipated in 2016-17 as Sources are anticipated to exceed Requirements. In future years, Fund Balance can be used for processing tax sale excess proceeds and to further collection efforts for victim restitution.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.







# HUMAN SERVICES



**HUMAN SERVICES  
SUMMARY**

	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Net County Cost</u>	<u>Staffing</u>
<b><u>GENERAL FUND</u></b>					
HUMAN SERVICES	268				
HEALTH ADMINISTRATION	270				
HEALTH ADMINISTRATION	271	120,371,376	105,371,376	15,000,000	1
BEHAVIORAL HEALTH	276				
BEHAVIORAL HEALTH	278	208,540,307	206,697,554	1,842,753	610
ALCOHOL AND DRUG SERVICES	281	14,759,663	14,610,205	149,458	92
PUBLIC HEALTH	291				
PUBLIC HEALTH	294	83,013,050	78,534,422	4,478,628	743
CALIFORNIA CHILDREN'S SERVICES	297	21,050,021	16,746,219	4,303,802	179
INDIGENT AMBULANCE	300	472,501	0	472,501	0
HUMAN SERVICES ADMINISTRATIVE CLAIM	305	563,994,911	542,997,213	20,997,698	4,806
HUMAN SERVICES - SUBSISTENCE PAYMENTS: SUBSISTENCE FUNDS - CONSOLIDATED	316	548,467,554	515,382,938	33,084,616	0
AGING AND ADULT SERVICES	324				
AGING AND ADULT SERVICES	326	9,450,173	9,450,173	0	40
PUBLIC GUARDIAN-CONSERVATOR	329	1,309,616	422,000	887,616	21
CHILD SUPPORT SERVICES	332	39,889,701	39,889,701	0	424
VETERANS AFFAIRS	343	2,230,326	660,000	1,570,326	22
TOTAL GENERAL FUND		<u>1,613,549,199</u>	<u>1,530,761,801</u>	<u>82,787,398</u>	<u>6,938</u>
				<b>Use of (Contribution to) Fund Balance</b>	
	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Fund Balance</u>	<u>Staffing</u>
<b><u>SPECIAL REVENUE FUNDS</u></b>					
HEALTH ADMINISTRATION: MASTER SETTLEMENT AGREEMENT	274	17,000,000	17,381,156	(381,156)	0
BEHAVIORAL HEALTH: MENTAL HEALTH SERVICES ACT	284	210,922,097	175,975,954	34,946,143	590
SPECIAL REVENUE FUNDS - CONSOLIDATED	288	12,724,202	10,731,013	1,993,189	0
PUBLIC HEALTH: SPECIAL REVENUE FUNDS - CONSOLIDATED	302	3,926,780	3,974,082	(47,302)	0
HUMAN SERVICES ADMINISTRATION: WRAPAROUND REINVESTMENT FUND	321	11,578,529	6,035,000	5,543,529	0
PRESCHOOL SERVICES	338	50,690,123	51,661,832	(971,709)	711
TOTAL SPECIAL REVENUE FUNDS		<u>306,841,731</u>	<u>265,759,037</u>	<u>41,082,694</u>	<u>1,301</u>



# HUMAN SERVICES

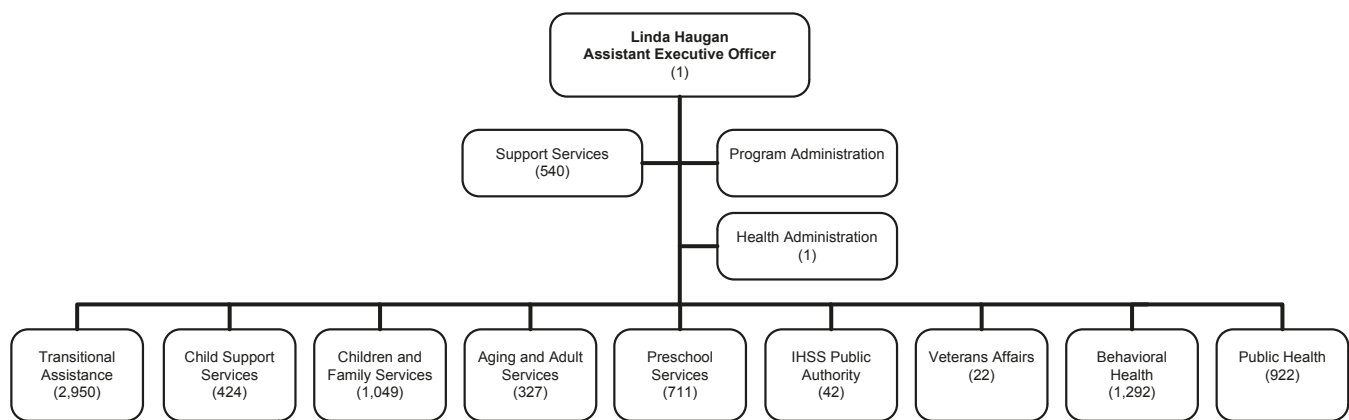
## Linda Haugan

### DEPARTMENT MISSION STATEMENT

*Human Services works to build a healthy community by strengthening individuals and families, enhancing quality of life, and valuing people.*



### ORGANIZATIONAL CHART



### 2016-17 SUMMARY OF HEALTH BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Health Administration	120,371,376	105,371,376	15,000,000			1
Behavioral Health	208,540,307	206,697,554	1,842,753			610
Alcohol and Drug Services	14,759,663	14,610,205	149,458			92
Public Health	83,013,050	78,534,422	4,478,628			743
California Children's Services	21,050,021	16,746,219	4,303,802			179
Indigent Ambulance	472,501	0	472,501			0
<b>Total General Fund</b>	<b>448,206,918</b>	<b>421,959,776</b>	<b>26,247,142</b>	<b>0</b>	<b>0</b>	<b>1,625</b>
<b>Special Revenue Funds</b>						
Master Settlement Agreement	17,000,000	17,381,156		(381,156)		0
Mental Health Services Act	210,922,097	175,975,954		34,946,143		590
BH - Special Revenue Funds - Consolidated	12,724,202	10,731,013		1,993,189		0
PH - Special Revenue Funds - Consolidated	3,926,780	3,974,082		(47,302)		0
<b>Total Special Revenue Funds</b>	<b>244,573,079</b>	<b>208,062,205</b>	<b>0</b>	<b>36,510,874</b>	<b>0</b>	<b>590</b>
<b>Total - All Funds</b>	<b>692,779,997</b>	<b>630,021,981</b>	<b>26,247,142</b>	<b>36,510,874</b>	<b>0</b>	<b>2,215</b>

Health is comprised of six general fund budget units: Health Administration, Behavioral Health, Alcohol and Drug Services, Public Health, California Children's Services and Indigent Ambulance. In addition, ten special revenue funds have been established to act as financing budgets for the Health Administration, Behavioral Health and



Public Health general fund budget units. Each special revenue fund collects and disburses funds based on the specific purpose and activities established including, but not limited to, alcohol and drug prevention services, tobacco cessation services and preparedness and response.

## 2016-17 SUMMARY OF HUMAN SERVICES BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Human Services Administrative Claim	563,994,911	542,997,213	20,997,698			4,806
Human Services Subsistence - Consolidated	548,467,554	515,382,938	33,084,616			0
Aging and Adult Services	9,450,173	9,450,173	0			40
Public Guardian - Conservator	1,309,616	422,000	887,616			21
Child Support Services	39,889,701	39,889,701	0			424
Veterans Affairs	2,230,326	660,000	1,570,326			22
Total General Fund	1,165,342,281	1,108,802,025	56,540,256	0	0	5,313
<b>Special Revenue Funds</b>						
Wraparound Reinvestment Fund	11,578,529	6,035,000		5,543,529		0
Preschool Services	50,690,123	51,661,832		(971,709)		711
Total Special Revenue Funds	62,268,652	57,696,832	0	4,571,820	0	711
<b>Other Agencies</b>						
IHSS Public Authority	7,826,150	7,826,150		0		42
Total Other Agencies	7,826,150	7,826,150	0	0	0	42
<b>Total - All Funds</b>	<b>1,235,437,083</b>	<b>1,174,325,007</b>	<b>56,540,256</b>	<b>4,571,820</b>	<b>0</b>	<b>6,066</b>

NOTE: IHSS Public Authority is reported in the 'Other Agencies' section of this budget document.

Human Services is composed of eight County Departments: Transitional Assistance (TAD), Children and Family Services (CFS), Aging and Adult Services (DAAS), Preschool Services, Child Support Services, Veterans Affairs, Behavioral Health (BH) and Public Health (PH). Two other agencies work in conjunction with the core Human Services departments and they are: Children's Network and the Office of Homeless Services. Additionally, there are several support divisions under Human Services Management Services, including the Performance, Education and Resource Center which provide administrative and training support to the Human Services Departments.

Transitional Assistance, Children and Family Services, Aging and Adult Services, and all Human Services support divisions are included in the Human Services Administrative Claim process. The purpose of the claim process is to provide the County with the means for determining the costs applicable to each of the numerous welfare programs. This cost determination is necessary to satisfy federal and state reporting and funding requirements and to determine appropriate federal and state financial reimbursement to the County for each of the welfare programs.

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





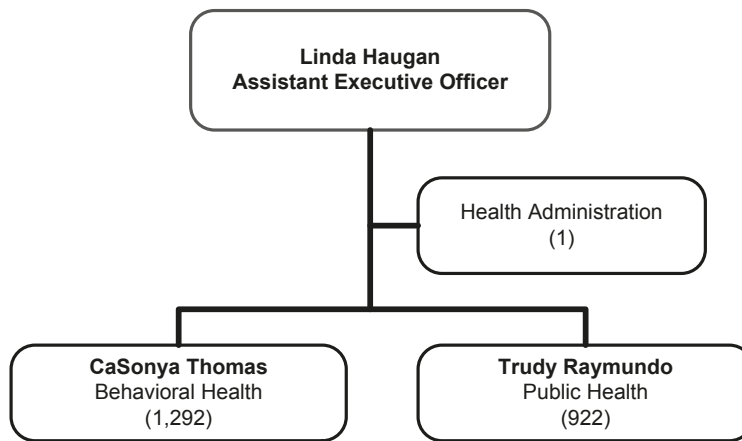
## HEALTH ADMINISTRATION

### DEPARTMENT MISSION STATEMENT

*Health Administration develops and coordinates budgets, policies, and procedures for the County's health care departments in accordance with the strategic goals adopted by the Board of Supervisors, the County Charter, and the general laws.*



### ORGANIZATIONAL CHART



### 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Health Administration	120,371,376	105,371,376	15,000,000			1
Total General Fund	120,371,376	105,371,376	15,000,000	0	0	1
<b>Special Revenue Funds</b>						
Master Settlement Agreement	17,000,000	17,381,156		(381,156)		0
Total Special Revenue Funds	17,000,000	17,381,156	0	(381,156)	0	0
<b>Total - All Funds</b>	137,371,376	122,752,532	15,000,000	(381,156)	0	1



## Health Administration

### DESCRIPTION OF MAJOR SERVICES

The role of the Health Administration budget unit is to seek and support opportunities to foster collaboration among the Department of Public Health (PH), Department of Behavioral Health (BH), and the Arrowhead Regional Medical Center (ARMC). Health Administration provides regular fiscal and policy analysis relating to the operations of these departments. Additionally, Health Administration manages the Health Administration budget unit, which includes funding and related transactions for the County’s contribution for ARMC debt service payments, health related maintenance of effort costs, and transfers required to obtain federal health care funding.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$120,371,376
Total Sources (Incl. Reimb.)	\$105,371,376
Net County Cost	\$15,000,000
Total Staff	1
Funded by Net County Cost	12%

#### Intergovernmental Transfers

This budget unit includes Intergovernmental Transfers (IGT) to the state for Medi-Cal managed care and Section 1115 Waiver related payments which consists of three components: PRIME, Global Payment Program (GPP), and Whole Person Care (WPC). These IGTs are used to send the non-federal share of Medi-Cal managed care and Section 1115 Waiver payments to the state in order to receive matching contributions. The initial investment is returned to this budget unit.

Medi-Cal managed care payments provide for maximum reimbursement under the allowable rate range. PRIME funding is tied to results and is based on meeting metrics and project objectives set to national standards. GPP funding is tied to treating remaining uninsured through non-traditional or complementary services. WPC is designed to provide comprehensive integrated care to high-risk and vulnerable patients. These payments are reflected as a matching contribution to the state, with a return of the initial investment to this budget unit.

#### Realignment and General Fund Support

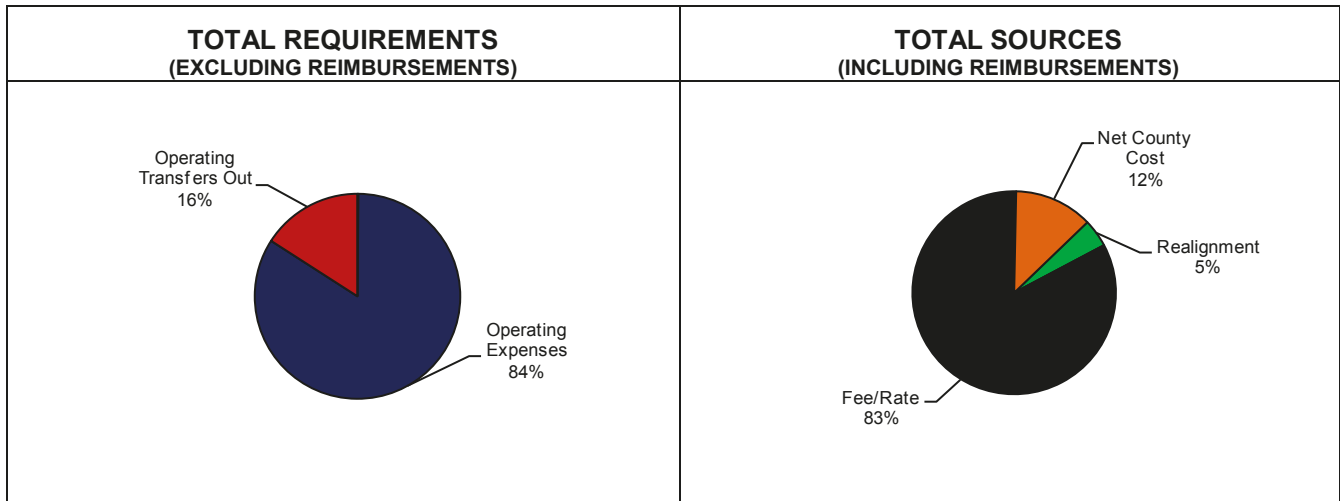
County General Fund support and realignment funds totaling \$20.4 million are used to pay a portion of the ARMC debt service (\$14.8 million), Realignment AB 8 match of \$4.3 million, 2-1-1 San Bernardino Program, and administrative costs. To qualify for receipt of Health Realignment funding from the state, the County must contribute a ‘match’ of local funds. The County’s \$4.3 million match is based on a formula established through AB 8 in 1979. This amount has remained constant throughout the years.

Realignment funds support costs in this budget unit as follows:

- Mental Health at 9.8%;
- Social Services at 3.3%;
- Health at 86.9% (which also covers debt service payments).



**2016-17 ADOPTED BUDGET**



**ANALYSIS OF 2016-17 ADOPTED BUDGET**

GROUP: Human Services  
 DEPARTMENT: Health Administration  
 FUND: General

BUDGET UNIT: AAA HCC  
 FUNCTION: Health and Sanitation  
 ACTIVITY: Hospital Care

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	320,215	323,696	145,471	168,474	161,109	171,502	3,028
Operating Expenses	67,065,145	152,789,252	63,253,366	101,053,987	55,613,368	101,062,573	8,586
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	67,385,360	153,112,948	63,398,837	101,222,461	55,774,478	101,234,075	11,614
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	67,385,360	153,112,948	63,398,837	101,222,461	55,774,478	101,234,075	11,614
Operating Transfers Out	18,302,938	17,346,170	21,425,070	19,056,554	18,964,270	19,137,301	80,747
Total Requirements	85,688,298	170,459,118	84,823,907	120,279,015	74,738,748	120,371,376	92,361
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	7,826,732	3,376,654	7,399,844	5,279,015	4,999,836	5,371,376	92,361
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	62,861,566	152,082,554	62,423,991	100,000,000	54,738,912	100,000,000	0
Other Revenue	0	0	72	0	0	0	0
Total Revenue	70,688,298	155,459,209	69,823,907	105,279,015	59,738,748	105,371,376	92,361
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	70,688,298	155,459,209	69,823,907	105,279,015	59,738,748	105,371,376	92,361
Net County Cost	15,000,000	14,999,909	15,000,000	15,000,000	15,000,000	15,000,000	0
Budgeted Staffing*	2	2	1	1	1	1	0

\*Data represents final budgeted staffing

**MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET**

Major expenditures include Intergovernmental Transfers to cover the required local match for Medi-Cal managed care, PRIME, GPP, and WPC programs, as well as debt service for ARM. The major revenue source is the matching funds received from the state.





**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are increasing by \$92,361 due to increased administrative and debt service costs, which results in an increase in Sources needed to meet Requirements.

**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Health Administration	1	0	0	0	1	0	1
Total	1	0	0	0	1	0	1

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$171,502 fund one budgeted regular position. There are no budgeted staffing changes.



## Master Settlement Agreement

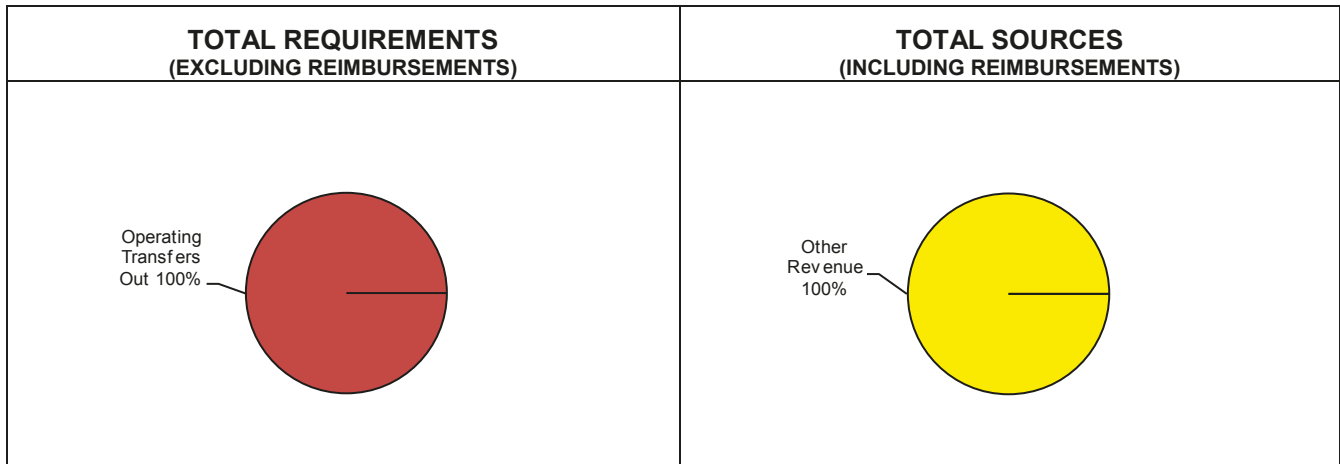
### DESCRIPTION OF MAJOR SERVICES

This budget unit accounts for proceeds received from the tobacco lawsuit Master Settlement Agreement (MSA). In late 1998, a settlement was reached in a lawsuit filed by states against the tobacco industry. In California, the proceeds of the settlement are divided equally between the state and local governments who partnered in the lawsuit. Payments to local governments are based on a formula involving total tobacco sales and each local entity's population.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$17,000,000
Total Sources (Incl. Reimb.)	\$17,381,156
Use of/ (Contribution to) Fund Balance	(\$381,156)
Total Staff	0

A majority of the County's total proceeds are used each year to fund a portion of the Arrowhead Regional Medical Center (ARMC) debt.

### 2016-17 ADOPTED BUDGET



**ANALYSIS OF 2016-17 ADOPTED BUDGET**

GROUP: Human Services  
 DEPARTMENT: Health Administration  
 FUND: Master Settlement Agreement

BUDGET UNIT: RSM MSA  
 FUNCTION: Health and Sanitation  
 ACTIVITY: Hospital Care

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A) Change From Prior Year Final Budget
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	0	0	0	0	0	0	0
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	0	0	0	0
Operating Transfers Out	17,000,000	17,000,000	19,200,000	35,300,000	35,300,000	17,000,000	(18,300,000)
Total Requirements	17,000,000	17,000,000	19,200,000	35,300,000	35,300,000	17,000,000	(18,300,000)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	27,311,849	17,994,676	17,836,962	17,783,935	17,684,044	17,381,156	(402,779)
Total Revenue	27,311,849	17,994,676	17,836,962	17,783,935	17,684,044	17,381,156	(402,779)
Operating Transfers In	10,611	0	0	0	0	0	0
Total Financing Sources	27,322,460	17,994,676	17,836,962	17,783,935	17,684,044	17,381,156	(402,779)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(10,322,460)	(994,676)	1,363,038	17,516,065	17,615,956	(381,156)	(17,897,221)
Available Reserves				2,570,410		2,851,674	281,264
Total Fund Balance				20,086,475		2,470,518	(17,615,957)
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

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

**MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET**

Operating Transfers Out of \$17.0 million reflect a transfer to the General Fund used to fund the Net County Cost within the Health Administration budget unit and to offset increased health care costs within the Department of Public Health. Health Administration uses that Net County Cost to fund the \$4.3 million local match requirement for 1991 Health Realignment and \$10.7 million of debt service for ARMC.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are decreasing by \$18.3 million due to a one-time Operating Transfer Out to the General Fund in 2015-16 to fund a contribution to the ARMC Jail Ward reserve. Sources are decreasing slightly and have been budgeted conservatively based on average receipts over the last four years excluding extraordinary revenue. Revenues have remained stable over the past four years with the exception of the approximate \$9.8 million of extraordinary revenue received in 2012-13 for a Non-Participating Manufacturers (NPM) Adjustment settlement payment.

**ANALYSIS OF FUND BALANCE**

Fund Balance is expected to increase by \$381,156 based on the continued trend of revenues exceeding the base expenditure. In 2015-16, a one-time Use of Fund Balance funded a contribution to a General Fund Reserve for an ARMC Jail Ward.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.



# BEHAVIORAL HEALTH

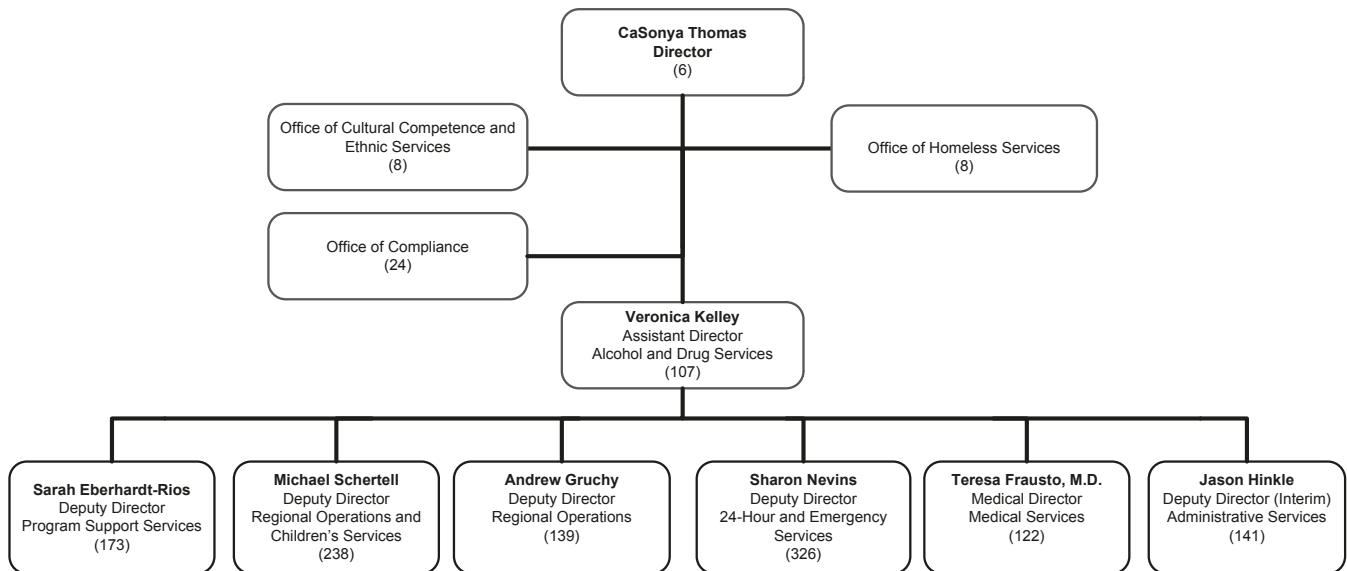
## CaSonya Thomas

### 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



### 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Behavioral Health	208,540,307	206,697,554	1,842,753			610
Alcohol and Drug Services	14,759,663	14,610,205	149,458			92
<b>Total General Fund</b>	<b>223,299,970</b>	<b>221,307,759</b>	<b>1,992,211</b>	<b>0</b>	<b>0</b>	<b>702</b>
<b>Special Revenue Funds</b>						
Mental Health Services Act	210,922,097	175,975,954		34,946,143		590
Special Revenue Funds - Consolidated	12,724,202	10,731,013		1,993,189		0
<b>Total Special Revenue Funds</b>	<b>223,646,299</b>	<b>186,706,967</b>	<b>0</b>	<b>36,939,332</b>	<b>0</b>	<b>590</b>
<b>Total - All Funds</b>	<b>446,946,269</b>	<b>408,014,726</b>	<b>1,992,211</b>	<b>36,939,332</b>	<b>0</b>	<b>1,292</b>



## 2015-16 MAJOR ACCOMPLISHMENTS

- Managed, administered and evaluated over \$80 million of Mental Health Service Act (MHSA) funded programs serving over 150,000 children, adults and families in San Bernardino County.
- Awarded two Senate Bill 82 Investment in Mental Health Wellness Act of 2013 grants from the California Health Facilities Financing Authority totaling \$10.6 million for two new Crisis Residential Treatment Centers and one Crisis Stabilization Unit.
- Deployed and maintained clinical and supportive resources for victims, family members, County staff and community members since the act of terrorism, also referred to as the Waterman Incident.
- Provided emergency and crisis behavioral health services through the deployment of over 300 clinical behavioral health first responders since the terrorist act with ongoing support to victims and family members, County staff and community members.
- Supported over 130 individuals closely impacted by the terrorist act utilizing 60 staff in collaboration with Children and Family Services (CFS) and Transitional Assistance Department (TAD).

## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Number of Medi-Cal clients served by County behavioral health services.	40,190	36,115	41,326	46,000
STRATEGY	Increase specialty behavioral health care for the County's Medi-Cal population who experience significant mental, emotional or substance use disorders.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Number of County residents receiving services funded by MHSA, including early intervention and prevention services.	135,934	100,000	150,922	160,000
STRATEGY	Increase access to services funded by the Mental Health Services Act (MHSA), including early access to prevention and early intervention services.					
COUNTY GOAL: FOCUS ON RECOVERY AND RESILIENCY FOLLOWING THE DECEMBER 2, 2015 TERRORIST ATTACK (SB STRONG)		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Support County employees affected by the December 2, 2015 terrorist attack.	NEW	N/A	N/A	N/A	225
STRATEGY	Provide grant-funded best practice training to individuals supporting victims.	Number of providers and supportive personnel trained				



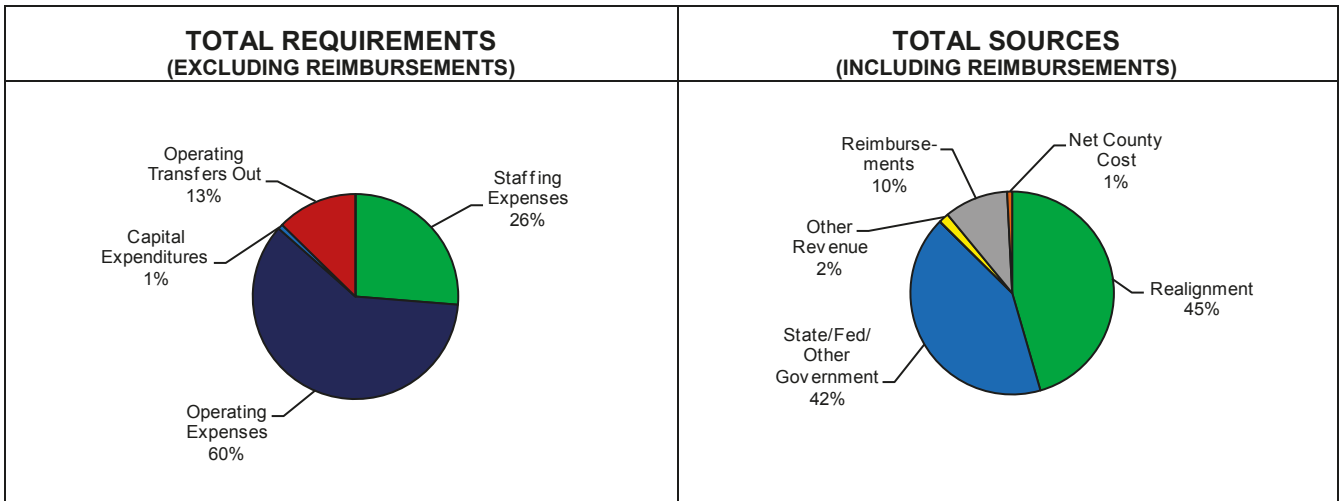
## Behavioral Health

### DESCRIPTION OF MAJOR SERVICES

The Department of Behavioral Health is responsible for providing mental health services to County residents who are either unable to afford treatment or do not live in proximity to private services. Treatment is provided to all age groups, with primary emphasis placed on treating children, families and chronically mentally ill adults (in that priority). Services are delivered throughout the County via a network of department-operated clinics, community based contract providers (residential and psychiatric skilled nursing facilities and acute hospitals), public schools, and other community-based settings. Services include: information and referrals, community outreach, client self-help and support groups, a variety of children’s programs, mentally ill homeless program, employment services, case management, crisis and transitional residential assistance, augmented board and care placements, conservatorship services, supportive housing services and client transportation assistance. The department also operates as a training setting by administering various internship programs and offering continuing education for licensed department and contractor staff.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$232,096,779
Total Sources (Incl. Reimb.)	\$230,254,026
Net County Cost	\$1,842,753
Total Staff	610
Funded by Net County Cost	1%

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Human Services  
DEPARTMENT: Behavioral Health  
FUND: General

BUDGET UNIT: AAA MLH  
FUNCTION: Health and Sanitation  
ACTIVITY: Hospital Care

	2012-13	2013-14	2014-15	(A) 2015-16 Final Budget	2015-16 Actual	(B) 2016-17 Adopted Budget	(B-A) Change From Prior Year Final Budget
	Actual	Actual	Actual				
<b>Requirements</b>							
Staffing Expenses	40,879,012	44,413,480	40,821,208	57,468,867	43,033,201	60,973,374	3,504,507
Operating Expenses	88,202,875	101,646,103	102,472,423	116,840,253	111,418,261	139,909,182	23,068,929
Capital Expenditures	74,514	208,681	138,186	766,000	116,556	1,834,868	1,068,868
Total Exp Authority	129,156,401	146,268,264	143,431,817	175,075,120	154,568,018	202,717,424	27,642,304
Reimbursements	(10,393,769)	(16,810,633)	(10,296,556)	(16,832,753)	(11,377,266)	(23,556,472)	(6,723,719)
Total Appropriation	118,762,632	129,457,631	133,135,261	158,242,367	143,190,752	179,160,952	20,918,585
Operating Transfers Out	1,842,753	1,842,753	10,997,371	14,600,786	14,589,303	29,379,355	14,778,569
Total Requirements	120,605,385	131,300,384	144,132,632	172,843,153	157,780,055	208,540,307	35,697,154
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	82,744,721	77,179,544	85,748,439	98,411,397	96,878,562	105,633,843	7,222,446
State/Fed/Other Government	32,600,765	49,781,312	53,516,598	69,474,618	55,588,073	97,251,590	27,776,972
Fee/Rate	236,728	234,515	181,760	115,974	81,875	101,459	(14,515)
Other Revenue	3,180,229	2,275,131	2,306,056	2,984,838	3,648,207	3,710,662	725,824
Total Revenue	118,762,443	129,470,502	141,752,853	170,986,827	156,196,717	206,697,554	35,710,727
Operating Transfers In	0	0	538,131	0	(259,415)	0	0
Total Financing Sources	118,762,443	129,470,502	142,290,984	170,986,827	155,937,302	206,697,554	35,710,727
Net County Cost	1,842,942	1,829,882	1,841,648	1,856,326	1,842,753	1,842,753	(13,573)
Budgeted Staffing*	485	511	513	584	584	610	26

\*Data represents final budgeted staffing

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Staffing Expenses of \$61.0 million fund 610 positions. Operating Expenses of \$139.9 million are primarily for \$90.6 million in contracted and specialized services. Capital Expenditures of \$1.8 million include the purchase of fixed assets related to expansions of the East Valley Outpatient Clinic and the Hesperia Outpatient Clinic, as well as the relocation of the Vista Community Counseling clinic. Capital Expenditures also include items such as vehicles, computers, and other equipment to enhance the ability of the mental health clinicians to provide services in the field. Operating Transfers Out of \$29.4 million include \$12.9 million to the Capital Improvement Program Budget for a new facility for the Children and Youth Collaborative Services (CYCS) program, and \$14.7 million to the Mental Health Services Act (MHSA) special revenue fund for mental health services.

Reimbursements of \$23.6 million include \$5.4 million from the MHSA budget unit for the new CYCS facility, \$4.8 million for administrative support, and \$1.3 million for a new Choosing Healthy Options to Instill Change and Empowerment (CHOICE) program in Barstow to serve recently released probationers. Reimbursements also include \$6.1 million for salary reimbursements for program related services, and \$6.0 million in Reimbursements from other County departments for program staff expenses, CalWORKs, rents and other program operations.

Realignment sources of \$105.6 million consist of 1991 Realignment, and 2011 Realignment, including Public Safety Realignment. State and federal aid of \$97.3 million includes Medi-Cal Federal Financial Participation, Affordable Care Act (ACA), and the Mental Health Block Grant. Other Revenue of \$3.7 million includes payments from Social Security Administration and other agencies.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$35.7 million. This is primarily due to an increase of \$23.1 million in Operating Expenses, which includes an increase of \$21.8 million to service provider contracts for inpatient hospitalization, indigent hospital care, foster family services, general mental health services, and services for children, youth, and



families. Operating Transfers Out is increasing by \$14.8 million and is primarily due to the construction of the new CYCS facility. Changes in Requirements also include an increase in Staffing Expenses of \$3.5 million which reflects the addition of 26 positions primarily for the expansion of the Correctional Mental Health Services program and the CHOICE program, as well as negotiated salary increases. Capital Expenditures are increasing by \$1.1 million for equipment related to enhanced security measures, the relocation of the CYCS facility, and software and equipment upgrades. These increases are partially funded by a \$6.7 million increase in Reimbursements from the MHSA budget unit and other County departments.

Sources are increasing by \$35.7 million primarily due to an increase in 2011 Realignment of \$7.2 million and an increase of \$27.8 million in State, Federal, and Other Government sources which includes an increase in Medical revenue related to program expansion, increased service capacity, and expanded eligibility under the ACA.

### 2016-17 POSITION SUMMARY\*

Division	2015-16	Adds	Deletes	Re-Orgs	2016-17	Limited	Regular
	Final Staffing				Adopted		
24-Hour and Emergency Services	67	6	-3	0	70	0	70
Administrative Services	59	0	0	0	59	1	58
Office of Compliance	15	2	0	-1	16	2	14
Director	6	0	0	0	6	0	6
Program Support Services	53	9	-1	1	62	7	55
Regional Operations	90	1	0	0	91	0	91
Alcohol & Drug Services	24	0	-1	0	23	0	23
Regional Operations & Children's Svcs	164	1	-3	0	162	3	159
Medical Services	106	16	-1	0	121	35	86
Total	584	35	-9	0	610	48	562

\*Detailed classification listing available in Appendix D.

### STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$61.0 million fund 610 budgeted positions, of which 562 are regular positions and 48 are limited term positions. The budget includes a net increase of 26 positions comprised of 35 new positions (12 limited-term and 23 regular) and nine deleted positions. The new positions are needed to accommodate the expansion of the CHOICE program as well as the Correctional Mental Health Services expansion. Eight of the nine deleted positions were added to the MHSA budget unit to align staffing with programmatic needs due to recent program changes.

#### Additions

1 Alcohol & Drug Counselor	2 Mental Health Nurse II
5 Clinical Therapist II	1 General Services Worker II
1 Contract Adult Psychiatrist	1 Health Information Management Assistant II
1 Contract Adult Psychiatrist Board Certified	1 Medical Records Coder II
1 Contract Child Psychiatrist Board Certified	1 Mental Health Clinic Supervisor
4 Contract Psychiatrist Licensed Physicians	4 Office Assistant III
2 Contract Clinic Assistants	3 Psychiatric Technician I
1 Correctional Mental Health Services Manager	1 Public Service Employee
1 Contract Nurse Practitioner II	3 Social Worker II
1 Contract Registered Nurse Case Manager	

#### Deletions

5 Clinical Therapist I *	1 Office Assistant III
1 General Service Worker II *	1 Social Worker II *
1 Licensed Vocational Nurse II *	

\*These positions were moved to the MHSA budget unit.





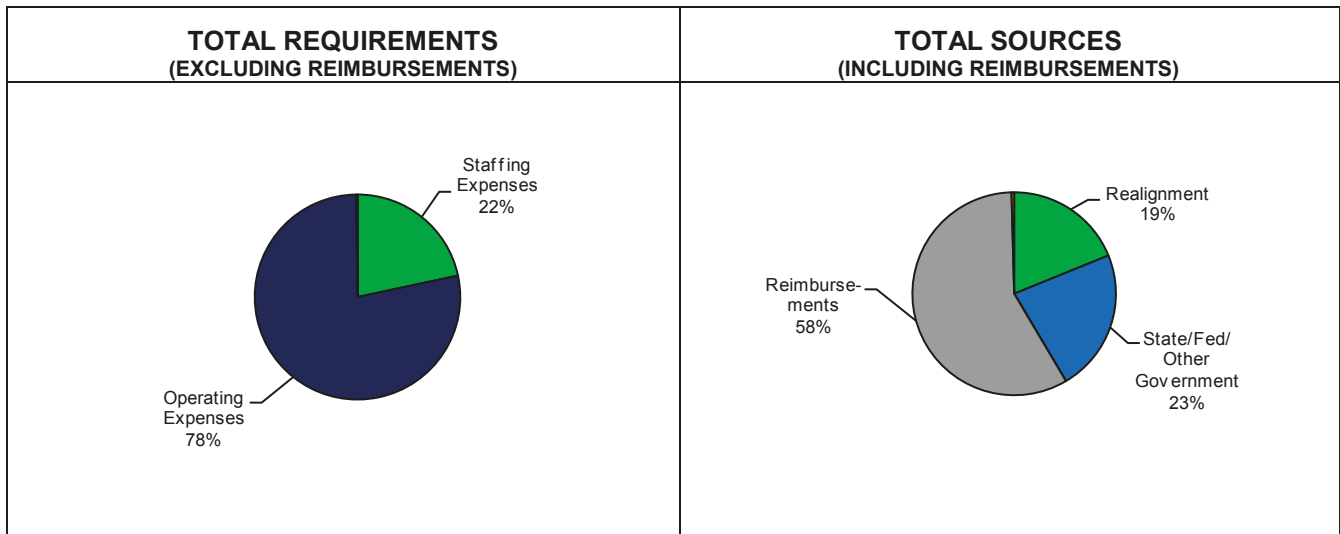
## Alcohol and Drug Services

### DESCRIPTION OF MAJOR SERVICES

The Department of Behavioral Health - Alcohol and Drug Services (ADS) provides comprehensive Substance Use Disorder (SUD) services through various substance abuse prevention and treatment programs to County residents. Services include outpatient, residential and narcotic treatment services, prevention, and transitional supportive housing.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$35,200,018
Total Sources (Incl. Reimb.)	\$35,050,560
Net County Cost	\$149,458
Total Staff	92
Funded by Net County Cost	0%

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Human Services  
DEPARTMENT: Alcohol and Drug Services  
FUND: General

BUDGET UNIT: AAA ADS  
FUNCTION: Health and Sanitation  
ACTIVITY: Hospital Care

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	3,769,582	4,225,175	4,365,811	7,644,666	4,924,939	7,620,065	(24,601)
Operating Expenses	17,791,466	18,460,802	23,362,138	24,385,637	23,504,377	27,510,753	3,125,116
Capital Expenditures	0	4,866	6,163	65,800	0	69,200	3,400
Total Exp Authority	21,561,048	22,690,843	27,734,112	32,096,103	28,429,316	35,200,018	3,103,915
Reimbursements	(13,931,974)	(13,024,531)	(16,761,292)	(19,502,454)	(13,462,018)	(20,440,355)	(937,901)
Total Appropriation	7,629,074	9,666,312	10,972,820	12,593,649	14,967,298	14,759,663	2,166,014
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	7,629,074	9,666,312	10,972,820	12,593,649	14,967,298	14,759,663	2,166,014
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	6,484,752	5,922,210	6,634,042	7,529,756	6,634,042	0
State/Fed/Other Government	7,473,121	3,043,180	4,900,174	5,809,849	6,270,345	7,975,863	2,166,014
Fee/Rate	5,164	489	200	300	0	300	0
Other Revenue	1,520	(5,776)	578	0	37,007	0	0
Total Revenue	7,479,805	9,522,645	10,823,162	12,444,191	13,837,108	14,610,205	2,166,014
Operating Transfers In	0	0	0	0	980,732	0	0
Total Financing Sources	7,479,805	9,522,645	10,823,162	12,444,191	14,817,840	14,610,205	2,166,014
Net County Cost	149,269	143,667	149,658	149,458	149,458	149,458	0
Budgeted Staffing*	44	53	75	90	90	92	2

\*Data represents final budgeted staffing

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Staffing Expenses of \$7.6 million fund 92 budgeted positions. Operating Expenses of \$27.5 million are comprised primarily of \$22.8 million in professionally contracted services, transfers (\$3.4 million) to Public Health for HIV counseling and prevention services, and transfers to the Behavioral Health General Fund budget unit for the ADS share of the department's administrative costs. Capital Expenditures of \$69,200 fund improvements to structures and the purchase of equipment for the expansion of the Hesperia and East Valley clinics and the Screening Assessment and Referral Center. Together these expenditures support the clinics and programs that provide SUD services to County residents.

Reimbursements of \$20.4 million include support from the Transitional Assistance Department, Children and Family Services, Public Health, the department's special revenue funds that support ADS programs, and the Behavioral Health General Fund budget unit for SUD related services.

Sources of \$14.6 million include federal and state funds: Drug Medi-Cal, Affordable Care Act Drug Medi-Cal, Substance Abuse Prevention and Treatment Block Grant, 2011 Realignment, and Public Safety Realignment.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$2.2 million. Operating Expenses are increasing by \$3.1 million primarily due to increased contracted professional services (\$1.8 million) for additional narcotic treatment services to homeless and other SUD clients. Other increases to Operating Expenses include an increase in transfers of \$802,849 which includes transfers to the Behavioral Health General Fund budget unit reflecting an increased share of administrative costs, and increased transfers to Public Health for additional services to be provided. Reimbursements are increasing by \$937,901 reflecting additional residential services funded through Mental



Health Services Act (MHSA) and funding from the ADS special revenue budget unit to support SUD program increases.

Sources are increasing by \$2.2 million primarily due to additional State General Funds for Drug Medi-Cal services and federal aid increases for the expanded Drug Medi-Cal population related to the Affordable Care Act.

### 2016-17 POSITION SUMMARY\*

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Office of Compliance	0	1	0	0	1	0	1
Administrative Services	7	1	-1	0	7	0	7
Program Support Services	1	0	0	0	1	0	1
Alcohol & Drug Services	82	2	-1	0	83	3	80
Total	90	4	-2	0	92	3	89

\*Detailed classification listing available in Appendix D.

### STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$7.6 million fund 92 budgeted positions of which 89 are regular positions and three are limited term positions. The budget includes a net increase of two positions (addition of 4, deletion of 2). One Staff Analyst II position has been moved from the MHSA budget unit to provide administrative and fiscal support. The addition of the Peer and Family Advocate position for the department's Family Stabilization Program will provide intensive case management and services to CalWORKs customers who are experiencing an identified situation or crisis in accordance with Assembly Bill 74 (2013). Other staff additions are for administrative and clinical support for expanded programs.

#### Additions

1 Office Assistant III	1 Program Specialist I
1 Peer and Family Advocate II	1 Staff Analyst II

#### Deletions

1 Accountant III*	1 Social Worker II*
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\*These positions were moved to the MHSA budget unit.



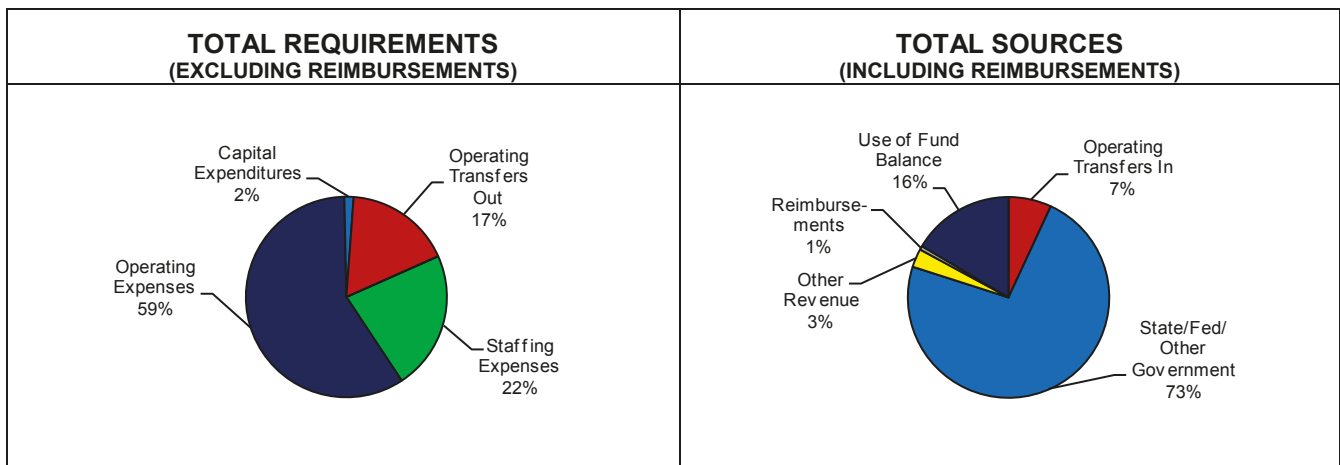
## Mental Health Services Act

### DESCRIPTION OF MAJOR SERVICES

On November 2, 2004, voters passed Proposition 63, which established a state personal income tax surcharge of one percent on the portion of taxpayers' annual taxable income that exceeds \$1.0 million. The proposition was enacted into law as the Mental Health Services Act (MHSA), effective January 1, 2005. The overall purpose and intent is "to reduce the long-term adverse impact on individuals, families, and state and local budgets resulting from untreated serious mental illness to insure that all funds are expended in the most cost effective manner and to ensure accountability to taxpayers and to the public."

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$212,247,388
Total Sources (Incl. Reimb.)	\$177,301,245
Use of/ (Contribution to) Fund Balance	\$34,946,143
Total Staff	590

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Human Services  
DEPARTMENT: Behavioral Health  
FUND: Mental Health Services Act

BUDGET UNIT: RCT MLH  
FUNCTION: Health and Sanitation  
ACTIVITY: Hospital Care

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	26,155,522	28,693,789	31,128,037	44,414,646	36,206,510	47,503,332	3,088,686
Operating Expenses	54,889,223	84,169,768	79,997,020	91,088,338	79,330,400	125,142,014	34,053,676
Capital Expenditures	165,726	1,672,047	813,629	3,400,707	194,818	3,149,013	(251,694)
Total Exp Authority	81,210,471	114,535,604	111,938,686	138,903,691	115,731,728	175,794,359	36,890,668
Reimbursements	(501,377)	(498,499)	(712,960)	(577,609)	(2,200,724)	(1,325,291)	(747,682)
Total Appropriation	80,709,094	114,037,105	111,225,726	138,326,082	113,531,004	174,469,068	36,142,986
Operating Transfers Out	57,472	6,668	125,003	12,115,927	2,141,765	36,453,029	24,337,102
Total Requirements	80,766,566	114,043,773	111,350,729	150,442,009	115,672,769	210,922,097	60,480,088
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	1,570,578	5,827,284	0	0	0	0	0
State/Fed/Other Government	90,510,717	85,061,754	123,572,346	112,688,786	109,684,216	155,034,217	42,345,431
Fee/Rate	0	100	(128)	0	573	0	0
Other Revenue	1,463,325	4,847,877	4,810,783	5,917,767	5,655,978	6,286,482	368,715
Total Revenue	93,544,620	95,737,015	128,383,001	118,606,553	115,340,767	161,320,699	42,714,146
Operating Transfers In	1,026,596	0	9,154,618	13,317,191	12,259,711	14,655,255	1,338,064
Total Financing Sources	94,571,216	95,737,015	137,537,619	131,923,744	127,600,478	175,975,954	44,052,210
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(13,804,650)	18,306,758	(26,186,890)	18,518,265	(11,927,709)	34,946,143	16,427,878
Available Reserves				68,498,538		75,043,239	6,544,701
Total Fund Balance				87,016,803		109,989,382	22,972,579
Budgeted Staffing*	367	459	517	567	567	590	23

\*Data represents final budgeted staffing

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

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Staffing Expenses of \$47.5 million fund 590 positions. Operating Expenses of \$125.1 million are primarily for \$87.3 million in contracted and specialized services and \$22.0 million in interdepartmental transfers for mental health crisis services provided by Children's Network, Children and Family Services, Probation, Public Defender and Public Health. Also included are administrative and program expenditures to execute the approved MHSA Plan.

Capital Expenditures of \$3.1 million and Operating Transfers Out of \$36.5 million primarily fund the establishment of two Crisis Stabilization Units (CSU) in the East Valley and West Valley, and four Crisis Residential Treatment (CRT) Centers in San Bernardino, High Desert, West Valley, and Morongo Basin which will provide 24 hour services to individuals with mental health and substance use disorders.

Reimbursements of \$1.3 million include financial support from Human Services for the administration of the Office of Homeless Services, the Behavioral Health (BH) General Fund budget unit and the Alcohol and Drug Services (ADS) General Fund budget unit for program service related salary reimbursements.

State and federal aid in the amount of \$155.0 million includes revenue from the Mental Health Services Act, Medical Federal Financial Participation and Affordable Care Act, and Senate Bill 82 Investment in Mental Health Wellness Act of 2013 (SB82) Grants. Other Revenue of \$6.3 million includes revenue from Children and Family Services for Screening, Assessment, Referral and Treatment services (SART), Social Security Supplemental Security Income through Interim Assistance for indigent clients, rent reimbursement, and anticipated interest earnings.



Operating Transfers In from the BH General Fund budget unit of \$14.7 million primarily consists of 2011 Realignment for Early and Periodic Screening, Diagnosis and Treatment (EPSDT) Services, and Public Safety Realignment for mental health services to probationers.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$60.5 million, primarily due to an increase in Operating Expenses of \$34.1 million. Additional Operating Expenses include \$22.2 million in professional and contracted services for Therapeutic Behavioral Services, the Regional Full Services Partnership, Comprehensive Child and Family Support Services, and SB 163 Wraparound Program services. Additionally, \$11.9 million is for general services and supplies, equipment and transfers that support Outpatient, Child and Youth, Adult Residential Treatment, Crisis Stabilization and the Mental Health Triage programs. The \$11.9 million also includes \$5.5 million in fixed asset transfers to the Behavioral Health General Fund budget unit for the purchase of shared equipment. Staffing Expenses are increasing by \$3.1 million due to the addition of 23 CSU positions and negotiated salary increases. Operating Transfers Out are increasing by \$24.3 million to fund two CSUs located in the East Valley and West Valley, and two CRT Centers in the West Valley and Morongo Basin.

Sources are increasing by \$44.1 million. Medi-Cal revenue is increasing by \$9.5 million due to increasing service capacity and expanded eligibility for services under the Affordable Care Act. MHSA revenue is increasing by \$21.7 million based on the state's projections. State grant funding is increasing by \$10.6 million based on SB82 grants approved by the California Health Facilities Financing Authority (CHFFA). Operating Transfers In are increasing by \$1.3 million due to an increase in 2011 Realignment, including Public Safety Realignment received from the Behavioral Health (BH) General Fund budget unit.

## ANALYSIS OF FUND BALANCE

MHSA utilizes Fund Balance to cover one-time expenses. The use of \$35.0 million of Fund Balance will primarily be used to supplement the SB82 grants received to facilitate the construction and establishment of two CSUs, four CRT Centers, startup costs associated with the new Electronic Health Records system, and other one-time capital expenditures.

## 2016-17 POSITION SUMMARY\*

Division	2015-16				2016-17		Limited	Regular
	Final Staffing	Adds	Deletes	Re-Orgs	Adopted			
24-Hour and Emergency Services	240	18	-1	-1	256	2	254	
Administrative Services	76	1	-1	-1	75	5	70	
Office of Compliance/Cultural Competence & Ethnic Services	15	0	0	0	15	0	15	
Office of Homeless Services	8	0	0	0	8	0	8	
Program Support Services	108	1	0	1	110	29	81	
Alcohol and Drug Services	1	0	0	0	1	0	1	
Regional Operations and Children's Services	70	5	0	1	76	0	76	
Regional Operations	48	1	-1	0	48	0	48	
Medical Services	1	0	0	0	1	0	1	
<b>Total</b>	<b>567</b>	<b>26</b>	<b>-3</b>	<b>0</b>	<b>590</b>	<b>36</b>	<b>554</b>	

\*Detailed classification listing available in Appendix D.



## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$47.5 million fund 590 budgeted positions of which 554 are regular positions and 36 are limited term positions. This includes a net increase of 23 positions comprised of the following: 14 new regular positions, one limited term position, the addition of a job share for a Clinical Therapist I, 10 positions from the BH General Fund budget unit and the ADS General Fund budget unit, and three deleted positions that were moved to other budget units. In order to better serve the County residents, the Community Crisis Response Team (CCRT) is expanding to 24 hour clinical services and these staffing increases are necessary to provide administrative support and to expand services in other MHSa programs such as the Homeless Outreach Support Team, which provides permanent support housing with wraparound case management.

### Additions

1 Accountant III	1 General Services Worker II	1 Office Assistant IV
7 Clinical Therapist I	1 Licensed Vocational Nurse II	9 Social Worker II
3 Clinical Therapist II	1 Mental Health Education Consultant	
1 Contract Business System Analyst II	1 Office Assistant II	

### Deletions

1 Mental Health Clinic Supervisor*	1 Psychiatric Technician I*	1 Staff Analyst II*
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\*These positions were moved to General Fund budget units.



## Special Revenue Funds - Consolidated

### DESCRIPTION OF MAJOR SERVICES

**Block Grant Carryover Program** are funds utilized by Alcohol and Drug Services (ADS) received from the State Department of Health Care Services (DHCS) under a multi-year cost reimbursement contract that allows the County to retain unused federal Substance Abuse Prevention and Treatment (SAPT) funds for use in the next fiscal year. These funds are to be spent on alcohol abuse prevention, education, and treatment in schools and the community as described in the annual update to the contract between the County and the State. Funds are transferred to the ADS Budget Unit, based on the needs of the program.

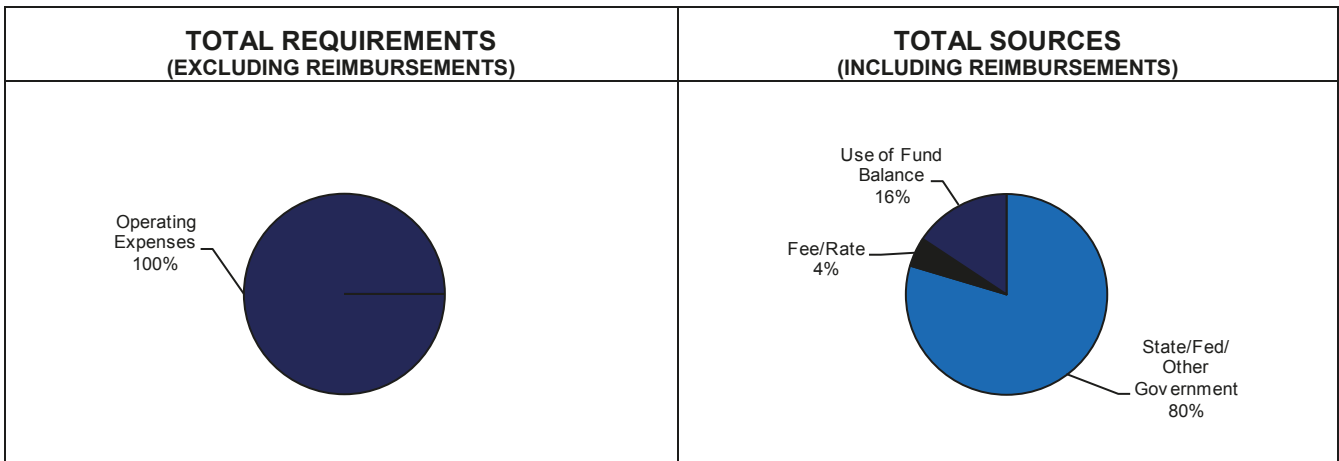
**Budget at a Glance**

Total Requirements (Excl. Reimb.)	\$12,724,202
Total Sources (Incl. Reimb.)	\$10,731,013
Use of/ (Contribution to) Fund Balance	\$1,993,189
Total Staff	0

**Court Alcohol and Drug Program** funding is provided by three sources: the Statham funds, which are fines collected from individuals convicted of Driving Under the Influence (DUI) offenses; Senate Bill 921 of September 24, 1996, which requires persons convicted of an offense involving a controlled substance to pay a drug program fee in an amount not to exceed \$100 for each separate offense; and by Senate Bill 920 of September 24, 1996, that requires persons convicted of specific alcohol related offenses to pay an additional alcohol abuse education and prevention penalty assessment in an amount not to exceed \$50. Funds are transferred to the ADS Budget Unit based on needs of the program.

**Driving Under the Influence Program** as per Title 9, Division 4, Chapter 3, 9878 (m) of the State regulations and Health and Safety Code 11837.8 (a). The Department of Behavioral Health charges fees to privately owned and operated vendors for monitoring Penal Code (PC) 1000 and DUI programs. The County supervises these programs as required by Vehicle Code Section 1660.7, which states that the supervision and regulation of the first offender program resides with the County. Fees collected from privately owned and operated DUI programs within the County are deposited to this special revenue budget unit. Funds are then transferred to the Alcohol and Drug Services budget unit, as needed, to meet the costs of staff assigned to this function. These funds can only be used for the cost of monitoring PC 1000 and DUI programs.

### 2016-17 ADOPTED BUDGET



HUMAN SERVICES





## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Human Services  
DEPARTMENT: Behavioral Health  
FUND: Consolidated Special Revenue

BUDGET UNIT: Various  
FUNCTION: Health and Sanitation  
ACTIVITY: Hospital Care

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	11,420,002	10,307,147	13,543,756	12,139,149	8,926,172	12,724,202	585,053
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	11,420,002	10,307,147	13,543,756	12,139,149	8,926,172	12,724,202	585,053
Reimbursements	0	(11,054)	0	0	0	0	0
Total Appropriation	11,420,002	10,296,093	13,543,756	12,139,149	8,926,172	12,724,202	585,053
Operating Transfers Out	0	0	538,131	0	0	0	0
Total Requirements	11,420,002	10,296,093	14,081,887	12,139,149	8,926,172	12,724,202	585,053
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	2,197,147	64,957	0	0	0	0	0
State/Fed/Other Government	8,854,928	8,348,706	9,906,395	10,232,241	10,061,327	10,131,718	(100,523)
Fee/Rate	657,009	653,947	637,458	580,685	587,082	557,659	(23,026)
Other Revenue	137,806	50,541	27,479	25,005	73,106	41,636	16,631
Total Revenue	11,846,890	9,118,151	10,571,332	10,837,931	10,721,515	10,731,013	(106,918)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	11,846,890	9,118,151	10,571,332	10,837,931	10,721,515	10,731,013	(106,918)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(426,888)	1,177,942	3,510,555	1,301,218	(1,795,343)	1,993,189	691,971
Available Reserves				4,675,504		6,914,839	2,239,335
Total Fund Balance				5,976,722		8,908,028	2,931,306
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

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

## DETAIL OF 2016-17 ADOPTED BUDGET

2016-17

	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
<b>Special Revenue Funds</b>					
Block Grant Carry Over Program (SDH)	11,965,086	10,161,732	1,803,354	4,243,067	0
Court Alcohol and Drug Program (SDI)	560,000	366,714	193,286	2,102,879	0
Driving Under the Influence Program (SDC)	199,116	202,567	(3,451)	568,893	0
Total Special Revenue Funds	12,724,202	10,731,013	1,993,189	6,914,839	0

**Block Grant Carryover Program** has Requirements of \$12.0 million for Operating Expenses which primarily consist of transfers to the ADS General Fund budget unit for salaries and benefits as well as other costs related to alcohol abuse prevention, education, and treatment in schools and the community. Sources of \$10.2 million are primarily from federal aid received through DHCS and anticipated interest revenue. Fund Balance of \$1.8 million will be used for the expansion of Substance Use Disorder (SUD) treatment services in the ADS General Fund budget unit.

**Court Alcohol and Drug Program** has Requirements of \$560,000 for Operating Expenses to fund SUD Programs in the ADS General Fund budget unit. Sources of \$366,714 include fines collected from DUI offenders and interest revenue. Fund Balance of \$193,286 will be used to expand a new diversion program.



**Driving Under the Influence Program** has Requirements of \$199,116 for Operating Expenses to fund salaries and benefits and other operating expenditures in the ADS General Fund budget unit incurred in monitoring the DUI/Deferred for Entry of Judgment programs. Sources of \$202,567 include DUI fees paid by program providers and interest revenue. As Sources exceed Requirements there will be a Contribution to Fund Balance of \$3,451.

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

Requirements are increasing by \$585,053. Operating Expenses consisting of transfers to the ADS General Fund budget unit have increased due to the costs of a new specialized contract service which will provide diversion from incarceration and court proceedings, reduce congestion in jails and courts, and provide better service to individuals by referring SUD consumers to treatment services throughout the County.

Sources are decreasing by \$106,918 due to a reduction of \$100,523 in the federal block grant award, adjusted by DHCS annually based on program needs. Fees collected from DUI and Deferred Entry of Judgment Program participants are anticipated to decline by \$23,026. This is partially offset by an increase in interest revenue of \$16,631.

### **ANALYSIS OF FUND BALANCE**

The federal SAPT Block Grant award (Block Grant Carryover Program) is available to the County for two fiscal years. Any balances from the first fiscal year are rolled over and can be used in the next fiscal year. Consequently, the fund balance primarily consists of these roll over balances and current deposits from the federal award. The primary reason for the decrease in fund balance is the increases in transfers out to the ADS General Fund budget unit for a new diversion program for substance use disorder consumers and the expansion of current SUD treatment services. In future years, Drug Medi-Cal funding for expanded services to eligible clients will reduce utilization of the fund balance.

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

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



# PUBLIC HEALTH

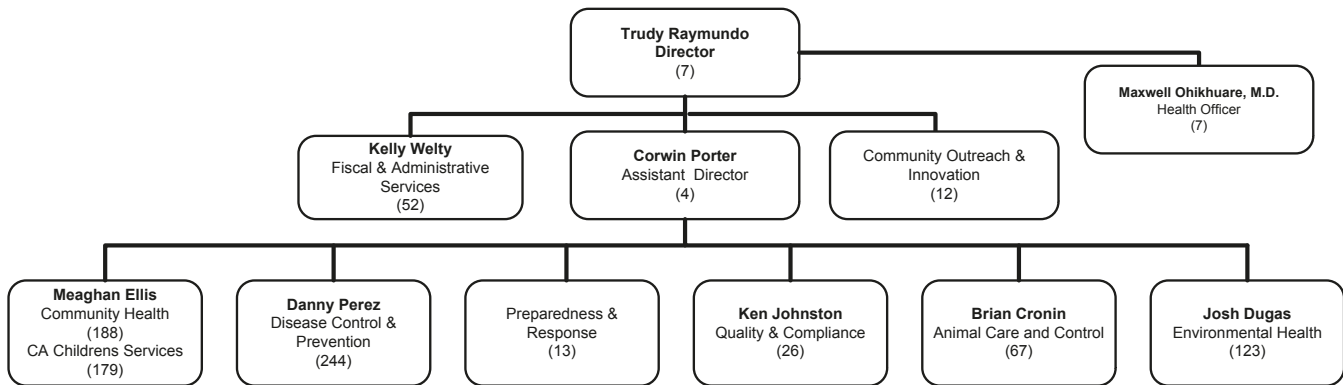
Trudy Raymundo

**DEPARTMENT MISSION STATEMENT**

*Working in partnership to promote and improve health, wellness, safety and quality of life in San Bernardino County.*



**ORGANIZATIONAL CHART**



**2016-17 SUMMARY OF BUDGET UNITS**

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Public Health	83,013,050	78,534,422	4,478,628			743
California Children's Services	21,050,021	16,746,219	4,303,802			179
Indigent Ambulance	472,501	0	472,501			0
<b>Total General Fund</b>	<b>104,535,572</b>	<b>95,280,641</b>	<b>9,254,931</b>	<b>0</b>	<b>0</b>	<b>922</b>
<b>Special Revenue Funds</b>						
Special Revenue Funds - Consolidated	3,926,780	3,974,082		(47,302)		0
<b>Total Special Revenue Funds</b>	<b>3,926,780</b>	<b>3,974,082</b>	<b>0</b>	<b>(47,302)</b>	<b>0</b>	<b>0</b>
<b>Total - All Funds</b>	<b>108,462,352</b>	<b>99,254,723</b>	<b>9,254,931</b>	<b>(47,302)</b>	<b>0</b>	<b>922</b>

HUMAN SERVICES



## 2015-16 MAJOR ACCOMPLISHMENTS

- Submitted Statement of Intent to Public Health Accreditation Board (PHAB), providing official notification the department is pursuing national accreditation.
- Published the 2015-20 Strategic Plan to outline goals and objectives in alignment with the Countywide Vision.
- Received 2015 National Association of Counties (NACo) Achievement Award for 2015 “Safe and Sober Prom” campaign involving youth led activities reaching over 1,500 students at 18 County high schools.
- Improved outreach and participation in the summer meals program by 34% through partnered efforts with other Public Health programs, County departments, and community agencies.
- Earned the Association of Public Health’s Healthiest Lab Runner-Up award in 2015.
- Coordinated 28 school-based clinics, successfully vaccinating 1,735 people with the flu vaccine.
- Completed final evaluation of Bridging Reentry Integration by Driving Goal-oriented Effective Strategies (BRIDGES) Re-entry project, providing pre/post release services to 78 incarcerated individuals achieving a low 11.5% recidivism rate, compared to the baseline of 45.2%.
- Supported County’s homeless veteran’s “Leave No Vet Out” initiative by providing transportation and arranging temporary care for pets owned by homeless veterans, enabling access to resources for housing and services.
- Received three 2015 NACo Achievement Awards for the “Customer Service Portal,” “Electronic Pesticide Use Reporting Program,” and “100% Food Handler Card Compliance Program.”
- Improved access to service through designation of two new Federally Qualified Health Centers (FQHCs), including additional funding of \$1.4 million for expanded services and quality improvement.
- Recognized by National Association of County and City Health Officials (NACCHO) as a Promising Practice under the category of Access to Care, Coalitions and Partnerships, Injury and Violence Prevention for the Hesperia Health Center’s collaboration in a Domestic Violence Partnership in Health Care program.
- Expanded Bold Upstream Innovative Local Data driven (BUILD) Project activities (designation as a Health Hub, Zum Up, Know Your Numbers) through the BUILD Partnership.
- Sustained continuity of Environmental Health Services operations following the act of terrorism also referred to as the Waterman Incident, via a coordinated effort that combined mutual aid, volunteers, other County department staff, retirees, and contract staff.

## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPLEMENT THE COUNTYWIDE VISION		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Continue to promote the Countywide Vision and support the Element Groups.	Complete the 2016-17 Work Plan for addressing priorities of the Wellness Element Group of the Countywide Vision:				
STRATEGY	Public Health serves as the staff liaison to the Countywide Vision Project's Wellness Element Group which has initiated a multi-year community-driven process to identify priority areas for improving health and wellness. The department will continue to support and facilitate the development, implementation, and evaluation of the Community Transformation Plan.	- Develop an Action Plan for implementation of the Community Transformation Plan, including identification of key partnerships to address system level and community level strategies - Develop evaluation tools for measuring and tracking progress and achievement of long and short term goals - Promote and evaluate awareness of the Community Vital Signs data platform to community partners and stakeholders via employment of the Strategic Communications Plan	80%	100%	90%	100%



## DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment.	Percentage of current year workforce development activities completed: - Develop and implement an Individual Professional Development Plan (IPDP) process - 50% of staff have created an IPDP and reviewed with their Supervisor - Mentorship program completed with one cohort of staff	N/A	100%	100%	100%
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.					
STRATEGY	Implement relevant, high-quality Public Health Leadership training to achieve an essential element of Public Health Accreditation and ensure stable departmental leadership into the future.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of current year accreditation activities completed: - Submit Application to PHAB - Resolve gaps in required PHAB documentation - Continue accreditation marketing efforts to all DPH staff - Continue to provide PHAB trainings aligned with accreditation requirements	80%	100%	95%	100%
STRATEGY	Achieve and maintain National Accreditation, through the Public Health Accreditation Board (PHAB), to ensure that the department continues to focus on quality and performance improvement, transparency and accountability to all stakeholders and funders, and maintains the capacity to deliver the three core public health functions and ten essential services.					
COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Maintain close working relationships with cities, tribes and other governmental agencies.	Number of Rescue Group Partners (RGPs)	403	400	416	441
STRATEGY	Increase number of public/private collaborations with non-profit animal rescue group partners (corporations).					
COUNTY GOAL: FOCUS ON RECOVERY AND RESILIENCY FOLLOWING THE DECEMBER 2, 2015 TERRORIST ATTACK (SB STRONG)		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Support County employees affected by the December 2, 2015 terrorist attack.	NEW	N/A	N/A	N/A	80%
STRATEGY	Provide Public Health staff with training on long-term coping strategies to build resiliency.	Percentage of staff completing training				



## Public Health

### DESCRIPTION OF MAJOR SERVICES

The Department of Public Health provides a wide range of services to prevent diseases and improve the health, safety and quality of life for residents and visitors of San Bernardino County. Many services are mandated by California Health and Safety Code.

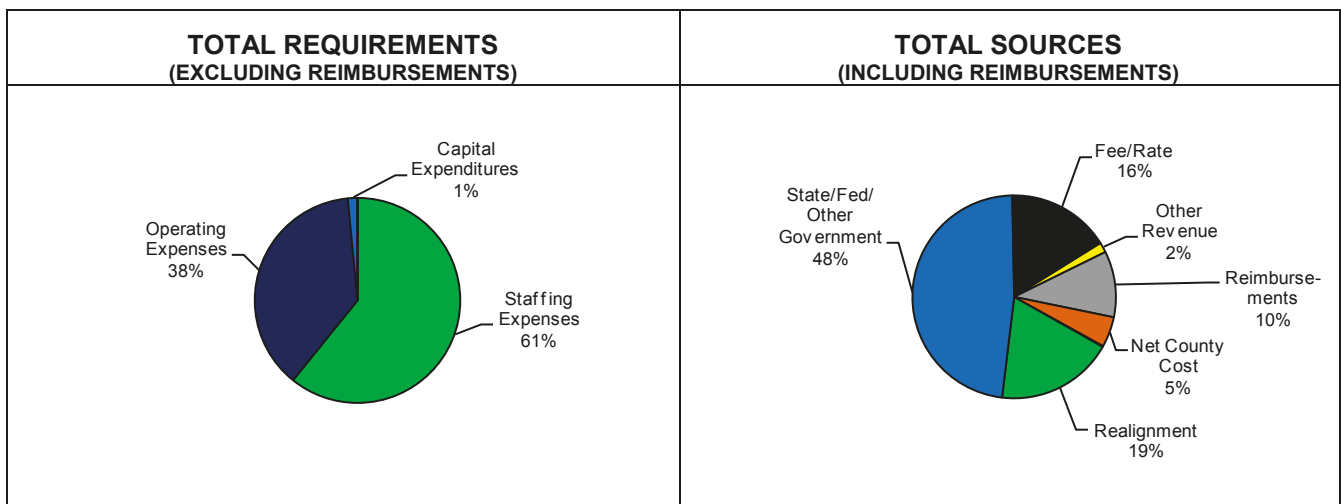
Key delivery areas include Community Health, Disease Control and Prevention, Environmental Health, Animal Care and Control, and Community Outreach and Innovation. Community Health provides health care services that promote and improve the health of County residents and visitors, and assures the quality and accessibility of health care services to the public by providing clinical services through a network of Federally Qualified Health Center's (FQHC) 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. Animal Care and Control protects the public from rabies through dog vaccinations, stray animal abatement, wildlife rabies surveillance, and public education.

Community Outreach and Innovation encompasses Community Vital Signs, an ongoing community driven process that acts as a complement to the Wellness component of the Countywide Visioning process. This initiative builds upon the Countywide Vision by setting evidence-based goals and priorities for action that encompass policy, education, environment, and systems change in addition to quality, affordable and accessible health care and prevention services. Implementation will involve the alignment and activation of resources and partnerships within the community to achieve shared goals that aim at improving the overall health and well-being of the County's residents.

The Department of Public Health is currently in the process of seeking national accreditation. Public Health accreditation measures performance against a set of nationally recognized standards that focus on accountability, efficiency, effectiveness, and outcomes. This includes using deliberate and defined continuous quality improvement processes that are responsive to community needs and improving community health.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$92,772,148
Total Sources (Incl. Reimb.)	\$88,293,520
Net County Cost	\$4,478,628
Total Staff	743
Funded by Net County Cost	5%

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Human Services  
DEPARTMENT: Public Health  
FUND: General

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A) Change From Prior Year Final Budget
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	
<b>Requirements</b>							
Staffing Expenses	50,290,287	51,399,550	47,967,081	57,630,760	46,550,614	56,400,480	(1,230,280)
Operating Expenses	24,715,779	26,870,635	27,874,096	36,098,888	30,579,785	34,965,827	(1,133,061)
Capital Expenditures	190,916	223,783	345,030	1,430,088	528,870	1,405,841	(24,247)
Total Exp Authority	75,196,982	78,493,968	76,186,209	95,159,736	77,659,269	92,772,148	(2,387,588)
Reimbursements	(9,030,219)	(9,392,706)	(8,338,724)	(10,016,764)	(8,032,056)	(9,759,098)	257,666
Total Appropriation	66,166,763	69,101,262	67,847,485	85,142,972	69,627,213	83,013,050	(2,129,922)
Operating Transfers Out	29,700	0	2,465,108	630,000	602,225	0	(630,000)
Total Requirements	66,196,463	69,101,262	70,312,593	85,772,972	70,229,438	83,013,050	(2,759,922)
<b>Sources</b>							
Taxes	638	585	0	0	0	0	0
Realignment	10,638,234	14,250,797	12,404,341	16,359,555	12,239,775	17,341,655	982,100
State/Fed/Other Government	33,267,521	34,309,986	37,209,584	46,434,540	36,195,506	44,353,448	(2,081,092)
Fee/Rate	15,659,730	14,939,918	14,954,669	14,754,409	14,535,008	15,215,781	461,372
Other Revenue	2,704,925	1,225,085	1,294,316	1,618,492	1,405,794	1,480,645	(137,847)
Total Revenue	62,271,048	64,726,371	65,862,910	79,166,996	64,376,083	78,391,529	(775,467)
Operating Transfers In	110,093	136,913	68,321	118,000	107,101	142,893	24,893
Total Financing Sources	62,381,141	64,863,284	65,931,231	79,284,996	64,483,184	78,534,422	(750,574)
Net County Cost	3,815,322	4,237,978	4,381,362	6,487,976	5,746,254	4,478,628	(2,009,348)
Budgeted Staffing*	737	713	715	736	736	743	7

\*Data represents final budgeted staffing

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Staffing Expenses of \$56.4 million fund 743 positions and represent staffing for eight medical clinics, 17 Women, Infants and Children (WIC) clinics, and two animal shelters, as well as multiple outlying County sites performing environmental health inspections, home visits, and animal control staff canvassing. Operating Expenses of \$35.0 million include services and supplies, travel, and transfers to other County departments. Capital Expenditures of \$1.4 million include the purchase and implementation of an electronic health record (EHR) system and the replacement of two aging x-ray machines. Reimbursements of \$9.8 million include payments from other County departments for services provided by Public Health. Total Sources of \$78.5 million includes \$44.4 million in state and federal funding primarily from grants and Medi-Cal; \$15.2 million in fee/rate revenue primarily from license/permit and fees for service; \$1.5 million in other grant revenue; \$142,893 in Operating Transfers In from County Fire; and \$17.3 million in realignment revenue.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$2.8 million primarily due to the one-time allocation of \$2.0 million in Discretionary General Funding in 2015-16 for expenditures resulting from the December 2, 2015 Act of Terrorism referred to as the Waterman Incident, and the ongoing difficulty in filling hard to recruit/retain positions. Many positions are now budgeted at the trainee level to allow for proper training to transition to I and II levels of the classification. Sources are decreasing by \$750,574 due to decreases in state and federal grants partially offset by increases in Fee/Rate revenue from licenses and permits, fees for service, and realignment revenue.

The budget includes an allocation of one-time Discretionary General Funding in the amount of \$50,000 to cover the cost of permits issued to non-profits for temporary events and snack bars for youth sporting events.





**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Director	1	0	0	6	7	1	6
Health Officer	8	0	-1	0	7	1	6
Assistant Director	8	0	-2	-2	4	1	3
Community Health	188	2	-1	-1	188	2	186
Disease Control & Prevention	227	2	-3	18	244	1	243
Fiscal & Administrative Services	45	1	-1	7	52	0	52
Quality & Compliance	79	0	-3	-50	26	0	26
Animal Care and Control	64	3	0	0	67	0	67
Environmental Health	116	9	0	-2	123	27	96
Preparedness & Response	0	0	0	13	13	0	13
Community Outreach & Innovation	0	1	0	11	12	0	12
Total	736	18	-11	0	743	33	710

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$56.4 million fund 743 budgeted positions of which 710 are regular positions and 33 are limited term positions. The budget includes an increase of 7 net budgeted positions (the addition of 18 new positions and the deletion of 11 vacant positions). These staffing changes are needed to address changes in grant funding, operational needs, quality improvement, equity issues, and to increase efficiency in operations.

Additions

- 1 Clinical Therapist II
- 1 Public Health Program Coordinator
- 1 Fiscal Assistant
- 3 Animal License Checker I
- 1 Registered Nurse II – Public Health
- 7 Environmental Health Specialist II – Extra Help
- 1 Nurse Manager Public Health
- 1 Environmental Health Specialist II
- 1 Systems Accountant II
- 1 Health Education Specialist II

Deletions

- 1 Public Health Physician II
- 1 Supervising Public Health Nurse
- 1 Supervising Program Specialist
- 1 Health Education Specialist I
- 1 Secretary II
- 4 Health Services Assistant I
- 1 Public Health Microbiologist II
- 1 Public Health Project Coordinator





## California Children's Services

### DESCRIPTION OF MAJOR SERVICES

California Children's Services (CCS) is a state program that provides case management, diagnosis and treatment services to individuals up to 21 years of age with severe qualifying medical conditions and whose families are unable to pay for all or part of the care. State law requires the County to maintain a mandated minimum funding level. In addition to realignment dollars and the County's mandated contribution, funding also comes from Medi-Cal, private insurance and patient co-payments.

#### Budget at a Glance

Total Requirements (Excl. Reimb.)	\$21,050,021
Total Sources (Incl. Reimb.)	\$16,746,219
Net County Cost	\$4,303,802
Total Staff	179
Funded by Net County Cost	20%

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

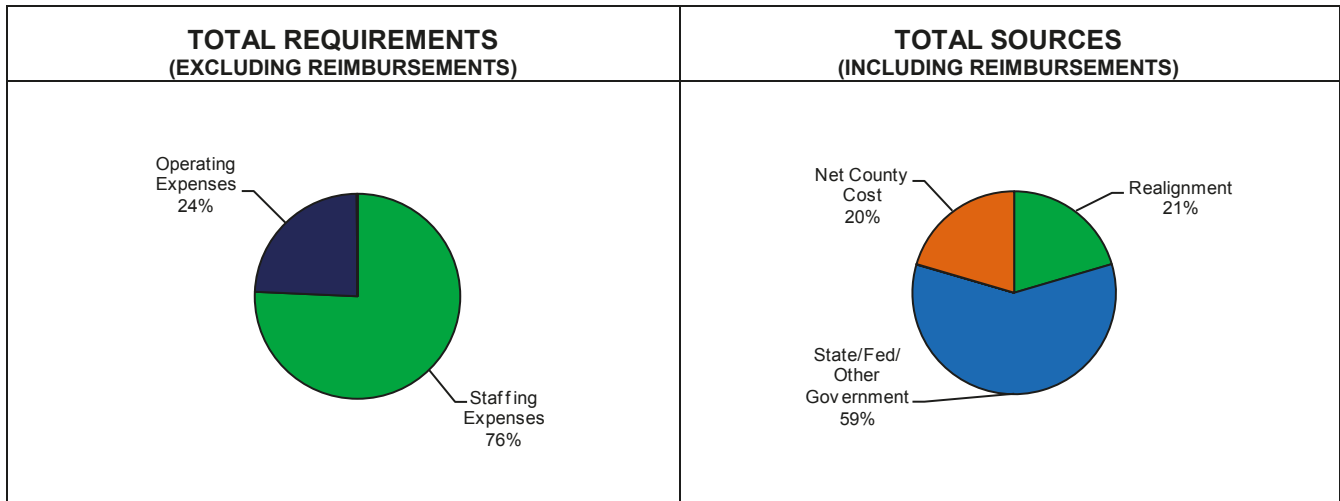
1. Administrative Component – Case Management activities include determining program eligibility, evaluating needs for specific services, determining the appropriate providers and authorizing/paying for medically necessary care. Reimbursement for administrative and operational costs for County CCS programs is shared between the state and County as per Health and Safety Code Section 123955 (a). 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 currently as follows:

- Medi-Cal is 83.6% of the caseload. Federal and state funds reimburse CCS for 100% of the costs.
  - OTLICP (Optional Targeted Low Income Children's Program) accounts for 10.5% of the caseload. This federal and state program pays 88% of the costs. The remaining 12% local share is equally funded by Social Services Realignment (6%) and County General Fund support (6%) and is billed to CCS on a quarterly basis.
  - CCS or Non-Medi-Cal caseload accounts for approximately 5.9% of the caseload. Federal and state funds account for 50% of the costs associated with treating this clientele. The remaining 50% is split equally between Social Services Realignment (25%) and County General Fund support (25%).
2. Medical Therapy Component – This component provides physical therapy, occupational therapy and medical therapy conference services. Licensed physical therapists and certified occupational therapists provide evaluation, treatment, consultation services and case management. The state reimburses the County 50% of the costs incurred by this program up to the allocated amount prescribed by the state. The remaining 50% is equally funded by Social Services Realignment and County General Fund support. Additionally, this program is allowed to bill Medi-Cal for therapy provided to Medi-Cal eligible clients. This revenue is split 75% state and 25% County. Approximately 85% of the caseload in the medical therapy component is Medi-Cal eligible. The state also reimburses approximately \$70,000 at 100% for personnel costs while attending individualized educational programs per California AB3632.



### 2016-17 ADOPTED BUDGET



### ANALYSIS OF 2016-17 ADOPTED BUDGET

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

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	13,030,035	13,805,909	12,853,404	16,300,493	13,116,192	15,934,758	(365,735)
Operating Expenses	3,938,544	4,151,263	3,994,077	5,573,477	4,185,827	5,087,294	(486,183)
Capital Expenditures	163,524	0	0	27,969	0	27,969	0
Total Exp Authority	17,132,103	17,957,172	16,847,481	21,901,939	17,302,019	21,050,021	(851,918)
Reimbursements	(1,871)	0	(1,549)	0	(1,468)	0	0
Total Appropriation	17,130,232	17,957,172	16,845,932	21,901,939	17,300,551	21,050,021	(851,918)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	17,130,232	17,957,172	16,845,932	21,901,939	17,300,551	21,050,021	(851,918)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	2,821,859	2,624,095	2,298,641	4,686,146	2,902,216	4,303,802	(382,344)
State/Fed/Other Government	11,110,592	12,545,014	12,221,961	12,391,688	11,285,856	12,427,817	36,129
Fee/Rate	13,472	14,779	7,645	14,000	11,754	14,000	0
Other Revenue	182,114	149,189	18,752	600	70,241	600	0
Total Revenue	14,128,037	15,333,077	14,546,999	17,092,434	14,270,067	16,746,219	(346,215)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	14,128,037	15,333,077	14,546,999	17,092,434	14,270,067	16,746,219	(346,215)
Net County Cost	3,002,195	2,624,095	2,298,933	4,809,505	3,030,484	4,303,802	(505,703)
Budgeted Staffing*	161	166	174	179	179	179	0

\*Data represents final budgeted staffing

### MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Staffing Expenses of \$15.9 million fund 179 budgeted positions and comprise the majority of requirements within this budget unit. Operating Expenses include payments to the state and other providers for treatment costs and medical supplies.



Sources of \$16.7 million primarily consist of state and federal aid of \$12.4 million and \$4.3 million in Realignment funding.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$851,918 primarily due to an anticipated reduction in salary costs for hard to recruit/retain positions, decreased payments to OTLICP for medical services and transfers to the Public Health General Fund budget unit for indirect overhead costs.

Sources are decreasing by \$346,215 primarily due to the decreased use of Social Services Realignment, offset by an increase in federal and state grant funding.

## 2016-17 POSITION SUMMARY\*

Division	2015-16	Adds	Deletes	Re-Orgs	2016-17	Limited	Regular
	Final Staffing				Adopted		
California Children's Services	179	0	0	0	179	0	179
Total	179	0	0	0	179	0	179

\*Detailed classification listing available in Appendix D.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$15.9 million fund 179 budgeted regular positions. There is no change to the budgeted staffing.



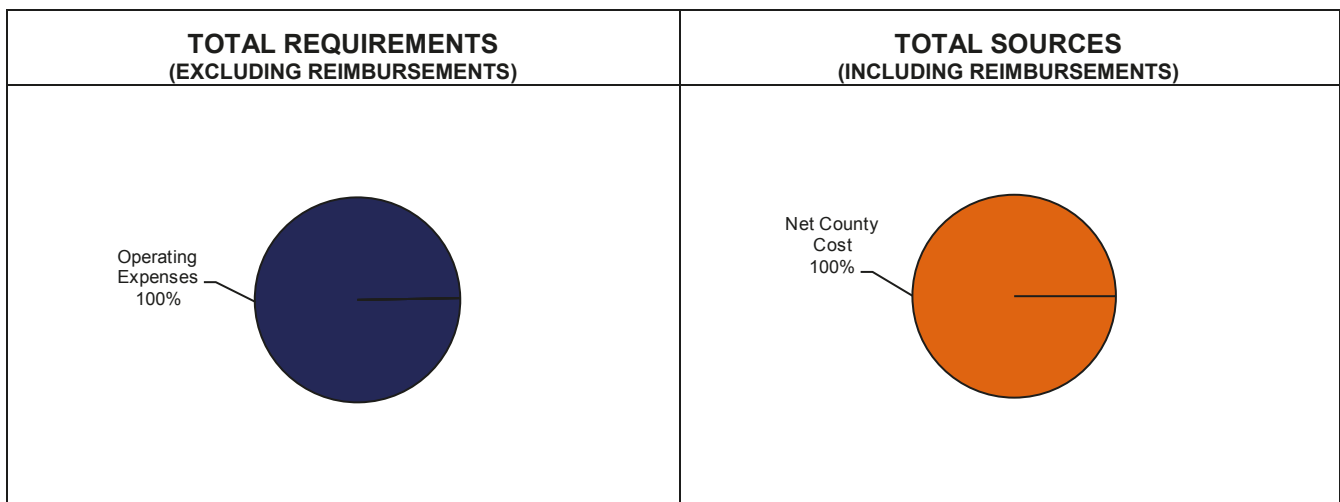
## Indigent Ambulance

### 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.

<b>Budget at a Glance</b>	
Total Requirements (Excl. Reimb.)	\$472,501
Total Sources (Incl. Reimb.)	\$0
Net County Cost	\$472,501
Total Staff	0
Funded by Net County Cost	100%

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Human Services  
DEPARTMENT: Public Health  
FUND: General

BUDGET UNIT: AAA EMC  
FUNCTION: Health and Sanitation  
ACTIVITY: Hospital Care

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	472,501	472,501	472,501	472,501	472,501	472,501	0
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	472,501	472,501	472,501	472,501	472,501	472,501	0
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	472,501	472,501	472,501	472,501	472,501	472,501	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	472,501	472,501	472,501	472,501	472,501	472,501	0
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	0	0	0	0	0	0
Net County Cost	472,501	472,501	472,501	472,501	472,501	472,501	0
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

All Requirements are for transportation of indigent patients or inmates for medical treatment.

## BUDGET CHANGES AND OPERATIONAL IMPACT

There are no changes to this budget unit.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



## Special Revenue Funds - Consolidated

### DESCRIPTION OF MAJOR SERVICES

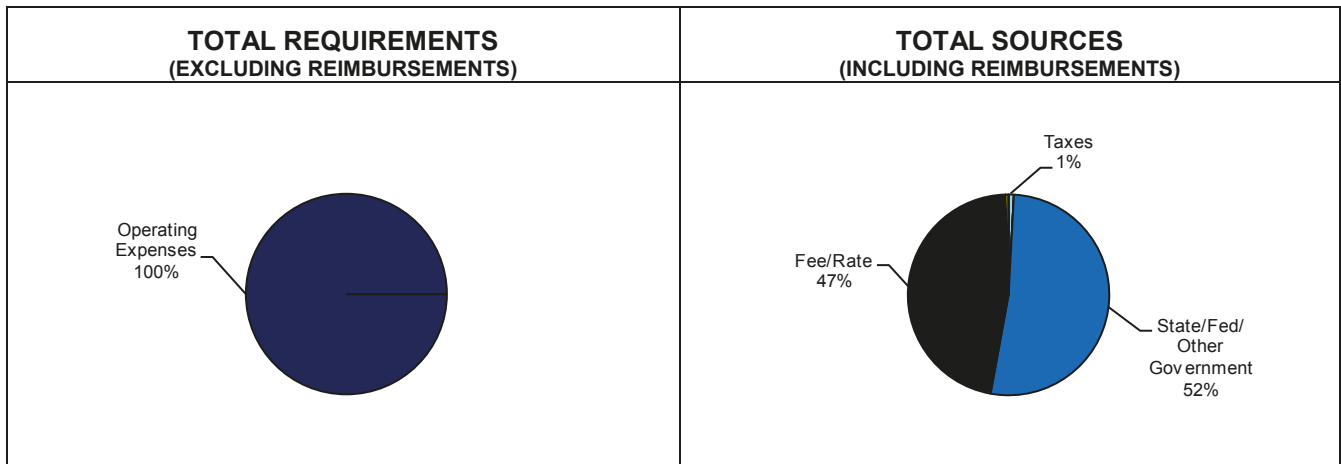
**Bioterrorism Preparedness** is supported by federal and state funding from the Centers for Disease Control, Pandemic Influenza and Cities Readiness initiative. Funds support the department's preparedness for and response to emergencies caused by bioterrorism, infectious disease, natural disasters and other public health threats such as Pandemic Influenza through the development and exercising of comprehensive public health emergency preparedness and response plans.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$3,926,780
Total Sources (Incl. Reimb.)	\$3,974,082
Use of/ (Contribution to) Fund Balance	(\$47,302)
Total Staff	0

**Vital Statistics State Fees** holds fees set by the state which are collected from the sale of birth and death certificates. Per Health and Safety Code 103625, all applicants for birth and death certificates shall pay an additional \$4, to be collected by the County, which is then disbursed 45% to the State Registrar and the remaining 55% retained by the department. The funds may be used to defray the administrative costs of collecting and reporting with respect to those fees but also to improve and/or modernize vital records operations, data collection and analysis.

**Vector Control Assessments** funding is received via the property tax roll and is dedicated for vector control services. The assessments are levied against parcels within the unincorporated areas of the County and the amount assessed depends upon the level of improvement on a given parcel. Services provided by the Vector Control Program include responding to citizen complaints/service requests for community control of vectors. Additional services include monitoring for the presence of vector borne diseases, inspecting poultry ranches, dairies, and riding academies for nuisance flies and other vectors, and direct abatement and control of vectors in sanitary sewer systems, flood control channels and basins.

### 2016-17 ADOPTED BUDGET



HUMAN SERVICES



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Human Services  
DEPARTMENT: Public Health  
FUND: Consolidated Special Revenue

BUDGET UNIT: Various  
FUNCTION: Health and Sanitation  
ACTIVITY: Health

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	4,283,291	4,220,178	3,616,916	4,241,796	3,442,130	3,926,780	(315,016)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	4,283,291	4,220,178	3,616,916	4,241,796	3,442,130	3,926,780	(315,016)
Reimbursements	0	0	(75,643)	0	0	0	0
Total Appropriation	4,283,291	4,220,178	3,541,273	4,241,796	3,442,130	3,926,780	(315,016)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	4,283,291	4,220,178	3,541,273	4,241,796	3,442,130	3,926,780	(315,016)
<b>Sources</b>							
Taxes	31,605	36,707	39,079	38,033	34,086	33,670	(4,363)
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	2,184,890	2,439,939	1,903,716	2,091,197	2,003,440	2,066,946	(24,251)
Fee/Rate	1,778,514	1,815,628	1,832,572	1,844,156	1,842,494	1,854,462	10,306
Other Revenue	19,385	13,576	17,228	13,696	24,729	19,004	5,308
Total Revenue	4,014,394	4,305,850	3,792,595	3,987,082	3,904,749	3,974,082	(13,000)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	4,014,394	4,305,850	3,792,595	3,987,082	3,904,749	3,974,082	(13,000)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	268,897	(85,672)	(251,322)	254,714	(462,619)	(47,302)	(302,016)
Available Reserves				3,727,780		4,492,412	764,632
Total Fund Balance				3,982,494		4,445,110	462,616
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

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

## DETAIL OF 2016-17 ADOPTED BUDGET

2016-17

	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
<b>Special Revenue Funds</b>					
Bioterrorism Preparedness (RPL)	2,067,546	2,067,546	0	661	0
Vital Statistics State Fees (SCI)	181,412	170,155	11,257	839,820	0
Vector Control Assessments (SNR)	1,677,822	1,736,381	(58,559)	3,651,931	0
Total Special Revenue Funds	3,926,780	3,974,082	(47,302)	4,492,412	0

**Bioterrorism Preparedness:** Requirements of \$2.1 million represent transfers to the Public Health General Fund budget unit for the Preparedness and Response Program. Sources of \$2.1 million are primarily from federal aid.

**Vital Statistics State Fees:** Requirements of \$181,412 represent transfers to the Public Health General Fund budget unit for the costs of improvement/modernization of the vital records systems and operations. Sources of \$170,155 are vital statistic fees set by the state.

**Vector Control Assessment:** Requirements of \$1.7 million represent transfers to the Public Health General Fund budget unit for the operation of the Vector Control program. Sources of \$1.7 million are primarily funding received via property tax assessments.



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

Requirements are decreasing by \$315,016 primarily due to the reduction in one-time expenses related to software and fixed asset purchases.

### **ANALYSIS OF FUND BALANCE**

The Net Contribution to Fund Balance of \$47,302 primarily represents a Contribution to Fund Balance of \$58,559 in the Vector Control Assessments Special Revenue fund.

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

There is no staffing associated with the consolidated special revenue funds. Services for the above programs are provided by staff budgeted in Public Health's General Fund budget unit.

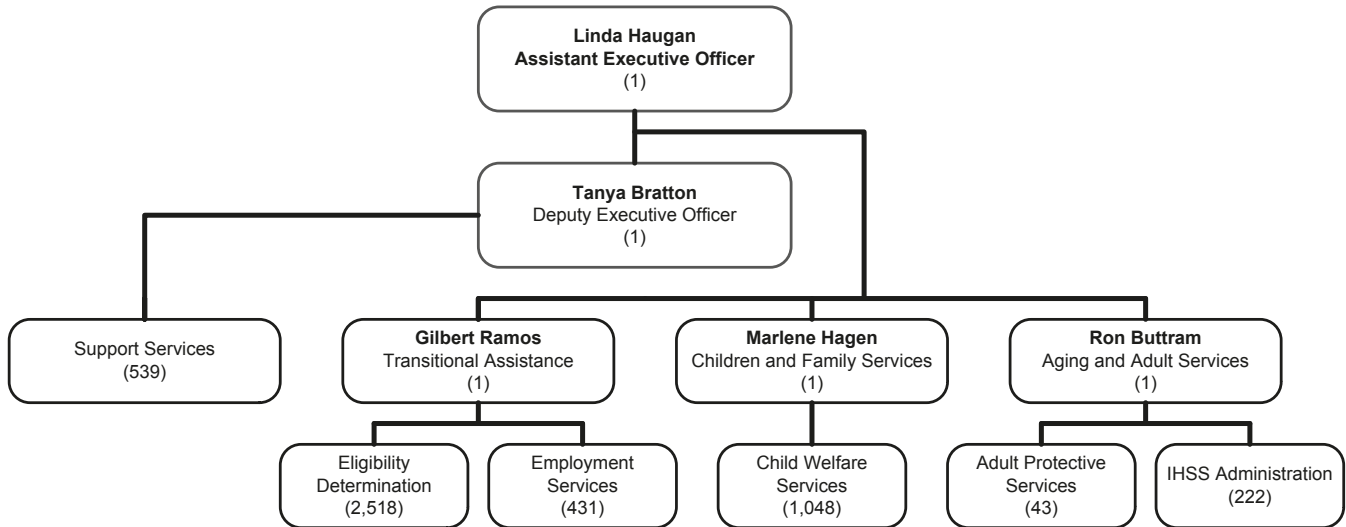




# HUMAN SERVICES ADMINISTRATIVE CLAIM

## Linda Haugan

### ORGANIZATIONAL CHART



### 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Human Services Administrative Claim	563,994,911	542,997,213	20,997,698			4,806
Human Services Subsistence - Consolidated	548,467,554	515,382,938	33,084,616			0
<b>Total General Fund</b>	<b>1,112,462,465</b>	<b>1,058,380,151</b>	<b>54,082,314</b>	<b>0</b>	<b>0</b>	<b>4,806</b>
<b>Special Revenue Funds</b>						
Wraparound Reinvestment Fund	11,578,529	6,035,000		5,543,529		0
<b>Total Special Revenue Funds</b>	<b>11,578,529</b>	<b>6,035,000</b>	<b>0</b>	<b>5,543,529</b>	<b>0</b>	<b>0</b>
<b>Total - All Funds</b>	<b>1,124,040,994</b>	<b>1,064,415,151</b>	<b>54,082,314</b>	<b>5,543,529</b>	<b>0</b>	<b>4,806</b>

### 2015-16 MAJOR ACCOMPLISHMENTS

#### Transitional Assistance Department (TAD)

- Processed over \$31 million in federal and state tax refunds and served more than 17,000 taxpayers in communities throughout San Bernardino County through the Volunteer Income Tax Assistance (VITA) program. These refunds stimulate economic activity, fight poverty, and lead to increased self-sufficiency.
- Continued use of the Customer Service Center (CSC), processing 1.3 million phone requests (average of 106,219 calls per month) related to CalWORKs, CalFresh and Medi-Cal cases in 2015. CSC also provided crucial support to ongoing statewide Health Care Reform and access to Health Care benefits for residents.



- Provided timely responses to County residents regarding Health Care Reform. TAD CSC handled the transferred calls from Covered CA Service Centers for coverage under the Affordable Care Act in 30 seconds or less, as mandated by the MOU signed by Consortia/DHCS/Covered CA. The average time to answer was 10 seconds.
- Partnered with Workforce Development Department (WDD) in placing 606 CalWORKs Youth into paid work experience.

#### **Children and Family Services (CFS)**

- Received and assessed 32,679 child abuse and neglect referrals encompassing over 61,110 children.
- Reunited 1,259 children with their families.
- Achieved permanency for 796 children through adoption and guardianship.

#### **Department of Aging and Adult Services (DAAS)**

- Received National Association of Counties (NACo) Achievement Awards for IHSS Intake Process Improvement Plan, DAAS Mentoring Program, "It's Not Your Fault" Campaign, and Public Authority and DAAS Collaboration on IHSS Provider Services.
- Provided In-Home Support Services to over 26,500 aged, blind and/or disabled County residents who were able to remain safely in their homes as a result of the services provided.
- Processed 31,800 calls and referrals at the 24 hour Adult Protective Services hotline.
- Received 2015 National Association of Area Agencies on Aging (n4a) Innovation and Achievement Award for PC 368.1 Law Enforcement Card and Training Program.

Additional DAAS accomplishments can be found in the Aging and Adult Services budget section.



## DEPARTMENT PERFORMANCE MEASURES

### Transitional Assistance Department (TAD)

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Percentage of calls transferred from Covered California Service Center to TAD in 30 seconds or less.	100%	80%	96.1%	80%
STRATEGY	Provide timely responses to calls from County Residents for Health Care Reform (HCR) from Customer Service Center (CSC).					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Percentage of participants engaged in a Federal WtW activity	59.7%	50%	44.7%	50%
STRATEGY	Increase the Work Participation Rate (WPR) of recipients of CalWORKs benefits.					
STRATEGY	Increase the number of Welfare to Work (WtW) CalWORKs participants who are engaged in a mandated federal WtW activity.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Percentage of annual error rate for CalFresh benefits	5.1%	3.0%	1.3%	3.0%
STRATEGY	Maintain CalFresh (Cf) error rate below the federal tolerance level of 6% to avoid fiscal sanction.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Number of eligible County taxpayers served	14,308	12,875	17,262	15,179
STRATEGY	Provide Volunteer Income Tax Assistance (VITA) preparation services for eligible County families and individuals thereby stimulating economic activity.					



## DEPARTMENT PERFORMANCE MEASURES CONTINUED

### Children and Family Services (CFS)

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.					
STRATEGY	Increase and enhance the role of Parent Partners (a resource to help parents navigate the complex child welfare system). Parent Partners are parents who have successfully navigated the child welfare system, successfully reunified with their children and now work as para-professionals for Children and Family Services. Engagement with a Parent Partner leads to earlier reunification for families.	Number of families involved with a Parent Partner	1,415	1,200	1,654	1,260
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.					
STRATEGY	Utilize Foster 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.	Number of newly licensed foster family homes	178	145	115	145
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.					
STRATEGY	Utilize Team Decision Making (TDM) and Child and Family Team (CFT) meetings, which are collaborative processes involving the family and their community support systems who know and care about the child(ren). These meetings are designed to make the best informed decisions concerning a child(ren)'s safety and living environment, as well as, identify and address their mental health needs.	Number of children impacted	1,656	2,000	2,224	2,000



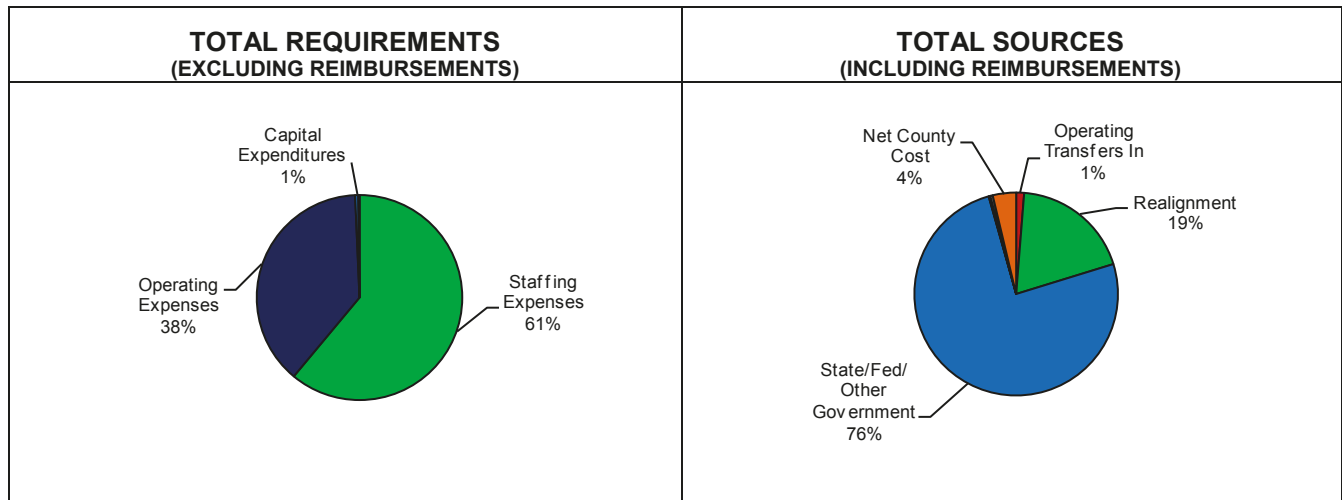
## Administrative Claim

### DESCRIPTION OF MAJOR SERVICES

This budget unit represents the administrative claim made by the County for social services programs under applicable mandatory federal and state regulations. Transitional Assistance Department (TAD), Children and Family Services (CFS), Adult Services programs of the Department of Aging and Adult Services (DAAS), Children’s Network and the administrative support and training functions provided by Human Services (HS) Administration and the Performance, Education and Resource Center (PERC) are included in the Administrative Claim budget unit.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$566,131,493
Total Sources (Incl. Reimb.)	\$545,133,795
Net County Cost	\$20,997,698
Total Staff	4,806
Funded by Net County Cost	4%

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Human Services  
DEPARTMENT: Administrative Claim  
FUND: General

BUDGET UNIT: AAA DPA  
FUNCTION: Public Assistance  
ACTIVITY: Public Assistance Admin

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A) Change From Prior Year Final Budget
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	
<b>Requirements</b>							
Staffing Expenses	288,252,315	316,484,173	309,808,520	341,504,303	333,910,995	345,596,316	4,092,013
Operating Expenses	141,603,476	154,473,527	161,814,570	207,684,383	187,722,536	216,684,277	8,999,894
Capital Expenditures	2,297,362	1,468,740	2,010,248	3,060,244	1,314,996	2,769,900	(290,344)
Total Exp Authority	432,153,153	472,426,440	473,633,338	552,248,930	522,948,527	565,050,493	12,801,563
Reimbursements	(3,090,852)	(2,844,080)	(2,643,873)	(1,962,040)	(2,928,451)	(2,136,582)	(174,542)
Total Appropriation	429,062,301	469,582,360	470,989,465	550,286,890	520,020,075	562,913,911	12,627,021
Operating Transfers Out	0	221,641	1,009,125	1,048,444	1,044,444	1,081,000	32,556
Total Requirements	429,062,301	469,804,001	471,998,590	551,335,334	521,064,519	563,994,911	12,659,577
<b>Sources</b>							
Taxes	20	0	0	0	0	0	0
Realignment	87,674,828	94,447,214	95,630,342	103,425,284	100,526,436	107,386,855	3,961,571
State/Fed/Other Government	315,372,779	356,872,932	359,435,407	421,397,529	400,978,217	426,899,099	5,501,570
Fee/Rate	493,751	547,878	606,761	584,500	637,234	503,360	(81,140)
Other Revenue	5,856,170	783,293	1,010,420	1,524,490	1,194,344	1,046,870	(477,620)
Total Revenue	409,397,548	452,651,317	456,682,930	526,931,803	503,336,231	535,836,184	8,904,381
Operating Transfers In	5,087,889	185,877	823,248	7,371,462	1,044,444	7,161,029	(210,433)
Total Financing Sources	414,485,437	452,837,194	457,506,177	534,303,265	504,380,675	542,997,213	8,693,948
Net County Cost	14,576,864	16,966,807	14,492,413	17,032,069	16,683,845	20,997,698	3,965,629
Budgeted Staffing*	4,215	4,612	4,707	4,854	4,854	4,806	(48)

\*Data represents final budgeted staffing

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Major requirements include the following:

- Staffing Expenses of \$345.6 million fund 4,806 positions.
- Operating Expenses of \$216.7 million represent expenses for County services, computer hardware and software, office supplies, insurance, mail services, professional services, communications, training, security, furniture, travel, goods and services for clients, facility leases, transfers out and miscellaneous operating costs.
- Capital Expenditures of \$2.8 million include expenses for equipment, capitalized software and vehicles.
- Reimbursements of \$2.1 million include payments from other County departments to HS for administrative support services as requested.

Major sources include the following:

- Realignment revenue of \$107.4 million is used to match available federal funding and replace state funding for programs that have been realigned.
- Federal and state funding of \$426.9 million represents total available funding for the administration of mandated Human Services programs.
- Operating Transfers In of \$7.2 million represents funds provided from the Wraparound Reinvestment Fund utilized as a match to access additional federal funding for Children's Services programs. This funding will enable Children and Family Services to enhance service levels despite increasing costs.



## BUDGET CHANGES AND OPERATIONAL IMPACT

The latest projection of available sources for social services programs include funding and mandated program changes as addressed in the 2016-17 Governor's Budget and an analysis of actual current realignment growth receipts. Caseload changes, mandated program changes, augmented funding for continuation of the Affordable Care Act and increasing realignment revenue receipts continue to provide additional funding for most HS programs.

While this budget anticipates increased allocations across many social services programs, the ongoing availability of additional statewide revenue and realignment revenue is uncertain. Because of this, HS continues to plan for the maximum possible available funding to effectively take advantage of potential funding increases, yet remains prepared for unexpected funding decreases. To prepare for possible future funding challenges, HS will continue to monitor developments at the state and federal levels in an effort to maintain mandated public services at appropriate levels while utilizing all available funding.

Plans for significant expenditures, whether for staff, services and supplies, equipment, or services to clients will be monitored closely and necessary adjustments will be made as future changes to the state budget are known. Any significant differences between this budget and actual allocations received from the state will be addressed through the County's quarterly budget adjustment process.

Overall, Sources within this budget unit, including Net County Cost, are expected to increase 2.3%. This results in an increase in Requirements of \$12.7 million as follows:

- Staffing Expenses are increasing by \$4.1 million primarily due to negotiated salary increases coupled with increases in retirement rates. Savings realized from reductions in TAD staffing are offset by increases in CFS staffing resulting in a net staffing decrease of 48 positions.
- Operating Expenses are increasing by \$9.0 million primarily related to increases in insurance, utilities, communications, mailing and postage, IHSS MOE requirements and security.
- Capital Expenditures are decreasing by \$290,344, primarily due to reductions in copier purchases, one-time C-IV equipment purchases and video conferencing equipment purchases.
- Reimbursements are increasing by \$174,542 which reflects an increase in the demand and costs for HS administrative support.

Sources are increasing by \$8.7 million as follows:

- Realignment usage is increasing by \$4.0 million and is possible because of increased realignment collections. This increase is required to fund increased program expenditures for CFS programs (\$2.5 million) and the mandated 3.5% IHSS MOE increase (\$1.5 million).
- Federal and state funding available for HS programs is increasing a net \$5.5 million primarily due to increased funding for Medi-Cal, Child Welfare Services and IHSS.

## NET COUNTY COST

Most HS programs are state and/or federal mandates. The County share of funding is either mandated as a percentage of total program costs or as a fixed maintenance of effort. County share is comprised of a combination of Net County Cost and revenue from realignment funds. Realignment funds were created by two distinct and separate state realignment processes to offset the costs that were shifted to the County from the state for realigned programs. Their use is limited to designated social services programs.



Changes to HS County share needs are as follows:

**History of Social Services Realignment and Net County Cost  
HS Administrative Budget  
(In Millions)**

	ACTUALS					2015-16	2016-17	Increase/ (decrease)
	2011-12	2012-13	2013-14	2014-15	2015-16	Final Budget	Adopted Budget	
<u>Administrative Budget (DPA)</u>								
1991 Realignment	17.0	12.9	16.0	14.9	12.6	14.2	14.5	0.3
2011 Realignment	36.3	36.1	39.8	40.6	44.2	45.6	47.9	2.3
Net County Cost	13.4	14.6	17.0	14.5	16.6	17.0	21.0	4.0
<u>IHSS Providers (DPA)</u>								
1991 Realignment	37.4	37.8	37.8	39.1	42.7	42.7	44.0	1.3
<u>IHSS Public Authority (DPA)</u>								
1991 Realignment	0.9	0.9	0.9	1.0	1.0	1.0	1.0	-
<b>Total 1991 Realignment</b>	<b>55.3</b>	<b>51.6</b>	<b>54.7</b>	<b>55.0</b>	<b>56.3</b>	<b>57.9</b>	<b>59.5</b>	<b>1.7</b>
<b>Total 2011 Realignment</b>	<b>36.3</b>	<b>36.1</b>	<b>39.8</b>	<b>40.6</b>	<b>44.2</b>	<b>45.6</b>	<b>47.9</b>	<b>2.3</b>
<b>Grand Total Realignment</b>	<b>91.6</b>	<b>87.7</b>	<b>94.5</b>	<b>95.6</b>	<b>100.5</b>	<b>103.4</b>	<b>107.4</b>	<b>4.0</b>
<b>Total Net County Cost</b>	<b>13.4</b>	<b>14.6</b>	<b>17.0</b>	<b>14.5</b>	<b>16.6</b>	<b>17.0</b>	<b>21.0</b>	<b>4.0</b>

In aggregate, the HS Administrative Claim (DPA) budget unit includes a \$4.0 million net increase to Net County Cost. \$1.7 million of this increase is the CFS local share for staffing increases and classification changes necessary to enhance services to an increasing number of County families in need. \$1.0 million is the local share required for HS to access the federal and state funding required to fund increased salary, insurance, information technology and COWCAP costs. \$1.3 million is the increase in Net County Cost required to fund the County share of the stepped reduction of enhanced state CalFresh Administration funding that has been available since 2010. Net County Cost figures are estimates and are dependent upon actual expenditures and use of available funding sources. HS will closely manage changes arising from the state budget, grant funding and available realignment revenue. Significant changes will be addressed through the County’s quarterly budget 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:

	2015-16 Budget	2016-17 Budget	Inc/(Dec)
HS Support of Office of Homeless Assistance	350,000	350,000	-
PERC Training Expense	335,000	335,000	-
<b>Total HS General Fund Support</b>	<b>685,000</b>	<b>685,000</b>	<b>-</b>

**2016-17 POSITION SUMMARY\***

Division	2015-16	Adds	Deletes	Re-Orgs	2016-17	Limited	Regular
	Final Staffing				Adopted		
Transitional Assistance Department	3080	1	-131	0	2,950	0	2,950
Children and Family Services	979	70	0	0	1,049	17	1,032
Department of Aging and Adult Services	255	12	0	-1	266	0	266
HS Administration and Support Services	540	3	-3	1	541	4	537
<b>Total</b>	<b>4,854</b>	<b>86</b>	<b>-134</b>	<b>0</b>	<b>4,806</b>	<b>21</b>	<b>4,785</b>

\*Detailed classification listing available in Appendix D.





## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$345.6 million fund 4,806 budgeted positions of which 4,785 are regular positions and 21 are limited term positions. The budget includes a net decrease of 48 positions.

### TRANSITIONAL ASSISTANCE DEPARTMENT (TAD)

A small increase in TAD program funding is expected but is more than offset by increased salary costs and planned one-time expenditures. The stepped reduction of enhanced state CalFresh Administration funding also requires the reduction of eligibility staffing. As a result, TAD has identified the need to make the following changes to currently vacant positions:

#### Additions

- 1 TAD Regional Manager

#### Deletions (131 positions)

- 70 Eligibility Worker II
- 7 Eligibility Worker III
- 7 Eligibility Worker Supervisor I
- 10 Office Assistant II
- 1 Supervising Office Assistant
- 1 Staff Analyst II
- 1 Program Specialist I
- 30 Employment Services Specialist
- 3 Supervising Employment Services Specialist I
- 1 Employment Services Technician

### CHILDREN AND FAMILY SERVICES (CFS)

CFS funding increases due to availability of additional realignment funding and additional Discretionary General Funding (Net County Cost) allows for staffing additions as follows:

#### Additions (70 positions)

- 20 Social Service Practitioner
- 8 Supervising Social Services Practitioner
- 10 Social Worker II
- 10 Social Service Aide
- 7 Intake Specialist
- 1 Child Welfare Services Manager
- 12 Office Assistant III
- 1 Supervising Office Assistant
- 1 Media Specialist I – Children's Network



**DEPARTMENT OF AGING AND ADULTS SERVICES (DAAS)**

The IHSS MOE limits the County's liability for necessary increases to provide services to an increasing elderly population. This MOE structure allows the County to provide mandated levels of IHSS services and requires the County to contribute an established match from local resources. The required County match increases 3.5% each year. This structure allows DAAS to increase social worker and support staffing to the levels necessary to effectively administer services to IHSS clients. Available funding increases provides for staffing additions as follows:

Additions

- 3 Social Worker II
- 3 Supervising Social Worker
- 6 Office Assistant III

**HS ADMINISTRATION AND SUPPORT SERVICES**

HS Administration and Support Services Divisions have operated with few staffing changes in recent years in an effort to allow increased funding to be utilized by HS departments so that they may add program staff necessary to provide required services to clients. Available funding will be utilized to provide necessary support to all HS departments and necessitates some staffing changes within the Administration and Support Divisions. Staffing changes are as follows:

Additions

- |                                    |                                 |
|------------------------------------|---------------------------------|
| 1 Administrative Manager           | Administrative Support Division |
| 1 HS Emergency Services Supervisor | Administrative Support Division |
| 1 Staff Analyst II                 | Program Integrity Division      |

Deletions

- |                                      |                |
|--------------------------------------|----------------|
| 1 Contract Technical Analyst         | Administration |
| 1 Contract C-IV Financial Management | Administration |
| 1 Public Service Employee            | PERC           |



The following chart provides an overview of the funding sources and local share requirements for the programs that are budgeted in the HS Administrative Claim budget:

**REVENUE SOURCE AND NET COUNTY COST BREAKDOWN BY PROGRAM**

Transitional Assistance Department (TAD)	Appropriation	Revenue						Total Federal/State/Other	Local Share				Total Revenue	Staffing	
		Federal	% Federal	State	% State	Other	% Other		Realignment	% Realignment	Net County Cost (NCC)	% NCC			Total Local Share
Food Stamps	101,461,599	56,212,585	55%	35,259,075	35%			91,471,660	-	-	9,989,939	10%	9,989,939	101,461,599	1,075
CalFresh- Food Stamps Waiver One-Time Funding	2,538,401								-	-	2,538,401	100%	2,538,401	2,538,401	
<b>Single Allocation</b>															
CalWorks - Eligibility	33,225,444	33,225,444	100%	-	0%			33,225,444	-	-	-	-	-	33,225,444	404
CalWorks - Mental Health	8,614,120	-	-	8,614,120	100%			8,614,120	-	-	-	-	-	8,614,120	-
CalWorks - Cal-Learn	1,652,772	1,520,550	92%	132,222	8%			1,652,772	-	-	-	-	-	1,652,772	5
CalWorks - Welfare to Work	73,813,517	73,813,517	100%	-	-			73,813,517	-	-	-	-	-	73,813,517	431
CalWorks - Child Care Admin - Stage 1	3,795,788	3,795,788	100%	-	-			3,795,788	-	-	-	-	-	3,795,788	30
<b>Total Single Allocation</b>	<b>121,101,641</b>	<b>112,355,299</b>		<b>8,746,342</b>				<b>121,101,641</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>121,101,641</b>	<b>870</b>	
Medi-Cal	96,367,808	48,183,904	50%	48,183,904	50%			96,367,808	-	-	-	-	-	96,367,808	945
Foster Care Administration	5,868,539	2,934,270	50%	-	-			2,934,270	2,934,270	50%	-	-	2,934,270	5,868,539	54
General Relief Administration	731,098	-	-	-	-			-	-	-	731,098	100%	731,098	731,098	6
Other Programs	20,830,374	16,871,653	81%	3,958,721	19%			20,830,374	-	-	-	-	-	20,830,374	-
<b>Total TAD</b>	<b>348,899,459</b>	<b>236,557,710</b>		<b>96,148,042</b>				<b>332,705,751</b>	<b>2,934,270</b>		<b>13,259,438</b>		<b>16,193,707</b>	<b>348,899,459</b>	<b>2,950</b>
<b>Department of Children's Services (CFS)</b>															
Child Welfare Services - Basic	111,709,648	50,852,049	46%			7,161,029	6%	58,013,078	47,250,810	42%	6,445,760	6%	53,696,570	111,709,648	881
Foster Training and Recruitment	211,271	109,861	52%	-	0%			109,861	101,410	48%	-	-	101,410	211,271	2
Support and Therapeutic Options Program	938,946	-	0%	-	0%			-	938,946	100%	-	-	938,946	938,946	7
Adoptions	5,815,577	2,442,542	42%	-	0%			2,442,542	3,373,035	58%	-	-	3,373,035	5,815,577	46
ILP	1,564,973	719,887	46%	-	0%			719,887	845,085	54%	-	-	845,085	1,564,973	12
Other Programs	10,027,378	3,568,522	36%	2,545,468	25%			6,113,990	3,913,388	39%	-	-	3,913,388	10,027,378	80
Promoting Safe and Stable Families	1,899,801	1,899,801	100%	-	0%			1,899,801	-	-	-	-	-	1,899,801	15
Licensing	714,934	270,352	38%	444,582	62%			714,934	-	-	-	-	-	714,934	6
<b>Total CFS</b>	<b>132,882,528</b>	<b>59,863,014</b>		<b>2,990,050</b>		<b>7,161,029</b>		<b>70,014,093</b>	<b>56,422,674</b>		<b>6,445,760</b>		<b>62,868,434</b>	<b>132,882,528</b>	<b>1,049</b>
<b>Aging and Adult Services</b>															
In-Home Supportive Services	23,203,811	11,601,905	50%	11,601,905	50%			23,203,811	-	-	0%	-	-	23,203,811	245
Adult Protective Services	5,942,187	2,654,688	45%	-	0%			2,654,688	3,045,354	51%	242,145	4%	3,287,499	5,942,187	21
IHSS Provider Payments Local Match	44,984,557	-	0%	-	0%			-	44,984,557	100%	-	0%	44,984,557	44,984,557	
IHSS Provider Benefits Local Match	-	-	-	-	-			-	-	-	-	-	-	-	-
IHSS PA Local Cost Match	-	-	-	-	-			-	-	-	-	-	-	-	-
Other Programs	-	-	-	-	-			-	-	-	-	-	-	-	-
<b>Total Aging and Adult</b>	<b>74,130,555</b>	<b>14,256,593</b>		<b>11,601,905</b>		<b>-</b>		<b>25,858,499</b>	<b>48,029,911</b>		<b>242,145</b>		<b>48,272,056</b>	<b>74,130,555</b>	<b>266</b>
<b>HS Admin/Support</b>															
															<b>541</b>
<b>Non Claimable Costs</b>															
PERC Training Expense	335,000							-	-		335,000	100%	335,000	335,000	
Other	7,747,369			5,481,785	71%	1,550,230	20%	7,032,015	-		715,354	9%	7,747,369	7,747,369	
<b>Total</b>	<b>8,082,369</b>	<b>-</b>	<b>-</b>	<b>5,481,785</b>		<b>1,550,230</b>		<b>7,032,015</b>	<b>-</b>	<b>-</b>	<b>1,050,354</b>		<b>1,050,354</b>	<b>8,082,369</b>	
<b>Total Administrative Budget</b>	<b>563,994,911</b>	<b>310,677,317</b>	<b>55%</b>	<b>116,221,782</b>	<b>21%</b>	<b>8,711,259</b>		<b>435,610,359</b>	<b>107,386,855</b>	<b>19%</b>	<b>20,997,698</b>	<b>4%</b>	<b>128,384,552</b>	<b>563,994,911</b>	<b>4,806</b>



## Human Services Subsistence Funds - Consolidated

### DESCRIPTION OF MAJOR SERVICES

**Aid to Indigents (General Relief)** provides mandated County subsistence in the form of cash aid for food, shelter and transportation to indigents who do not meet categorical eligibility requirements for state and federally funded programs. These general relief payments facilitate transition to an employable status and/or provide interim assistance pending receipt of Social Security Income (SSI) benefits. Revenue under this program represents retroactive SSI payments which the County receives as reimbursements for general relief assistance provided to SSI eligible indigents prior to their enrollment in the SSI program and reimbursements made by non-SSI eligible indigents when assistance under this program is no longer needed.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$549,350,954
Total Sources (Incl. Reimb.)	\$516,266,338
Net County Cost	\$33,084,616
Total Staff	0
Funded by Net County Cost	6%

**Domestic Violence/Child Abuse Services** provides for a number of contracts with agencies to ensure temporary shelter, food, transportation, emergency services and treatment/counseling for adults and children who are victims of domestic violence and child abuse. The domestic violence program under SB 1246 is funded by a surcharge on marriage licenses and court fines imposed in domestic violence cases. The child abuse prevention program is funded by realignment and revenue generated from a surcharge placed on certified copies of birth certificates. Revenues from the surcharges are deposited into special revenue funds and used to fund the payments to contractors. These three revenue sources provide 100% of the funding for this program.

**Entitlement Payments (Child Care)** provides for the Stage One Child Care program administered by the Transitional Assistance Department (TAD). This program is one of the major programs of federal welfare reform and the resulting state CalWORKs program and is intended to fund child care for CalWORKs recipients who are seeking employment or have obtained employment. Child care provider payments are 100% federally and state funded through reimbursements by the state.

**Out-of-Home Child Care** provides assistance grants for room, board and care for children pending determination of eligibility for state or federal aid, those who are ineligible due to other resources or those who are undocumented residents. Some of these children have serious emotional and medical problems which increase the difficulty of locating appropriate facilities for care. Costs for this program can fluctuate based on the unique nature and requirements of each individual case and are funded with Discretionary General Funding (Net County Cost).

**Aid to Adoptive Children** 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 two times greater than CFS cases due to the higher levels of care required for these juveniles. There are two funding eligibility criteria in the Foster Care Program, federal (federal, realignment and County participation) and non-federal (realignment and County only). Foster Care placements are generally eligible for federal financial participation if the parents meet the previous Aid to Families with Dependent Children (AFDC) Program criteria.

- For federal cases, the cost-sharing ratios are now approximately 45% federal and 55% County.
- For non-federal cases all costs are borne by the County.
- All County share-of-cost is funded with realignment and Discretionary General Funding (Net County Cost).



**Refugee Cash Assistance** provides assistance payments for a maximum of eight months to all refugees who cannot meet the requirements for the Refugee Demonstration Project and CalWORKs programs. This program is 100% federally funded, and federal participation is open-ended.

**Cash Assistance for Immigrants** program, under AB 2779, provides cash assistance to aged, blind and disabled legal immigrants, who meet the Supplemental Security Income/State Supplementary Payment (SSI/SSP) immigration status requirements in effect on August 21, 1998, and all other current SSI/SSP eligibility requirements, yet are no longer eligible for SSI/SSP solely due to their immigration status. This program is 100% state funded.

**CalWORKs – All Other Families** provides CalWORKs assistance payments to families eligible for aid and includes all cases that have not been identified as two-parent families. The federal and state governments reimburse 97.6% of the costs for this program. Approximately 65.5% is State Realignment. The mandated 2.4% County share is funded by Discretionary General Funding (Net County Cost) and child support collections.

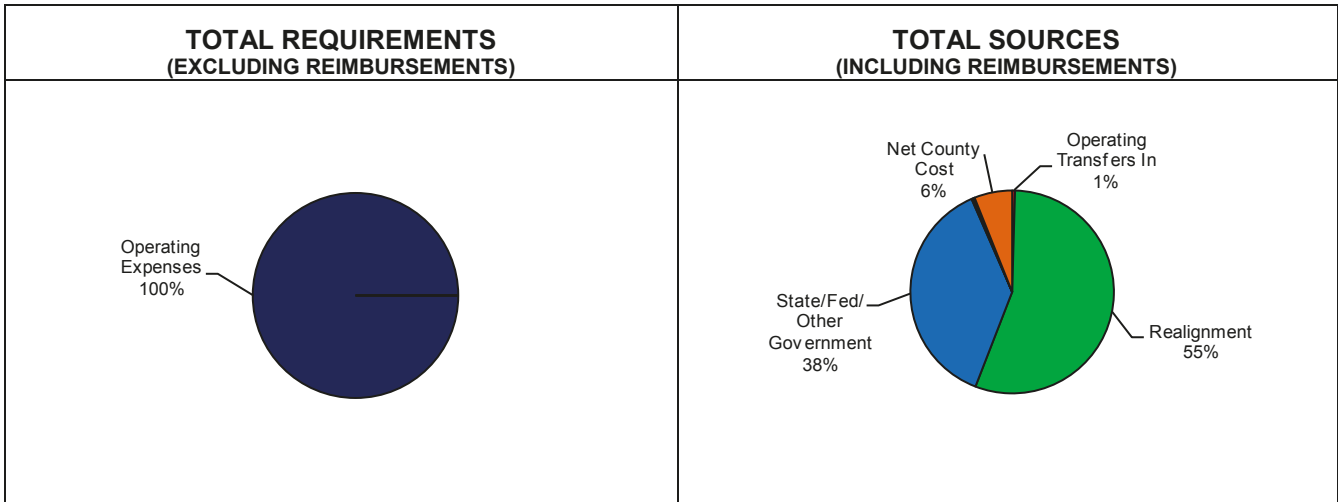
**Kinship Guardianship Assistance Program (Kin-Gap)** provides a subsidy to children who leave the juvenile court dependency system to live with a relative legal guardian. It offers relative caregivers of dependent children an option for providing a permanent home to these children. To be eligible for 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 54% federally funded. The remaining 46% is funded with Realignment and Discretionary General Funding (Net County Cost).

**CalWORKs – 2 Parent Families** provides payments to resident families who are eligible for aid in accordance with state law. This budget includes all cases identified as having two parents in the home. The federal and state governments reimburse 97.6% of the costs for this program. The mandated County share of 2.4% is funded by Discretionary General Funding (Net County Cost) and child support collections.

All HS Subsistence programs are mandated by federal or state law.

There is no staffing associated with these budget units. Services for the above programs are provided by staff budgeted in the Human Services (HS) Administrative Claim budget unit.

**2016-17 ADOPTED BUDGET**



### ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Human Services  
 DEPARTMENT: Human Services Subsistence  
 FUND: General

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	470,192,568	485,787,744	516,486,644	550,201,613	526,466,309	549,350,954	(850,659)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	470,192,568	485,787,744	516,486,644	550,201,613	526,466,309	549,350,954	(850,659)
Reimbursements	(755,768)	(777,926)	(778,504)	(883,400)	(787,715)	(883,400)	0
Total Appropriation	469,436,800	485,009,818	515,708,140	549,318,213	525,678,595	548,467,554	(850,659)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	469,436,800	485,009,818	515,708,140	549,318,213	525,678,595	548,467,554	(850,659)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	135,832,835	153,302,411	293,435,357	308,714,084	304,994,529	304,458,131	(4,255,953)
State/Fed/Other Government	301,519,375	295,228,473	186,852,301	204,593,798	184,447,739	206,489,977	1,896,179
Fee/Rate	0	1,773,291	1,773,562	1,743,336	1,866,459	1,627,967	(115,369)
Other Revenue	487,201	308,254	249,531	248,000	350,872	306,863	58,863
Total Revenue	437,839,411	450,612,429	482,310,751	515,299,218	491,659,600	512,882,938	(2,416,280)
Operating Transfers In	5,000,000	5,000,000	4,500,000	3,500,000	3,500,000	2,500,000	(1,000,000)
Total Financing Sources	442,839,411	455,612,429	486,810,751	518,799,218	495,159,600	515,382,938	(3,416,280)
Net County Cost	26,597,389	29,397,389	28,897,389	30,518,995	30,518,995	33,084,616	2,565,621
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

### DETAIL OF 2016-17 ADOPTED BUDGET

2016-17

	Requirements	Sources	Net County Cost	Staffing
<b>Subsistence Funds</b>				
Aid to Indigents (Fund AAA ATI)	1,556,873	306,863	1,250,010	0
Domestic Violence/Child Abuse Services (Fund AAA DVC)	531,812	531,812	0	0
Entitlement Payments (Child Care) (Fund AAA ETP)	25,528,380	25,528,380	0	0
Out-of-Home Child Care (Fund AAA OCC)	1,110,566	0	1,110,566	0
Aid to Adoptive Children (AAB ATC)	68,000,000	65,700,480	2,299,520	0
AFDC - Foster Care (Fund AAB BHI)	148,623,654	127,726,708	20,896,946	0
Refugee Cash Assistance (AAB CAP)	125,000	125,000	0	0
Cash Assistance for Immigrants (AAB CAS)	2,521,954	2,521,954	0	0
CalWORKs - All Other Families (AAB FGR)	244,312,640	239,287,028	5,025,612	0
Kinship Guardianship Assistance Program (AAB KIN)	12,305,750	10,804,158	1,501,592	0
CalWORKs - 2 Parent Families (Fund AAB UPP)	43,850,925	42,850,555	1,000,370	0
Total Subsistence Funds	548,467,554	515,382,938	33,084,616	0



**Aid to Indigents (General Relief):** Requirements of \$1.6 million provide cash aid for food, shelter and transportation as well as SSI advocacy legal fees to indigents who do not meet categorical eligibility requirements for state and federally funded programs. Sources of \$306,863 represent aid payment reimbursement and SSI collections. This budget unit has a Net County Cost of \$1.3 million.

**Domestic Violence/Child Abuse Services:** Expenses of \$1.4 million for contracts with agencies to ensure temporary shelter, food, transportation, emergency services and treatment/counseling for adults and children who are victims of domestic violence and child abuse. This is funded by Reimbursements of \$833,400 from surcharges placed on certified copies of birth certificates, marriage licenses and court fines imposed in domestic violence cases, and Sources of \$531,812 of realignment funding that is dedicated to the child abuse prevention program. There is no Net County Cost for this budget unit.

**Entitlement Payments (Child Care):** Requirements of \$25.5 million provide payments to child care providers for CalWORKs Stage One Child Care. Sources of \$25.5 million represent state and federal funding for the program. There is no Net County Cost for this budget unit.

**Out-of-Home Child Care:** Requirements of \$1.1 million provide assistance grants for room, board and care for children pending determination of eligibility for state or federal aid, those who are ineligible due to other resources, or those who are undocumented residents. This budget unit is 100% funded with Net County Cost.

**Aid to Adoptive Children:** Requirements of \$68.0 million provide assistance to adoptive parents who would otherwise not be able to provide for a child's special needs. Sources of \$65.7 million include \$29.0 million in federal revenue and \$36.7 million in Realignment revenue. This budget unit has a Net County Cost of \$2.3 million.

**AFDC-Foster Care:** Requirements of \$148.6 million consist of \$147.1 million in aid payments and other expenses for children living in foster homes and group-care facilities and \$1.5 million in transfers to the Wraparound Reinvestment Fund. Sources of \$127.7 million include \$50.2 million in federal revenue, \$74.2 million Realignment revenue, \$2.5 million transferred from the Wraparound Reinvestment Fund and \$864,524 in Child Support collections. This budget unit has a Net County Cost of \$20.9 million.

**Refugee Cash Assistance:** Requirements of \$125,000 provide assistance payments for a maximum of eight months to all refugees who cannot meet the requirements for the Refugee Demonstration Project and CalWORKs programs. Sources of \$125,000 represent federal funding for the program. There is no Net County Cost for this budget unit.

**Cash Assistance for Immigrants:** Requirements of \$2.5 million provide cash assistance to aged, blind and disabled legal immigrants who are no longer eligible for SSI/SSP. Sources of \$2.5 million represent state funding for the program. There is no Net County Cost for this budget unit.

**CalWORKs – All Other Families:** Requirements of \$244.3 million provide assistance payments to families that are eligible for aid and include all cases that have not been identified as two-parent families. Sources of \$239.3 million include \$78.4 million in federal revenue, \$160.1 million in Realignment revenue, and \$715,736 in Child Support collections. This budget unit has a Net County Cost of \$5.0 million.

**Kinship Guardianship Assistance Program (Kin-GAP):** Requirements of \$12.3 million provide subsidies to relative caregivers of children who leave the juvenile court dependency system to live with a relative legal guardian. Sources of \$10.8 million include \$6.7 million in federal and state revenue, \$4.1 million in Realignment revenue, and \$30,736 in Child Support collections. This budget unit has a Net County Cost of \$1.5 million.

**CalWORKs – 2 Parent Families:** Requirements of \$43.9 million provide assistance payments to families eligible for aid and includes all cases that have been identified as two-parent families. Sources of \$42.9 million include \$14.1 million in federal revenue, \$28.8 million in Realignment revenue and \$16,971 in Child Support collections. This budget unit has a Net County Cost of \$1.0 million.





## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$850,659 due to a reduction in CalWORKs caseload that results in a decline in direct payment to clients.

Sources are decreasing by \$3.4 million due to the following:

- Realignment is decreasing by \$4.3 million primarily due to anticipated caseload decreases in CalWORKs cash aid. These budgets require a greater commitment of Realignment compared to Foster Care and Adoptions.
- State/Fed/Other Government is increasing by \$1.9 million primarily due to anticipated increases in Adoptions, Foster Care and Kinship Assistance programs that bring a greater reimbursement of federal funding.
- Operating Transfers In is decreasing by \$1.0 million due to declining available funding in the Wraparound Reinvestment budget that is used to offset local matching funds for Foster Care.

Net County Cost is increasing by \$2.6 million primarily due to caseload increases in Adoptions, Foster Care and Kinship Guardianship Assistance Programs.

### History of Social Services Realignment and Net County Cost HS Subsistence Budgets (In Millions)

	ACTUALS				2015-16 Final Budget	2016-17 Budget	Increase/ (decrease)
	2012-13	2013-14	2014-15	2015-16			
<u>Domestic Violence (DVC)</u>							
2011 Realignment	0.5	0.5	0.5	0.5	0.5	0.5	0.0
<u>Aid to Adoptive Children (ATC)</u>							
1991 Realignment	5.6	6.2	6.5	7.3	7.3	6.5	(0.8)
2011 Realignment	22.9	24.4	25.7	27.5	27.8	30.3	2.5
Net County Cost	2.0	2.0	2.0	1.9	2.0	2.3	0.3
<u>AFDC Foster Care (BHI)</u>							
1991 Realignment	27.5	25.6	28.5	31.5	32.6	33.7	1.1
2011 Realignment	27.8	26.0	31.6	37.3	37.3	40.5	3.2
Net County Cost	15.2	18.4	17.6	19.2	18.6	20.9	2.3
<u>CalWORKs Cash Aid - (FGR&amp;UPP)</u>							
Family Support Realignment	-	7.0	98.0	91.3	76.3	94.4	18.1
CalWORKs MOE Realignment	47.4	60.9	98.3	105.1	123.3	94.4	(28.9)
Net County Cost	5.8	6.2	6.1	5.8	6.4	6.0	(0.4)
<u>Kinship Guardianship Assistance Program (KIN)</u>							
Family Support Realignment	-	-	0.8	0.5	-	1.0	1.0
2011 Realignment	4.1	2.6	3.7	4.0	3.6	3.1	(0.4)
Net County Cost	0.8	1.0	1.1	1.3	1.1	1.5	0.4
<u>All other subsistence budgets</u>							
Net County Cost	2.8	1.8	2.1	2.4	2.4	2.4	(0.0)
<b>Total 1991 Realignment</b>	<b>33.1</b>	<b>31.8</b>	<b>35.0</b>	<b>38.8</b>	<b>39.9</b>	<b>40.1</b>	<b>0.2</b>
<b>Total 2011 Realignment</b>	<b>55.3</b>	<b>53.5</b>	<b>61.5</b>	<b>69.3</b>	<b>69.2</b>	<b>74.5</b>	<b>5.3</b>
<b>CalWORKs MOE Realignment</b>	<b>47.4</b>	<b>60.9</b>	<b>98.3</b>	<b>105.1</b>	<b>123.3</b>	<b>94.4</b>	<b>(28.9)</b>
<b>Family Support Realignment</b>	<b>-</b>	<b>7.0</b>	<b>98.8</b>	<b>91.8</b>	<b>76.3</b>	<b>95.4</b>	<b>19.1</b>
<b>Grand Total Realignment</b>	<b>135.8</b>	<b>153.2</b>	<b>293.6</b>	<b>305.0</b>	<b>308.7</b>	<b>304.5</b>	<b>(4.3)</b>
<b>Total Net County Cost</b>	<b>26.6</b>	<b>29.4</b>	<b>28.9</b>	<b>30.5</b>	<b>30.5</b>	<b>33.1</b>	<b>2.6</b>





## Wraparound Reinvestment Fund

### DESCRIPTION OF MAJOR SERVICES

The Wraparound Services Program was created through Senate Bill (SB) 163, Chapter 795, Statutes of 1997, and is an intensive, community-based and family-centered process designed to allow children with serious behavior and/or emotional difficulties to remain in their community at the lowest level of care possible instead of being placed in a group home setting. Payments for Wraparound Services are included in the Aid to Families with Dependent Children (AFDC) – Foster Care budget unit. This bill allows counties to accumulate savings realized from a wraparound program and requires that the savings be reinvested in a Child Welfare Services Program.

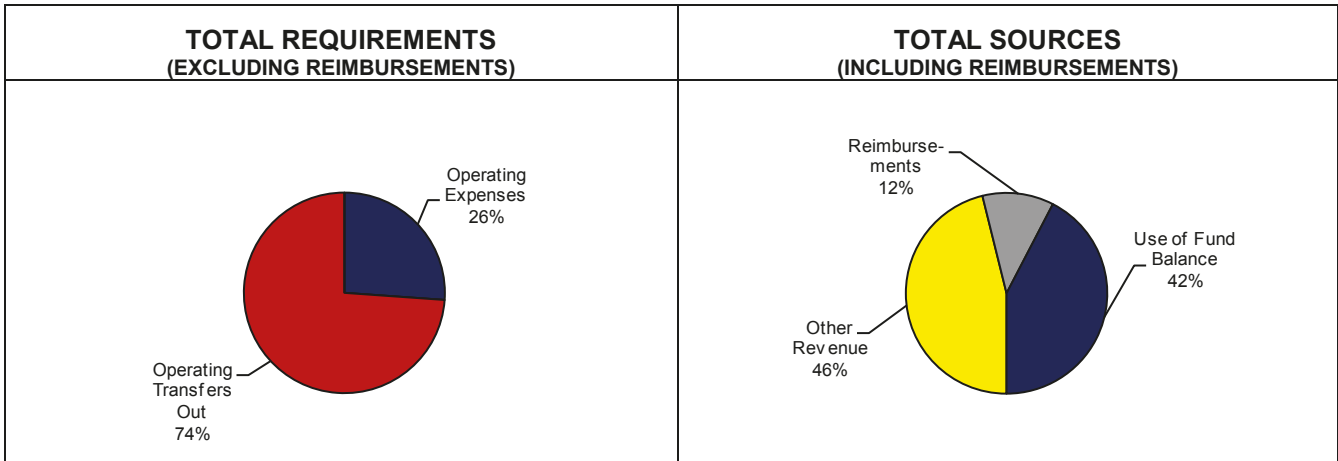
Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$13,078,529
Total Sources (Incl. Reimb.)	\$7,535,000
Use of/ (Contribution to) Fund Balance	\$5,543,529
Total Staff	0

Contracts have been established with four agencies to provide Countywide Wraparound Program Services to high risk children. These contracts stipulate that the County will retain 5% of the monthly Wraparound Foster Care payments for federally eligible cases and 10% of the monthly Wraparound Foster Care payments for non-federally eligible cases.

This budget unit will provide funding to 1) reinvest in services for youth in placement while they are being assessed for residential based services, 2) enhance services provided to foster care children and their families 3) expand services to youth aging out of the foster care system in order to promote self-sufficiency in these young adults, and 4) provide matching funds to access additional federal funding in support of the Child Welfare Services Program.

This budget unit requires no Discretionary General Funding (Net County Cost) since amounts are withheld from existing AFDC – Foster Care maintenance payments.

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

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

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	189,625	108,906	(1,088)	0	0	0	0
Operating Expenses	1,915,383	3,200,344	2,421,619	3,888,000	2,440,966	3,417,500	(470,500)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	2,105,008	3,309,250	2,420,531	3,888,000	2,440,966	3,417,500	(470,500)
Reimbursements	(1,682,492)	(1,094,695)	(1,472,398)	(2,000,000)	(1,236,717)	(1,500,000)	500,000
Total Appropriation	422,516	2,214,555	948,133	1,888,000	1,204,249	1,917,500	29,500
Operating Transfers Out	10,087,889	5,000,000	4,500,000	10,871,462	3,500,000	9,661,029	(1,210,433)
Total Requirements	10,510,405	7,214,555	5,448,133	12,759,462	4,704,249	11,578,529	(1,180,933)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	12,069	0	0
Other Revenue	6,071,418	7,310,709	4,621,970	6,313,760	4,731,570	6,035,000	(278,760)
Total Revenue	6,071,418	7,310,709	4,621,970	6,313,760	4,743,639	6,035,000	(278,760)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	6,071,418	7,310,709	4,621,970	6,313,760	4,743,639	6,035,000	(278,760)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	4,438,987	(96,154)	826,163	6,445,702	(39,390)	5,543,529	(902,173)
Available Reserves				438,367		1,379,931	941,564
Total Fund Balance				6,884,069		6,923,460	39,391
Budgeted Staffing*	6	6	1	0	0	0	0

\*Data represents final budgeted staffing

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

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Requirements of \$11.6 million consist of the following:

- Operating Expenses of \$3.4 million for services and supplies, travel and public assistance expenses to provide supportive services to children in need.
- Reimbursements of \$1.5 million resulting from the retention of funds from contractor payments.
- Operating Transfers Out of \$9.7 million includes \$7.2 million to the Human Services Administrative Claim budget unit to provide matching funds allowing access to additional federal funding in support of the Child Welfare Services Program and \$2.5 million to AFDC Foster Care budget unit for required matching funds previously matched with 1991 Realignment.

Sources of \$6.0 million are anticipated from unexpended funds that will be recovered from contractors as each annual contract settlement is concluded.



## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$1.2 million and include the following:

- Operating Expenses are decreasing by \$470,500 due to an overall decrease in expenditures for sponsorships and miscellaneous supportive services. Many of these services are already being provided by Children and Family Services and are included in the HS Administrative Claim budget to leverage access to available federal revenue.
- Reimbursements are being reduced by \$500,000 to reflect the actual retention of funds from contractor payments over the last three years.
- Operating Transfers Out is decreasing by \$1.2 million due to the decreased need for matching funds for Child Welfare Services Programs.

Sources are decreasing by \$278,760 due to anticipated reductions in recoveries from contractors.

Available Reserves are increasing by \$941,564. Remaining reserves may be used to cover future Wraparound Services program payments.

## ANALYSIS OF FUND BALANCE

Fund Balance usage is budgeted to decrease by \$902,173 reflecting reductions of ongoing matching for Child Welfare Services Programs that was determined to be unsustainable. Realignment and other funding are utilized to replace the use of wraparound funds to maintain current program levels and provide additional funding in the future. The revenues that replace the use of wraparound funds are budgeted in the Human Services Administrative Claim budget.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit. Services for this program are provided by staff budgeted in the Human Services (HS) Administrative Claim budget unit.



## AGING AND ADULT SERVICES

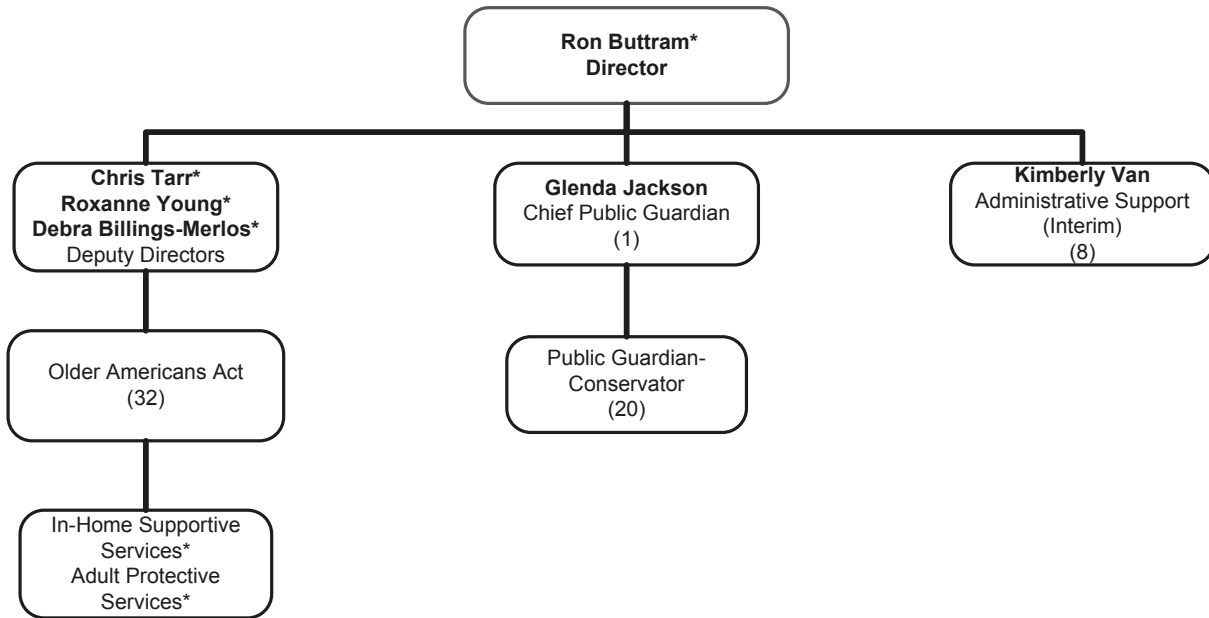
### Ron Buttram

#### 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 budgeted in the Human Services Administrative Claim budget unit

#### 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Aging and Adult Services	9,450,173	9,450,173	0			40
Public Guardian - Conservator	1,309,616	422,000	887,616			21
<b>Total General Fund</b>	<b>10,759,789</b>	<b>9,872,173</b>	<b>887,616</b>	<b>0</b>	<b>0</b>	<b>61</b>
<b>Total - All Funds</b>	<b>10,759,789</b>	<b>9,872,173</b>	<b>887,616</b>	<b>0</b>	<b>0</b>	<b>61</b>



**2015-16 MAJOR ACCOMPLISHMENTS**

- Received National Association of Counties (NACo) Achievement Awards for the DAAS Mentoring Program, IHSS Intake Process Improvement Plan (II-PIP), IHSS Provider Services: A Collaborative Effort, and “It’s Not Your Fault” Campaign.
- Received 2015 National Association of Area Agencies on Aging (n4a) Innovation and Achievement Award for PC 368.1 Law Enforcement Card and Training Program.
- Provided 133,522 Congregate meals and 267,414 Home-Delivered meals (through November 2015) via the department’s Elderly Nutrition Program.

**DEPARTMENT PERFORMANCE MEASURES**

<b>COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.</b>	Percentage of conservatees' bills paid within 10 days of receipt	96%	87%	94%	87%
<b>STRATEGY</b>	Ensure Public Guardian provides timely and accurate financial support to conservatees.					
<b>COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.</b>	Number of customers contacted by Senior Information and Assistance staff	14,892	13,930	16,025	14,000
<b>STRATEGY</b>	Enhance senior safety and independence by connecting customers with community resources.					
<b>COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.</b>	Percentage of emergency APS referrals responded to within 24 hours	100%	100%	100%	100%
<b>STRATEGY</b>	Provide in-person response within 24 hours to emergency Adult Protective Services (APS) referrals, including intake, intervention, and/or reports of life threats or crises.					



## Aging & Adult Services

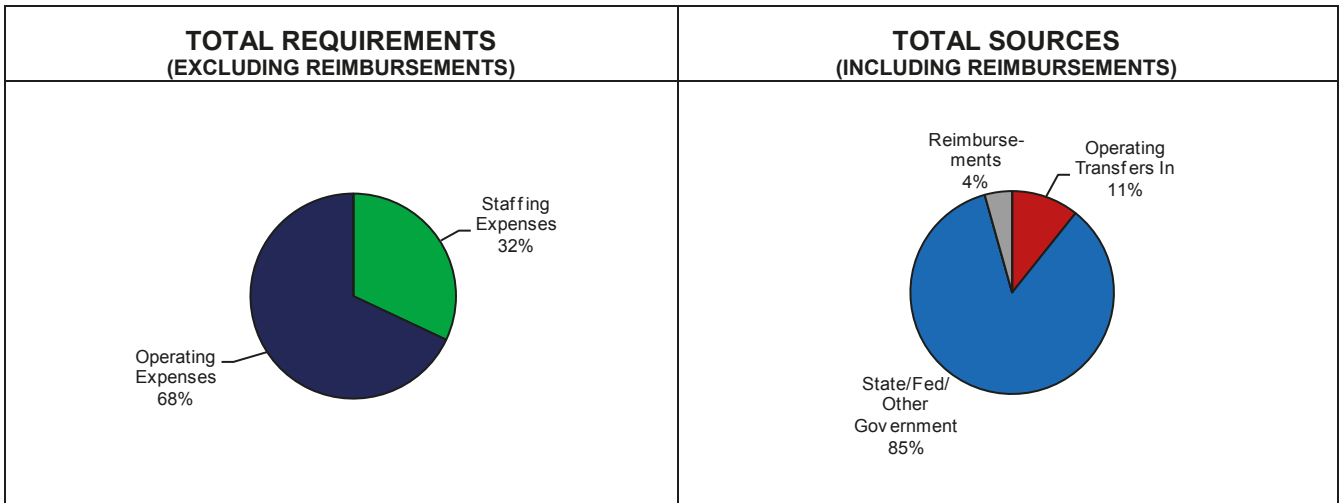
### DESCRIPTION OF MAJOR SERVICES

The Department of Aging & Adult Services (DAAS), under the direction of the California Department of Aging (CDA), serves as the federally-designated Area Agency on Aging (AAA) for the County of San Bernardino and is responsible for administering programs under the Older American Act.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$9,879,231
Total Sources (Incl. Reimb.)	\$9,879,231
Net County Cost	\$0
Total Staff	40
Funded by Net County Cost	0%

The department works to ensure options are easily accessible to all older individuals and to have a visible resource where seniors can go or call for information. Programs offered by the Department include Senior Information and Assistance (SIA), Elderly Nutrition Program, Senior Community Service Employment Program (SCSEP), Senior Supportive Services, Health Insurance Counseling and Advocacy Program (HICAP), Family Caregiver Support Program (FCSP), Multipurpose Senior Services Program (MSSP), and Long-term Care Ombudsman Program (OMB).

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Human Services  
DEPARTMENT: Aging & Adult Services  
FUND: General

BUDGET UNIT: AAF OOA  
FUNCTION: Public Assistance  
ACTIVITY: Public Assistance Administration

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	3,401,839	3,280,439	2,934,147	3,080,869	2,732,084	3,162,041	81,172
Operating Expenses	6,344,441	5,806,596	6,709,684	7,311,506	7,176,127	6,717,190	(594,316)
Capital Expenditures	0	0	0	53,000	51,019	0	(53,000)
Total Exp Authority	9,746,280	9,087,035	9,643,831	10,445,375	9,959,230	9,879,231	(566,144)
Reimbursements	(429,147)	(494,474)	(356,476)	(453,888)	(416,196)	(429,058)	24,830
Total Appropriation	9,317,133	8,592,561	9,287,355	9,991,487	9,543,034	9,450,173	(541,314)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	9,317,133	8,592,561	9,287,355	9,991,487	9,543,034	9,450,173	(541,314)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	8,276,356	7,321,847	8,322,691	8,931,562	8,650,071	8,392,553	(539,009)
Fee/Rate	84,256	0	0	0	0	0	0
Other Revenue	52,171	10,862	(7,938)	0	2,366	0	0
Total Revenue	8,412,783	7,332,709	8,314,753	8,931,562	8,652,437	8,392,553	(539,009)
Operating Transfers In	1,057,620	1,207,627	1,057,620	1,059,925	1,059,925	1,057,620	(2,305)
Total Financing Sources	9,470,403	8,540,336	9,372,373	9,991,487	9,712,362	9,450,173	(541,314)
Net County Cost	(153,270)	52,225	(85,018)	0	(169,328)	0	0
Budgeted Staffing*	47	43	38	40	40	40	0

\*Data represents final budgeted staffing

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Staffing Expenses of \$3.2 million fund 33 regular positions and seven limited term positions. Operating Expenses of \$6.7 million include funding for contracted services for the Elderly Nutrition, Senior Supportive Services, Family Caregiver programs, and MSSP programs. Sources consist of state and federal revenue of \$8.4 million, of which \$4.2 million will support the Senior Nutrition Services (Title IIIC), \$1.2 million for MSSP, \$1.3 million for Senior Supportive Services (Title IIIB), and \$607,000 for Family Caregiver programs. Operating Transfers In of \$1.1 million represent Discretionary General Funding for aging programs.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$541,314 primarily due to reductions in services and supplies, contracted vendor payments, and reimbursements received from other departments. The reduction in Requirements reflects the decrease in Sources.

Sources are decreasing by \$541,314 primarily as a result of the elimination of one-time federal funding received in 2015-16 for the Elderly Nutrition, Supportive Services, and Family Caregiver programs.



**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Administrative Support	8	0	0	0	8	0	8
MSSP	9	0	0	0	9	0	9
Ombudsman	6	0	0	0	6	5	1
SCSEP	2	0	0	0	2	2	0
SIA	15	0	0	0	15	0	15
Total	40	0	0	0	40	7	33

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$3.2 million fund 40 budgeted positions of which 33 are regular positions and seven are limited term positions. No staffing changes are requested.





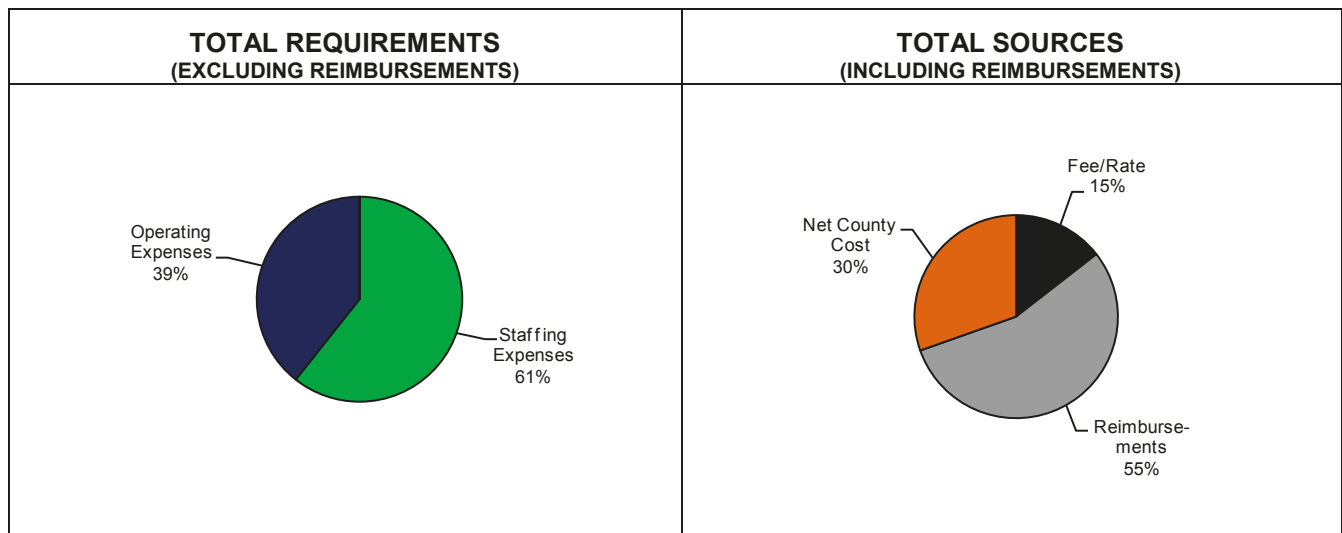
## Public Guardian - Conservator

### DESCRIPTION OF MAJOR SERVICES

By court appointment, the Public Guardian-Conservator acts as conservator of last resort for individuals found to be gravely disabled or who lack capacity to manage their finances and provide their own care. A conservator has the responsibility for the conservatee’s care, custody and control. The conservator determines where the conservatee lives and ensures his/her daily needs are met. Conservatees must be placed in the least restrictive placement, which may include, but is not limited to the following: medical, psychiatric, nursing, or other licensed facility or state hospital, county hospital, or United States government hospital.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$2,918,582
Total Sources (Incl. Reimb.)	\$2,030,966
Net County Cost	\$887,616
Total Staff	21
Funded by Net County Cost	30%

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Human Services  
DEPARTMENT: DAAS - Public Guardian  
FUND: General

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

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	1,410,648	1,520,273	1,418,119	1,480,225	1,407,780	1,770,412	290,187
Operating Expenses	640,965	567,956	695,182	1,169,628	1,017,750	1,148,170	(21,458)
Capital Expenditures	0	0	42,427	0	0	0	0
Total Exp Authority	2,051,613	2,088,229	2,155,729	2,649,853	2,425,530	2,918,582	268,729
Reimbursements	(1,358,597)	(1,229,253)	(1,183,544)	(1,461,042)	(1,370,439)	(1,608,966)	(147,924)
Total Appropriation	693,016	858,976	972,185	1,188,811	1,055,092	1,309,616	120,805
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	693,016	858,976	972,185	1,188,811	1,055,092	1,309,616	120,805
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	146,673	155,717	81,242	0	0	0	0
Fee/Rate	96,316	112,216	351,329	280,513	496,598	422,000	141,487
Other Revenue	179	(1,572)	1,496	0	459	0	0
Total Revenue	243,168	266,361	434,069	280,513	497,057	422,000	141,487
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	243,168	266,361	434,069	280,513	497,057	422,000	141,487
Net County Cost	449,848	592,615	538,116	908,298	558,035	887,616	(20,682)
Budgeted Staffing*	19	19	19	21	21	21	0

\*Data represents final budgeted staffing

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Staffing Expenses of \$1.8 million fund 21 regular positions. Operating Expenses of \$1.1 million represent program expenses that include COWCAP, Central Services, and County Counsel legal expenses. Reimbursements of \$1.6 million include funding received from the Department of Behavioral Health for conservatee case costs and from the Sheriff/Coroner/Public Administrator for shared warehouse costs.

Estate fee revenue of \$422,000 represents court-ordered fees paid to the department from the estates of conservatees.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$120,805 primarily as a result of increased staffing expenses which includes the full year budgeting of two positions added in 2015-16, and higher County Counsel legal expenses which are partially offset by an increase in Reimbursements received from the Department of Behavioral Health.

Sources are increasing by \$141,487 as a result of increased collections of court-ordered Estate Fees charged to conservatees. Net County Cost is decreasing by \$20,682 primarily due to one-time 2015-16 mid-year adjustments.



**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Public Guardian Conservator	21	0	0	0	21	0	21
Total	21	0	0	0	21	0	21

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$1.8 million fund 21 budgeted regular positions. There are no staffing changes requested.



# CHILD SUPPORT SERVICES

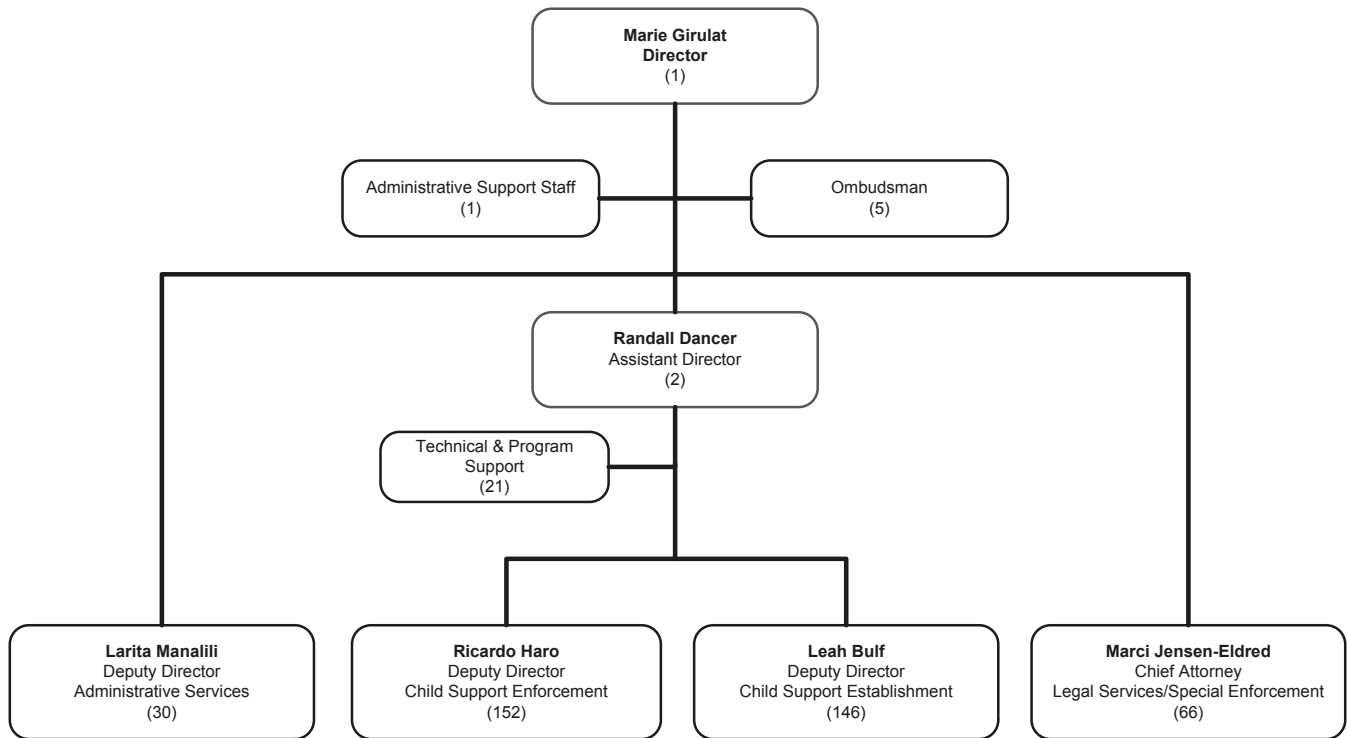
## Marie Girulat

### 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. We provide timely and effective service in a professional manner.*



### ORGANIZATIONAL CHART



### 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Child Support Services	39,889,701	39,889,701	0			424
Total General Fund	39,889,701	39,889,701	0	0	0	424
<b>Total - All Funds</b>	39,889,701	39,889,701	0	0	0	424



## 2015-16 MAJOR ACCOMPLISHMENTS

- Collected \$177.0 million in child support payments for federal Fiscal Year 2015.
- Participated in 12 Workforce Development Department Rapid Response sessions, providing information about the child support program and case-specific assistance to individuals who were impacted by employer downsizing.
- Continued to work with the Probation Department and the AB 109 program, making 15 presentations at Day Reporting Centers throughout the County to provide child support program information and case-specific remedies to probationers.
- Utilized social media and kiosks located in the department branches to increase public awareness and allowing customers to access case information.
- Assisted over 1,500 customers through outreach activities.
- Collected over 1,500 payments totaling over \$374,480 through the recently launched MoneyGram and PayNearMe services, allowing customers to make payments on their cases at participating convenience stores.



**DEPARTMENT PERFORMANCE MEASURES**

<b>COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS.</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.</b>	Percentage of current child support collected compared to the total current child support due.	65.3%	67%	66%	67%
<b>STRATEGY</b>	Work in collaboration with parents to obtain accurate and appropriate child support orders for families in San Bernardino County.					
<b>STRATEGY</b>	Increase the collection of current child support which will result in more money being received by San Bernardino County families.					
<b>STRATEGY</b>	Educate parents about the child support program, the importance of paying consistently, and the need for reliable child support on a monthly basis.					
<b>COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS.</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.</b>	Percentage of child support cases with collection of arrears compared to the total child support cases with arrears owed.	67.4%	69%	69%	69%
<b>STRATEGY</b>	Continue to utilize a dedicated team for the collection of child support arrears/past-due child support with a focus on increased collections.					
<b>STRATEGY</b>	Encourage parents with non-DCSS cases to utilize the department's services early in the life of their case to minimize the accumulation of child support arrears.					
<b>COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS.</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.</b>	Amount of child support collected for every dollar expended.	\$4.42	\$4.35	\$4.54	\$4.35
<b>STRATEGY</b>	Implement efficiencies in department processes in order to increase collections and improve cost effectiveness.					
<b>STRATEGY</b>	Continue to implement efficient processes regarding the Automated Statewide Child Support System to identify changes that will improve collections and cost effectiveness.					



## Child Support Services

### DESCRIPTION OF MAJOR SERVICES

The Department of Child Support Services (DCSS) promotes family self-sufficiency by helping parents meet their mutual obligation to provide financial and medical support for their children. These services are offered throughout San Bernardino County with offices located in the high desert, west end, and the greater San Bernardino area.

**Budget at a Glance**

Total Requirements (Excl. Reimb.)	\$39,889,701
Total Sources (Incl. Reimb.)	\$39,889,701
Net County Cost	\$0
Total Staff	424
Funded by Net County Cost	0%

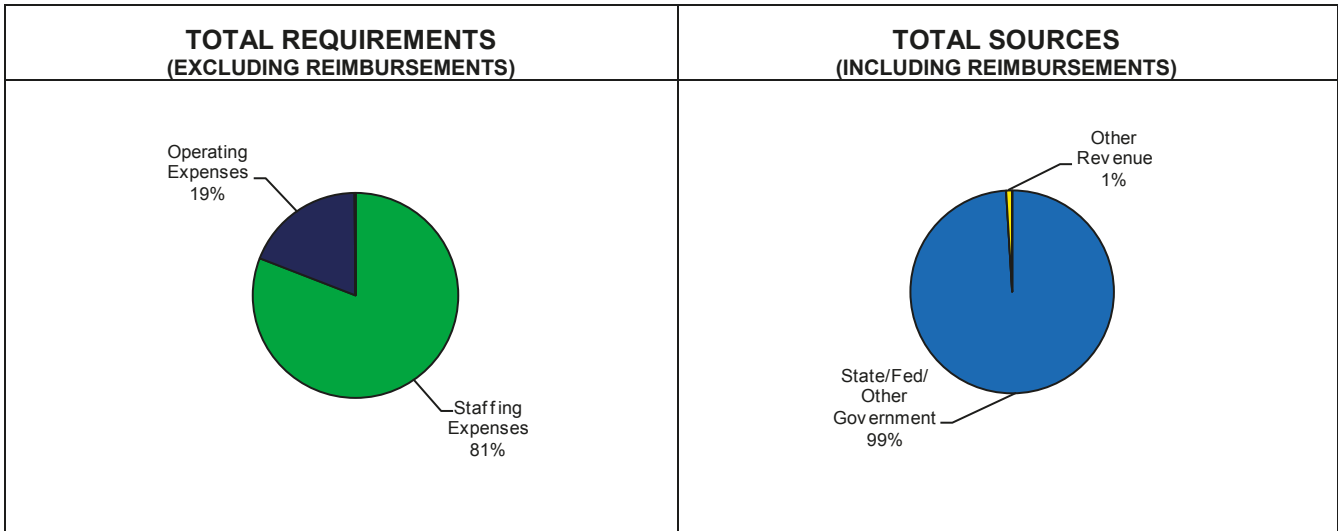
DCSS is dedicated to administering the program in a manner that puts the needs of the children first and foremost. The belief that working collaboratively with parents in understanding and meeting their obligations is a fundamental element in the success of the program.

The services provided by DCSS include the following:

- Locating parents to establish court orders for paternity, child and medical support.
- Enforcing court orders for child, family, spousal, and medical support.
- Securing child support payments.
- Maintaining records of payments made and balances due.
- Modifying court orders when appropriate.

Additionally, DCSS offers services to assist customers with concerns that may arise in the progress of their case. The Ombudsman program administers the Complaint Resolution process, in which customers have the opportunity to raise concerns with the processing of their case, pursue resolution, and obtain information about the child support program and their rights and responsibilities.

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Human Services  
DEPARTMENT: Child Support Services  
FUND: General

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

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	31,210,827	32,817,028	30,908,461	32,242,080	32,003,034	32,270,442	28,362
Operating Expenses	7,587,812	7,561,288	7,633,948	8,296,896	7,911,945	7,556,222	(740,674)
Capital Expenditures	100,033	190,578	0	12,850	5,752	63,037	50,187
Total Exp Authority	38,898,672	40,568,894	38,542,409	40,551,826	39,920,731	39,889,701	(662,125)
Reimbursements	(130,098)	(69,972)	(886)	0	(547)	0	0
Total Appropriation	38,768,574	40,498,922	38,541,523	40,551,826	39,920,184	39,889,701	(662,125)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	38,768,574	40,498,922	38,541,523	40,551,826	39,920,184	39,889,701	(662,125)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	38,726,391	39,557,980	38,905,341	39,969,614	39,889,120	39,509,838	(459,776)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	41,963	961,702	(380,387)	559,949	30,592	379,863	(180,086)
Total Revenue	38,768,354	40,519,682	38,524,954	40,529,563	39,919,712	39,889,701	(639,862)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	38,768,354	40,519,682	38,524,954	40,529,563	39,919,712	39,889,701	(639,862)
Net County Cost	220	(20,760)	16,569	22,263	471	0	(22,263)
Budgeted Staffing*	435	434	431	428	428	424	(4)

\*Data represents final budgeted staffing

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Staffing expenses of \$32.3 million fund 424 budgeted regular positions. Operating Expenses of \$7.6 million include COWCAP, professional services contracts, utilities, telephone services, leases, insurance, and other operating costs. Capital Expenditures of \$63,037 include purchase of equipment and capitalized software.

Sources of \$39.9 million primarily represent the state and federal allocation to fund child support operations. DCSS has no Net County Cost.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$662,125, primarily due to a decrease in COWCAP and general liability insurance. Negotiated salary increases require the department to reduce staffing by four positions, which are currently vacant, as there will be no corresponding increase in federal and state funding. Service levels will not be affected. The reduction in Sources reflects the decreases in Requirements.





**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Director	1	0	0	0	1	0	1
Administrative Support Staff	1	0	0	0	1	0	1
Ombudsman	5	0	0	0	5	0	5
Assistant Director	2	0	0	0	2	0	2
Technical & Program Support	22	0	-1	0	21	0	21
Administrative Services	32	0	-2	0	30	0	30
Child Support Enforcement	153	0	-1	0	152	0	152
Child Support Establishment	146	0	0	0	146	0	146
Legal Services & Special Enforcement	66	0	0	0	66	0	66
Total	428	0	-4	0	424	0	424

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$32.3 million fund 424 budgeted regular positions. Staffing changes include the deletion of one Assistant Operations Manager, one Secretary I, one Fiscal Assistant, and one IT Technical Assistant I, all of which are vacant positions. The deletion of four positions is necessitated by negotiated salary increases with no corresponding increase in state and federal funding. The reduction in staffing will require redistribution of workload among existing staff.



# PRESCHOOL SERVICES

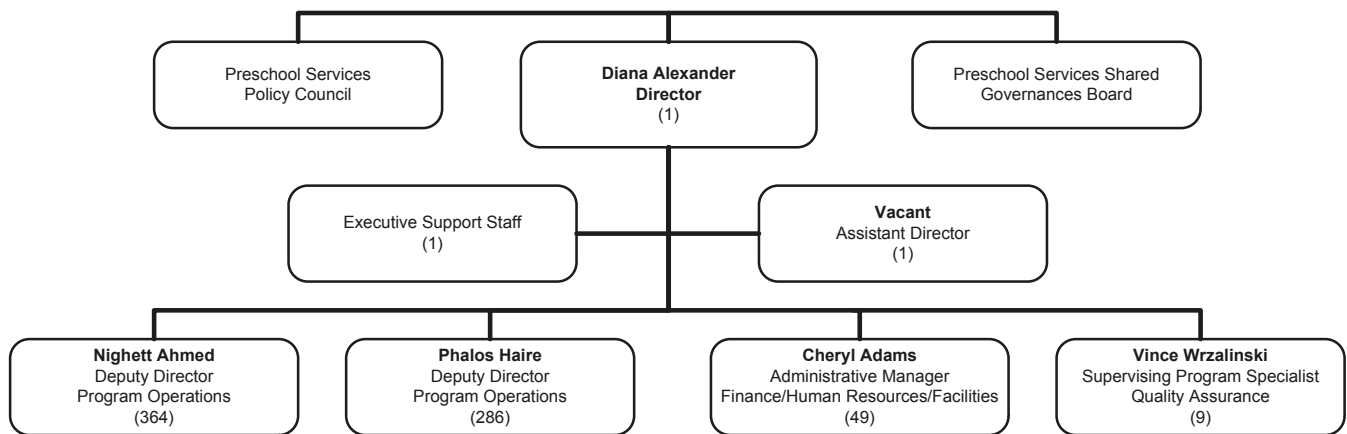
Diana Alexander

## DEPARTMENT MISSION STATEMENT

*Preschool Services improves the well-being of children, empowers families, and strengthens communities.*



## ORGANIZATIONAL CHART



## 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>Special Revenue Funds</b>						
Preschool Services	50,690,123	51,661,832		(971,709)		711
Total Special Revenue Funds	50,690,123	51,661,832	0	(971,709)	0	711
<b>Total - All Funds</b>	50,690,123	51,661,832	0	(971,709)	0	711

## 2015-16 MAJOR ACCOMPLISHMENTS

- Increased literacy skills by 85% for enrolled preschool children ages (3-5 yrs).
- Increased social and emotional skills by 25% for enrolled toddlers (18 mos-3 yrs).
- Enrolled 325 foster children in Head Start.
- Reduced the number of preschool children who were classified as obese or overweight by 65%.
- Enrolled 40 children in the new Early Head Start – Child Care Partnership program.
- Trained 124 Head Start parents as food service workers, custodians, clerks, and teacher aides through the Apprenticeship Program.
- Provided 6,395 hours of direct mental health services to Head Start families through the Prevention and Early Intervention (PEI) grant.



**DEPARTMENT PERFORMANCE MEASURES**

<b>COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.</b>	Percentage of children achieving building level and above in literacy skills utilizing the Desired Results Developmental Profile (DRDP) 2015 assessment tool.	N/A	75%	90%	75%
<b>STRATEGY</b>	Promote school readiness.					
<b>STRATEGY</b>	Increase literacy skills with focus on letter and word knowledge in preschool age (3-5 yrs) children attending a year round program to prepare for kindergarten.					
<b>COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.</b>	Percentage of children achieving building level in social and emotional skills utilizing the DRDP 2015 assessment tool.	N/A	25%	25%	25%
<b>STRATEGY</b>	Increase social & emotional skills in toddlers (18 mos-3 yrs) attending a year round program to prepare for transition into a preschool program.					
<b>COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.</b>	Number of foster children enrolled.	N/A	250	325	260
<b>STRATEGY</b>	Increase the enrollment opportunities for foster children.					
<b>STRATEGY</b>	Enhance the referral process of enrollment with the Children and Family Services Department.					
<b>COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.</b>	Percentage of full day children identified as obese or overweight whose BMI is reduced.	66%	15%	65%	45%
<b>STRATEGY</b>	Identify obese and/or overweight children in an effort to promote a healthy lifestyle.					
<b>STRATEGY</b>	Promote nutrition education programs for parents at each school site.					
<b>STRATEGY</b>	Ensure that children receive both nutrition curriculum and physical activity daily within the classroom schedule.					
<b>STRATEGY</b>	Decrease the number of children who are initially identified as obese or overweight from the higher level of Body Mass Index (BMI) classification to the next lower level by children's heights and weights.					



## Preschool Services

### DESCRIPTION OF MAJOR SERVICES

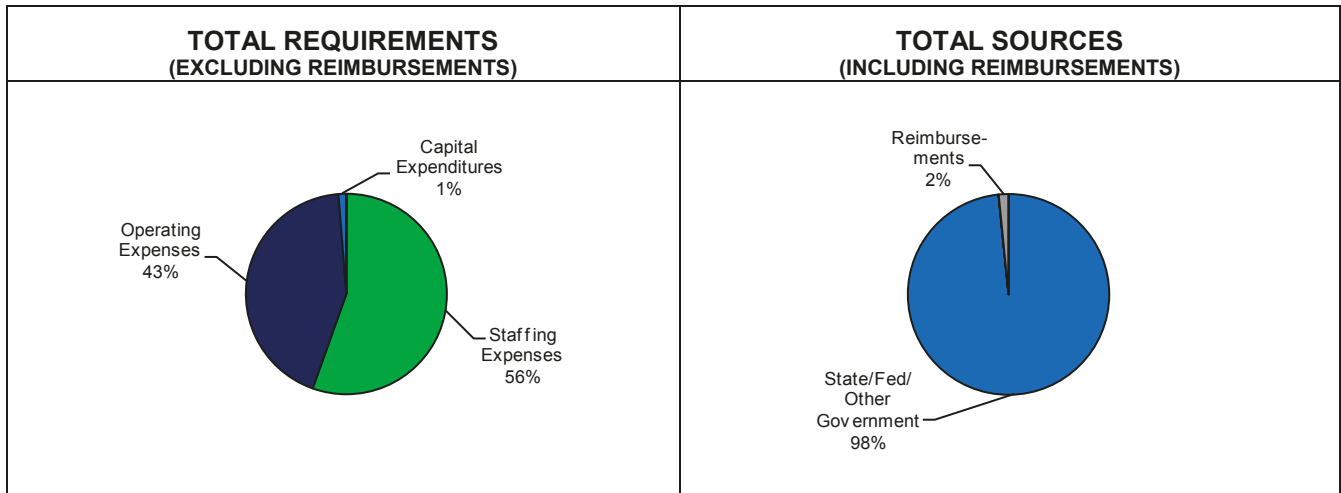
The Preschool Services Department (PSD) administers the Federal Head Start, Early Head Start and Early Head Start – Child Care Partnership programs, California Department of Education State Preschool program, as well as the Child and Adult Care Food Program in 43 locations throughout the County of San Bernardino. The programs are fully funded from federal and state sources with no Net County Cost.

**Budget at a Glance**

Total Requirements (Excl. Reimb.)	\$51,511,123
Total Sources (Incl. Reimb.)	\$52,482,832
Use of/ (Contribution to) Fund Balance	-\$971,709
Total Staff	711

PSD serves approximately 6,000 low-income and disadvantaged families with children from birth to five years of age and pregnant women. PSD’s priority population includes children in foster care, those who are homeless, and children with special needs and/or disabilities. In addition, PSD’s programs offer comprehensive child development and family support services to all enrolled children and families which include nutrition and physical and mental health services to strengthen each child’s capacity to participate successfully in school.

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Human Services  
DEPARTMENT: Preschool Services  
FUND: Preschool Services

BUDGET UNIT: RSC HPS  
FUNCTION: Public Assistance  
ACTIVITY: Other Assistance

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	28,399,414	28,179,918	27,059,176	27,769,079	27,764,155	28,559,729	790,650
Operating Expenses	18,562,930	18,367,419	21,809,021	24,473,434	23,227,540	22,299,625	(2,173,809)
Capital Expenditures	238,899	43,291	252,533	618,000	443,272	651,769	33,769
Total Exp Authority	47,201,243	46,590,628	49,120,730	52,860,513	51,434,967	51,511,123	(1,349,390)
Reimbursements	(645,180)	(628,021)	(771,715)	(821,000)	(749,436)	(821,000)	0
Total Appropriation	46,556,063	45,962,607	48,349,015	52,039,513	50,685,531	50,690,123	(1,349,390)
Operating Transfers Out	174,712	121,738	2,051,429	1,865,000	139,303	0	(1,865,000)
Total Requirements	46,730,775	46,084,345	50,400,444	53,904,513	50,824,834	50,690,123	(3,214,390)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	46,390,348	45,563,156	49,263,924	53,866,232	49,407,459	51,635,832	(2,230,400)
Fee/Rate	74,999	61,902	15,123	20,000	19,287	20,000	0
Other Revenue	295,976	15,673	165,987	0	31,190	6,000	6,000
Total Revenue	46,761,323	45,640,731	49,445,034	53,886,232	49,457,936	51,661,832	(2,224,400)
Operating Transfers In	0	41,458	2,448	964,650	964,650	0	(964,650)
Total Financing Sources	46,761,323	45,682,189	49,447,482	54,850,882	50,422,586	51,661,832	(3,189,050)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(30,548)	402,156	952,962	(946,369)	402,248	(971,709)	(25,340)
Available Reserves				0		0	0
Total Fund Balance				(946,369)		(971,709)	(25,340)
Budgeted Staffing*	706	674	707	700	700	711	11

\*Data represents final budgeted staffing

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

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Major expenditures include Staffing Expenses of \$28.6 million that fund 711 budgeted positions that administer preschool program services. Operating Expenses of \$22.3 million include contracts for temporary help, food, subcontractors and transportation. Also included are transfers to other County departments for services such as data processing, facilities management, insurance, lease payments, human services and information technology systems support, and human resources. Capital Expenditures of \$651,769 fund the purchase of rubber flooring for Head Start playgrounds, and a modular unit and associated construction for the Rancho Cucamonga Head Start site. Additionally, Capital Expenditures will also fund two audiometric machines for Early Head Start, a video conferencing unit and scissor lift forklift for the department's warehouse, and eight vehicles that will replace fully depreciated vehicles. Reimbursements of \$821,000 are from the Department of Behavioral Health for the operation of the Prevention and Early Intervention and the Low-Income First Time Mothers (LIFT) programs. These programs provide children with identified social-emotional developmental challenges, as well as at-risk low-income first-time pregnant mothers with support services and parent/teacher training.

Sources of \$51.7 million are primarily from the federal and state government.



## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$3.2 million primarily due to a decrease in Operating Expenses which includes lower COWCAP charges, insurance premiums, and classroom supplies. Additionally, contractual charges decreased to reflect the Early Head Start – Child Care Partnership grant change from an 18-month project period to a 12-month project period. Operating Transfers Out are decreasing by \$1.9 million due to the elimination of transfers for various projects funded in 2015-16 including the acquisition and improvement of a building in Barstow to replace the existing site.

Sources are decreasing by \$3.2 million. This is primarily due to the reduction of one-time revenue of \$2.0 million in the Early Head Start – Child Care Partnership Program, a decrease in prior year Head Start revenue of \$786,827, and the termination of the First 5 Full-Day contract that supported two full-time Preschool classrooms.

## ANALYSIS OF FUND BALANCE

Negative Fund Balance of \$971,709 is primarily due to obligations that will not be reimbursed until the following fiscal year.

## 2016-17 POSITION SUMMARY\*

Division	2015-16				2016-17		Limited	Regular
	Final Staffing	Adds	Deletes	Re-Orgs	Adopted			
Executive Unit	3	0	0	0	3	0	3	
Operations	639	12	-1	0	650	627	23	
Administration	49	0	0	0	49	11	38	
Quality Assurance	9	0	0	0	9	0	9	
Total	700	12	-1	0	711	638	73	

\*Detailed classification listing available in Appendix D.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$28.6 million fund 711 budgeted positions of which 73 are regular positions and 638 are limited-term positions. The budget includes a net increase of eight limited-term positions and three regular positions.

The net increase of eight limited-term positions will allow the department to convert staffing at three sites from Head Start to Early Head Start, and include:

### Additions

- 2 Contract Food Service Worker 12 months
- 2 Contract Center Clerk 12 months
- 2 Contract Custodian 12 months
- 3 Contract Teacher II 12 months

### Deletions

- 1 Contract Center Clerk 9 months

The three regular positions added will address the increased demand for health and disability services for both Head Start and Early Head Start children and parents, and include:

### Additions

- 2 Behavioral Specialist
- 1 Special Education Specialist



# VETERANS AFFAIRS

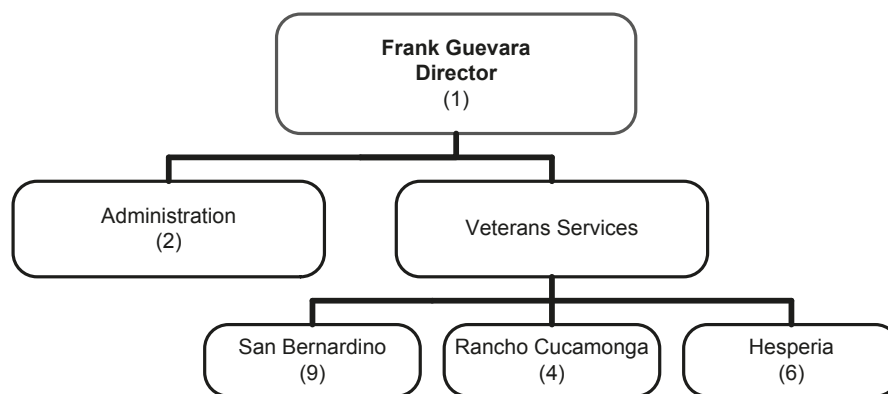
## Frank Guevara

### DEPARTMENT MISSION STATEMENT

*To serve veterans and their families and ensure they receive the benefits they have earned.*



### ORGANIZATIONAL CHART



### 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Veterans Affairs	2,230,326	660,000	1,570,326			22
Total General Fund	2,230,326	660,000	1,570,326	0	0	22
<b>Total - All Funds</b>	2,230,326	660,000	1,570,326	0	0	22

### 2015-16 MAJOR ACCOMPLISHMENTS

- Produced \$61.7 million in new federal benefits for County residents to mitigate the effects of the slow economic recovery. This is the most by any county in California and represents 8% of all new dollars earned by California counties.
- Partnered with the Incredible Edible Community Garden Project and California State University San Bernardino Institute for Research to help meet the mental health needs of County veterans at no added cost to the County.
- Collaborated with the United States Department of Veterans Affairs (USDVA), CalVet, the San Bernardino Superintendent of Schools, the Department of Behavioral Health, the Transitional Assistance Department, and the Department of Aging and Adult Services to ensure County veterans receive their fair share of resources.
- Issued over 3,400 Veterans ID cards in conjunction with the Veteran Friendly Business program for veterans to receive discounts from County retailers.



### DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Work with Federal, State and regional governments and organizations, to ensure San Bernardino County receives its fair share of resources.	Percentage of VSR staff maintaining federal accreditation	100%	100%	100%	100%
STRATEGY	Maintain federal accreditation and maximize staff knowledge of federal benefits and services by ensuring Veterans Service Representatives (VSRs) meet the federal mandate for completion of 15 hours of continuing education per year.					
COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Work with Federal, State and regional governments and organizations, to ensure San Bernardino County receives its fair share of resources.	Percentage of College Fee-Waiver letters mailed within 10 days of application	100%	100%	100%	100%
STRATEGY	Maintain efficiency and maximize benefits by processing state college fee-waiver applications for spouses and dependent children of qualified, disabled veterans.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of pending Veterans Affairs caseload with claim reviews less than 90 days past due	90%	80%	35%	75%
STRATEGY	Ensure efficient case management and resolution of claims.					





## Veterans Affairs

### DESCRIPTION OF MAJOR SERVICES

According to the Secretary of the USDVA, approximately one out of every three people in the United States is a potential Veterans Affairs beneficiary. The County Department of Veterans Affairs (VA) provides claims assistance, information and referral, advocacy, and outreach to County residents. 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 USDVA system for veterans and recently discharged military personnel in our community.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$2,230,326
Total Sources (Incl. Reimb.)	\$660,000
Net County Cost	\$1,570,326
Total Staff	22
Funded by Net County Cost	70%

Services to the veterans' 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 and emergency service providers, and state and federal agencies.

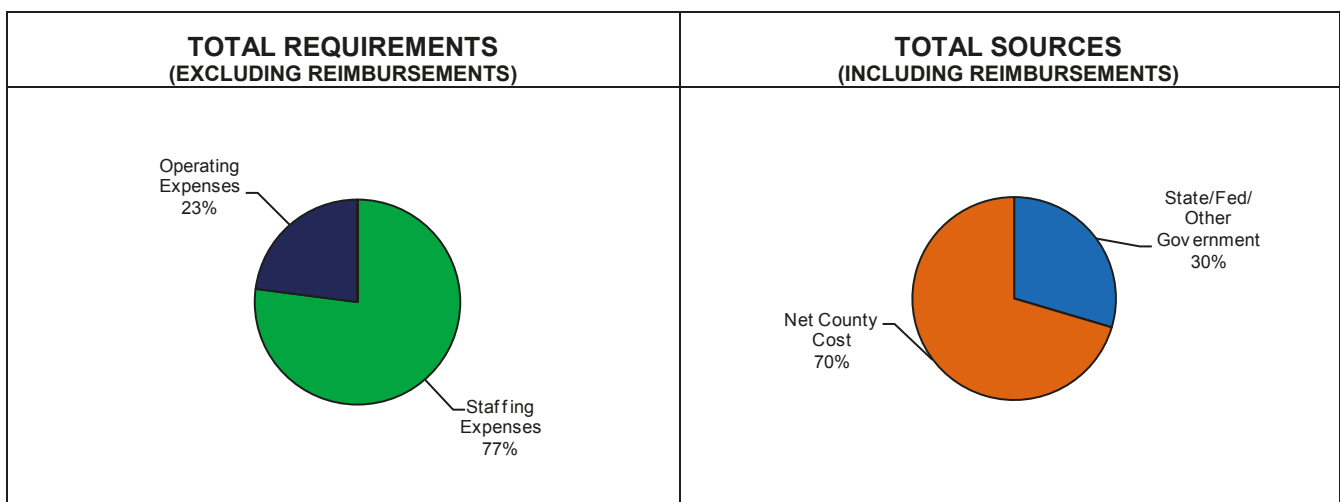
#### Advocacy

Provide individual advocacy, advocacy at the policy and legislative levels, and provide state and federal elected officials with technical assistance regarding veteran's legislation.

#### Outreach

Conduct outreach to retirement homes, mortuaries, schools, jobs fairs, military separation programs, and service organizations such as the American Legion, Disabled American Veterans, Veterans of Foreign Wars, Elks, Rotary, Knights of Columbus, and Optimists for the express purpose of informing the community of veterans' benefits and services.

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Human Services  
DEPARTMENT: Veterans Affairs  
FUND: General

BUDGET UNIT: AAA VAF  
FUNCTION: Public Assistance  
ACTIVITY: Veteran's Services

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	1,467,500	1,516,696	1,479,659	1,830,265	1,426,982	1,718,561	(111,704)
Operating Expenses	353,508	420,597	464,833	629,004	487,920	511,765	(117,239)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	1,821,008	1,937,293	1,944,492	2,459,269	1,914,902	2,230,326	(228,943)
Reimbursements	(20,000)	0	0	0	0	0	0
Total Appropriation	1,801,008	1,937,293	1,944,492	2,459,269	1,914,902	2,230,326	(228,943)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,801,008	1,937,293	1,944,492	2,459,269	1,914,902	2,230,326	(228,943)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	457,816	613,006	866,892	926,677	538,805	660,000	(266,677)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	245	0	4,957	0	79	0	0
Total Revenue	458,061	613,006	871,849	926,677	538,884	660,000	(266,677)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	458,061	613,006	871,849	926,677	538,884	660,000	(266,677)
Net County Cost	1,342,947	1,324,287	1,072,643	1,532,592	1,376,018	1,570,326	37,734
Budgeted Staffing*	18	22	22	26	26	22	(4)

\*Data represents final budgeted staffing

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Staffing Expenses of \$1.7 million fund 22 budgeted positions. Operating Expenses of \$511,765 consist primarily of facilities management, interdepartmental transfers, COWCAP, general office supplies, printing, mailing, and outreach supplies.

Sources of \$660,000 consist of state Subvention funding, Medi-Cal Cost Avoidance Program, and the state Veterans Service Office Fund.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$228,943 primarily due to a reduction in Staffing Expenses that include negotiated salary increases that are offset by the reduction of a mid-year adjustment to Staffing Expenses associated with the state Subvention program. Operating Expenses also decreased due to one-time costs associated with special VA outreach programs in 2015-16.

Sources are decreasing by \$266,677 due to the loss of one-time state funding. Overall, operations will not be impacted.



**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Administration	3	0	0	0	3	0	3
Veterans Services	23	0	-4	0	19	0	19
Total	26	0	-4	0	22	0	22

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

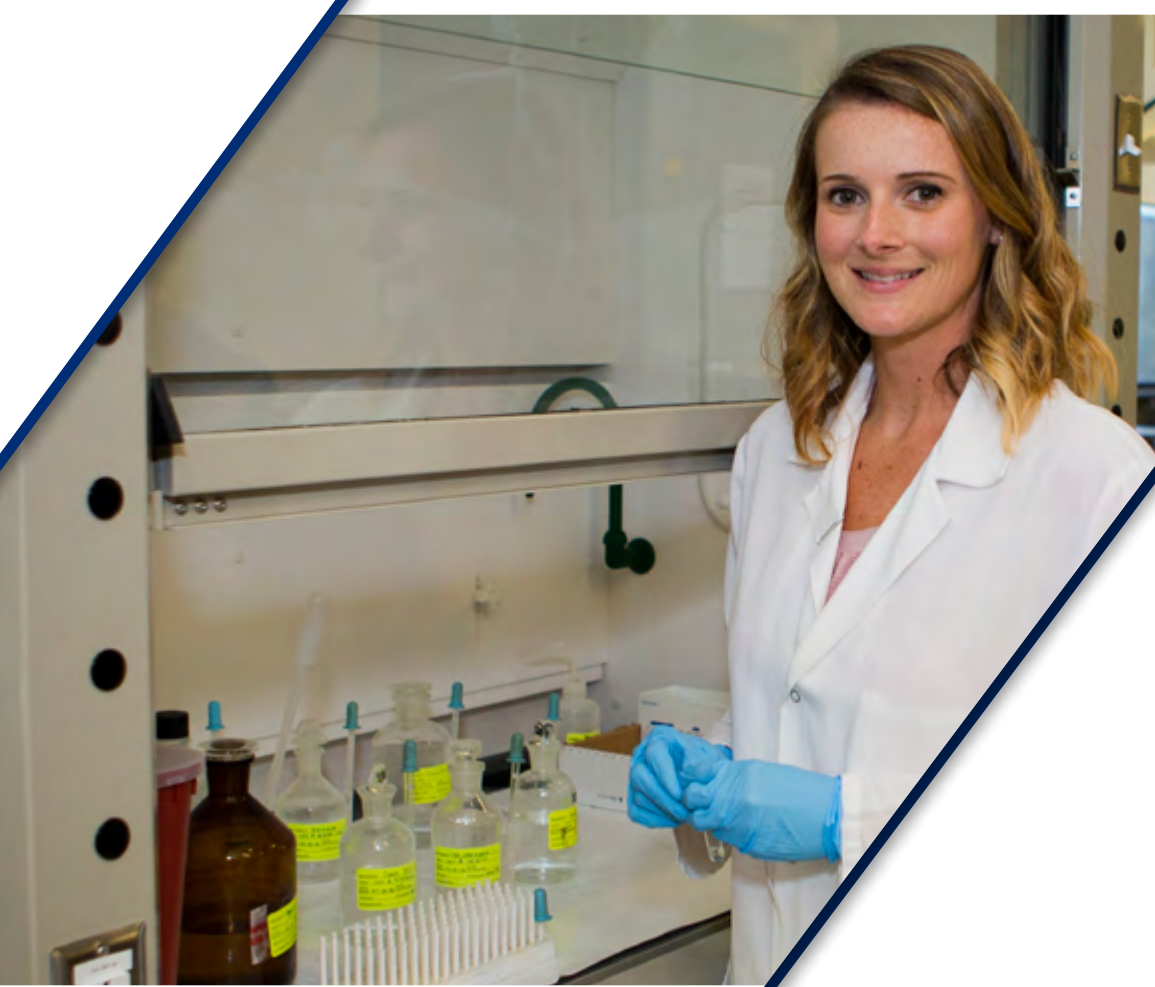
Staffing Expenses of \$1.7 million fund 22 budgeted regular positions. Four limited term positions associated with short term projects are being deleted.





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LAW  
AND  
JUSTICE



**LAW AND JUSTICE  
SUMMARY**

<b>GENERAL FUND</b>	<b>Page #</b>	<b>Requirements</b>	<b>Sources</b>	<b>Net County Cost</b>	<b>Staffing</b>
COUNTY TRIAL COURTS	350				
DRUG COURT PROGRAMS	351	0	0	0	0
GRAND JURY	353	442,952	0	442,952	0
INDIGENT DEFENSE PROGRAM	355	10,043,258	32,000	10,011,258	0
COURT FACILITIES/JUDICIAL BENEFITS	357	1,014,763	0	1,014,763	0
COURT FACILITIES PAYMENTS	359	2,676,349	0	2,676,349	0
TRIAL COURT FUNDING - MAINTENANCE OF EFFORT	362	23,554,081	10,726,316	12,827,765	0
DISTRICT ATTORNEY	370				
CRIMINAL PROSECUTION	372	72,918,145	39,413,128	33,505,017	531
LAW AND JUSTICE GROUP ADMINISTRATION	380				
LAW AND JUSTICE GROUP ADMINISTRATION	382	5,000	5,000	0	1
PROBATION	388				
ADMINISTRATION, CORRECTIONS AND DETENTION	390	153,196,633	77,215,942	75,980,691	1,249
JUVENILE JUSTICE GRANT PROGRAM	394	0	0	0	46
PUBLIC DEFENDER	400	38,520,660	4,387,086	34,133,574	267
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	405				
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	407	240,730,402	165,383,333	75,347,069	1,732
SHERIFF - DETENTIONS	411	206,354,117	71,216,247	135,137,870	1,433
SHERIFF - LAW ENFORCEMENT CONTRACTS	415	137,587,182	137,587,182	0	582
TOTAL GENERAL FUND		<u>887,043,542</u>	<u>505,966,234</u>	<u>381,077,308</u>	<u>5,841</u>

<b>SPECIAL REVENUE FUND</b>	<b>Page #</b>	<b>Requirements</b>	<b>Sources</b>	<b>Use of (Contribution to) Fund Balance</b>	<b>Staffing</b>
COUNTY TRIAL COURTS:					
COURTHOUSE SEISMIC SURCHARGE	364	1,524,155	1,524,155	0	0
ALTERNATE DISPUTE RESOLUTION	366	360,100	360,100	0	0
REGISTRATION FEES	368	0	3,135	(3,135)	0
DISTRICT ATTORNEY:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	375	8,883,729	8,496,509	387,220	0
LAW AND JUSTICE GROUP ADMINISTRATION:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	385	1,312,021	582,145	729,876	0
PROBATION:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	397	15,347,870	14,755,863	592,007	0
SHERIFF/CORONER/PUBLIC ADMINISTRATOR:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	418	22,528,610	10,603,109	11,925,501	0
TOTAL SPECIAL REVENUE FUNDS		<u>49,956,485</u>	<u>36,325,016</u>	<u>13,631,469</u>	<u>0</u>



## COUNTY TRIAL COURTS

### SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Drug Court Programs	0	0	0			0
Grand Jury	442,952	0	442,952			0
Indigent Defense Program	10,043,258	32,000	10,011,258			0
Court Facilities/Judicial Benefits	1,014,763	0	1,014,763			0
Court Facilities Payments	2,676,349	0	2,676,349			0
Trial Court Funding - Maintenance of Effort	23,554,081	10,726,316	12,827,765			0
<b>Total General Fund</b>	<b>37,731,403</b>	<b>10,758,316</b>	<b>26,973,087</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Special Revenue Funds</b>						
Courthouse Seismic Surcharge	1,524,155	1,524,155		0		0
Alternate Dispute Resolution	360,100	360,100		0		0
Registration Fees	0	3,135		(3,135)		0
<b>Total Special Revenue Funds</b>	<b>1,884,255</b>	<b>1,887,390</b>	<b>0</b>	<b>(3,135)</b>	<b>0</b>	<b>0</b>
<b>Total - All Funds</b>	<b>39,615,658</b>	<b>12,645,706</b>	<b>26,973,087</b>	<b>(3,135)</b>	<b>0</b>	<b>0</b>





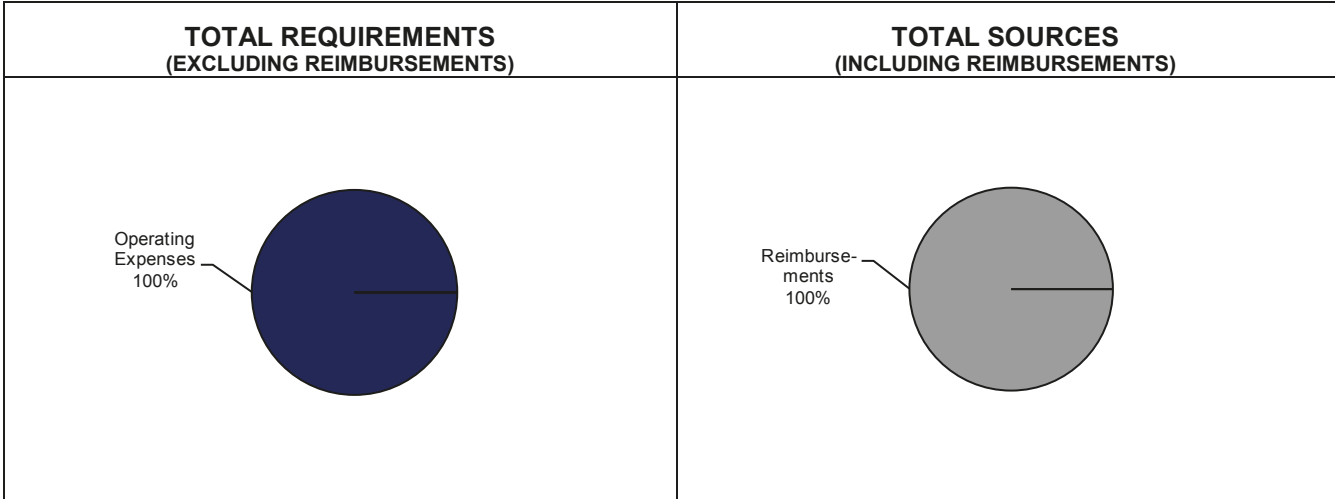
## Drug Court Programs

**DESCRIPTION OF MAJOR SERVICES**

This budget unit accounts for administrative support and treatment costs for Drug Court Programs. Funding for these programs is provided by grant revenues and reimbursements from certain County departments. This unit funds one Treatment Coordinator and one Account Clerk II budgeted within the Superior Court.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$181,168
Total Sources (Incl. Reimb.)	\$181,168
Net County Cost	\$0
Total Staff	0
Funded by Net County Cost	0%

**2016-17 ADOPTED BUDGET**



## ANALYSIS OF 2016-17 ADOPTED BUDGET

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

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

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	309,613	280,661	202,372	181,168	181,168	181,168	0
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	309,613	280,661	202,372	181,168	181,168	181,168	0
Reimbursements	(156,545)	(201,901)	(181,168)	(181,168)	(181,168)	(181,168)	0
Total Appropriation	153,068	78,760	21,204	0	0	0	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	153,068	78,760	21,204	0	0	0	0
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	137,675	78,621	11,843	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	137,675	78,621	11,843	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	137,675	78,621	11,843	0	0	0	0
Net County Cost	15,393	139	9,361	0	0	0	0
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2016-17 ADOPTED BUDGET

Operating Expenses of \$181,168 include professional and specialized services, medical expenses, vehicle charges, general office expenses, and travel related to the operation of drug court programs, as well as a transfer of \$153,695 to the Superior Court to fund two budgeted positions. Reimbursements of \$181,168 represent payments from the County Department of Behavioral Health, to help pay for program activities.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and sources are unchanged from the previous year.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



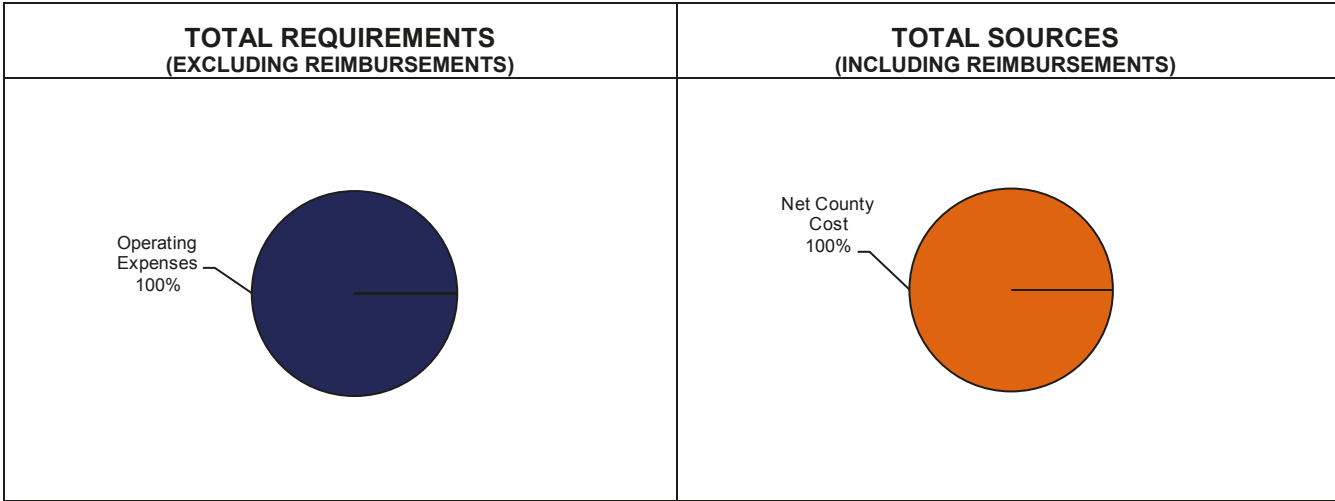
## Grand Jury

**DESCRIPTION OF MAJOR SERVICES**

The San Bernardino County Grand Jury is appointed annually by the Superior Court. Its responsibilities include investigating local government, examining instances of public office crime and corruption, and returning indictments in certain criminal cases brought before it by the District Attorney’s Office. Funding in this budget unit covers members’ stipends, office supplies, administrative staff, and other support costs. This unit funds one Grand Jury Assistant position budgeted within the Superior Court.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$442,952
Total Sources (Incl. Reimb.)	\$0
Net County Cost	\$442,952
Total Staff	0
Funded by Net County Cost	100%

**2016-17 ADOPTED BUDGET**



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Law and Justice  
DEPARTMENT: Grand Jury  
FUND: General

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

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	346,932	321,069	301,050	453,461	344,743	442,952	(10,509)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	346,932	321,069	301,050	453,461	344,743	442,952	(10,509)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	346,932	321,069	301,050	453,461	344,743	442,952	(10,509)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	346,932	321,069	301,050	453,461	344,743	442,952	(10,509)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	1,430	0	0	0	0	0	0
Total Revenue	1,430	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	1,430	0	0	0	0	0	0
Net County Cost	345,502	321,069	301,050	453,461	344,743	442,952	(10,509)
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

### MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Requirements include transfers for staffing costs of \$83,565 to the Superior Court to fund a Grand Jury Assistant position and juror fees in the amount of \$194,919. The remaining \$164,468 is primarily for phone, mail, information technology, and travel-related costs.

### BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$10,509 primarily due to reduced COWCAP expenses.

### STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



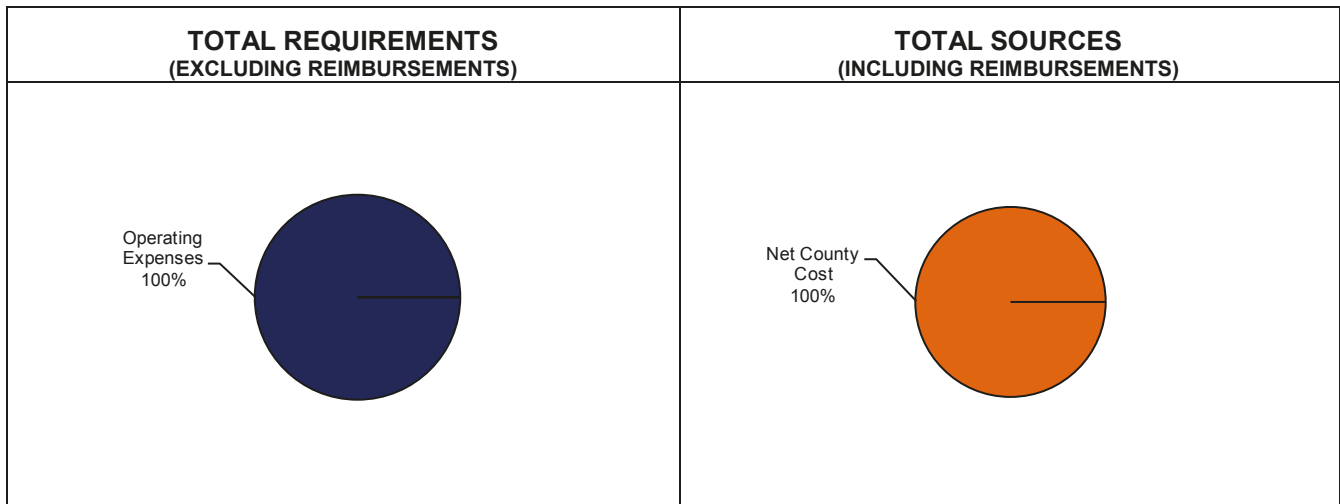
## Indigent Defense Program

### DESCRIPTION OF MAJOR SERVICES

The Indigent Defense Program provides for representation services appointed by the Superior Court for indigent defendants in criminal and juvenile delinquency proceedings that the Public Defender is unable to represent, and for conservatorship, guardianship, probate, family law other than Family Code § 3150 minor’s counsel, and misdemeanor appeals. A portion of this budget is also set aside for capital case defense costs for the Public Defender Capital Defense Unit. The program administers contracts, monitors caseloads and expenditures, processes accounts payable and performs trust fund accounting, 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 3,500 felony cases per year, including capital and life-without-parole cases, and an average of 3,000 delinquency, conservatorship, guardianship, probate, mental health, misdemeanor appeal and other cases per year. In coordination with the Superior Court, this program also administers the County’s Dispute Resolution Programs Act alternate dispute resolution program and its associated special revenue fund. This unit funds one analyst position and part-time clerical support in the Finance and Administration budget.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$10,043,258
Total Sources (Incl. Reimb.)	\$32,000
Net County Cost	\$10,011,258
Total Staff	0
Funded by Net County Cost	100%

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Law and Justice  
DEPARTMENT: Indigent Defense Program  
FUND: General

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	8,660,660	9,315,420	9,736,915	10,369,383	10,083,393	10,043,258	(326,125)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	8,660,660	9,315,420	9,736,915	10,369,383	10,083,393	10,043,258	(326,125)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	8,660,660	9,315,420	9,736,915	10,369,383	10,083,393	10,043,258	(326,125)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	8,660,660	9,315,420	9,736,915	10,369,383	10,083,393	10,043,258	(326,125)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	81,686	55,873	58,803	32,000	62,911	32,000	0
Other Revenue	56,189	0	0	0	0	0	0
Total Revenue	137,875	55,873	58,803	32,000	62,911	32,000	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	137,875	55,873	58,803	32,000	62,911	32,000	0
Net County Cost	8,522,785	9,259,547	9,678,112	10,337,383	10,020,482	10,011,258	(326,125)
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

### MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Operating Expenses of \$10.0 million includes contracted and *ad hoc* (non-contracted) court-appointed legal representation services for indigent defendants in criminal and juvenile delinquency cases, and for other cases requiring court-appointed representation services including conservatorship, guardianship, probate, mental health, and misdemeanor appeals. These expenses also include costs for investigator and expert services for the Public Defender Capital Defense Unit of \$225,000, reflecting the division's projected caseload. The cost of one limited-term contract employee position for program administration services and part-time clerical support is included in the budget as a transfers out.

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 decreasing by \$326,125 to better reflect actual expenditures from previous fiscal years.

### STAFFING CHANGES AND OPERATIONAL IMPACT

There is no budgeted staffing associated with this budget unit. One analyst position and part-time clerical support in Finance and Administration support the program associated with these positions.



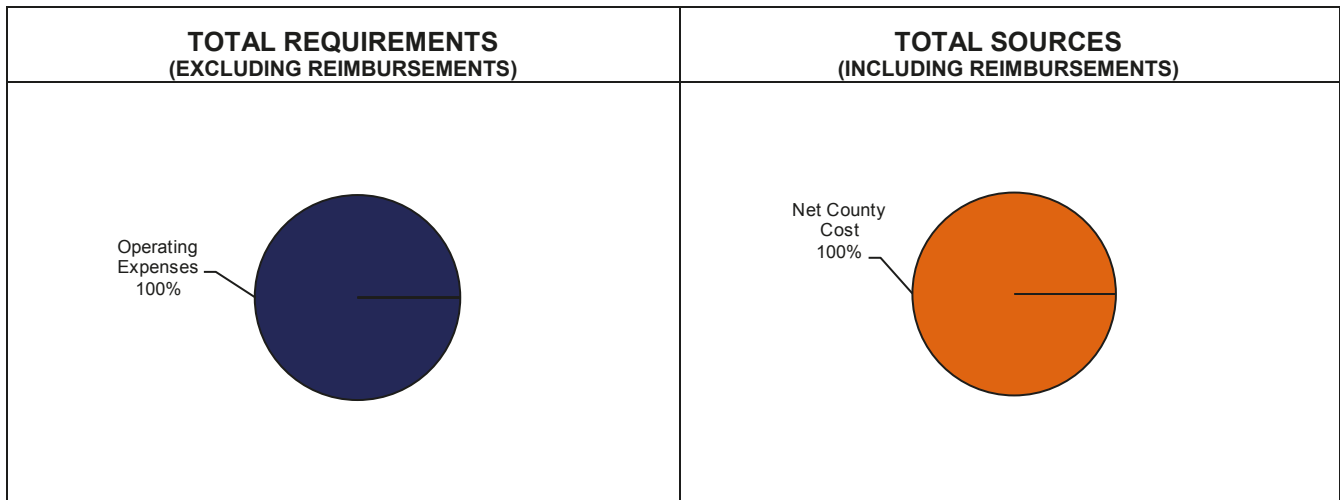
## Court Facilities/Judicial Benefits

### 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.

<b>Budget at a Glance</b>	
Total Requirements (Excl. Reimb.)	\$1,014,763
Total Sources (Incl. Reimb.)	\$0
Net County Cost	\$1,014,763
Total Staff	0
Funded by Net County Cost	100%

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

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

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

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	1,204,218	1,125,448	1,070,413	1,211,897	960,522	1,014,763	(197,134)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	1,204,218	1,125,448	1,070,413	1,211,897	960,522	1,014,763	(197,134)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	1,204,218	1,125,448	1,070,413	1,211,897	960,522	1,014,763	(197,134)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,204,218	1,125,448	1,070,413	1,211,897	960,522	1,014,763	(197,134)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	0	0	0	0	0	0
Net County Cost	1,204,218	1,125,448	1,070,413	1,211,897	960,522	1,014,763	(197,134)
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

### MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Operating Expenses of \$1.0 million include payment of judicial benefits for 44 judges who were appointed prior to January 1, 2008. According to the County's agreement with the Superior Court, new judges authorized and appointed after this date do not receive these benefits. Operating Expenses also include \$116,610 for property insurance costs and transfers to the Sheriff/Coroner/Public Administrator for security services at the Fontana Court.

### BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing \$197,134 due to a decrease in the number of judges qualified to receive benefits.

### STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.





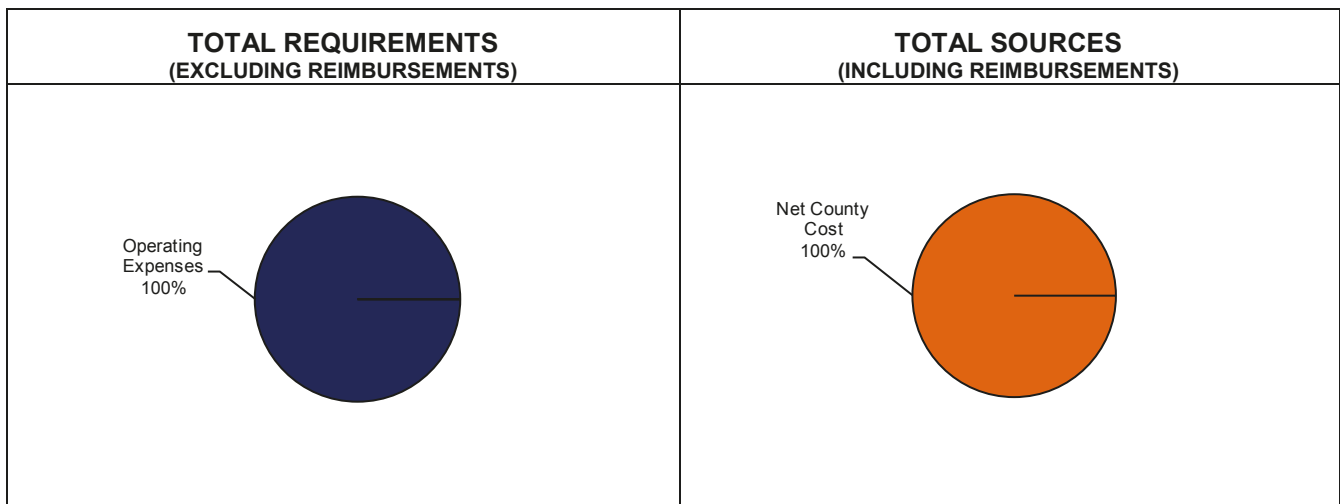
## Court Facilities Payments

### DESCRIPTION OF MAJOR SERVICES

The Trial Court Facilities Act of 2002, SB 1732, requires the transfer of responsibility for funding and operations of trial court facilities from the counties to the State of California. The County must pay the state the amount that the County historically expended for the operation and maintenance of each court facility. This budget unit was established in 2006-07 to budget and track these payments for the County's facilities. The final obligation under this agreement was the transfer of four facilities in 2014-15.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$2,676,349
Total Sources (Incl. Reimb.)	\$0
Net County Cost	\$2,676,349
Total Staff	0
Funded by Net County Cost	100%

### 2016-17 ADOPTED BUDGET



### ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Law and Justice  
 DEPARTMENT: County Trial Courts - Courts Facilities Payments  
 FUND: General

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	2,504,112	2,523,246	2,674,628	2,676,349	2,675,105	2,676,349	0
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	2,504,112	2,523,246	2,674,628	2,676,349	2,675,105	2,676,349	0
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	2,504,112	2,523,246	2,674,628	2,676,349	2,675,105	2,676,349	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,504,112	2,523,246	2,674,628	2,676,349	2,675,105	2,676,349	0
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	0	0	0	0	0	0
Net County Cost	2,504,112	2,523,246	2,674,628	2,676,349	2,675,105	2,676,349	0
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

### MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Requirements of \$2.7 million represents payments to the state for operational and maintenance costs of the court facilities. The facilities are detailed below:

Facility Name	Payment Amount
<b>Current Facilities:</b>	
Barstow Courthouse	165,492
Big Bear Courthouse	25,584
Chino Courthouse	125,192
Fontana Courthouse	158,412
Fontana Jury Assembly	21,477
Joshua Tree Courthouse	67,664
Needles Clerk's Office and Courthouse	32,536
Rancho Cucamonga	834,964
Rancho Cucamonga Juvenile	29,204
San Bernardino Courthouse and Annex	812,480
San Bernardino Juvenile	7,752
Victorville Courthouse	224,980
Juvenile Traffic	19,078
Juvenile Delinquency Court	25,616
Court Executive Office (Old Hall of Records)	44,700
Appellate & Appeals (Old Law Library)	15,476
Redlands Courthouse	53,704
Twin Peaks	12,038
	<u>2,676,349</u>



**BUDGET CHANGES AND OPERATIONAL IMPACT**

There are no budget changes in 2016-17.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.



## Trial Court Funding – Maintenance of Effort (MOE)

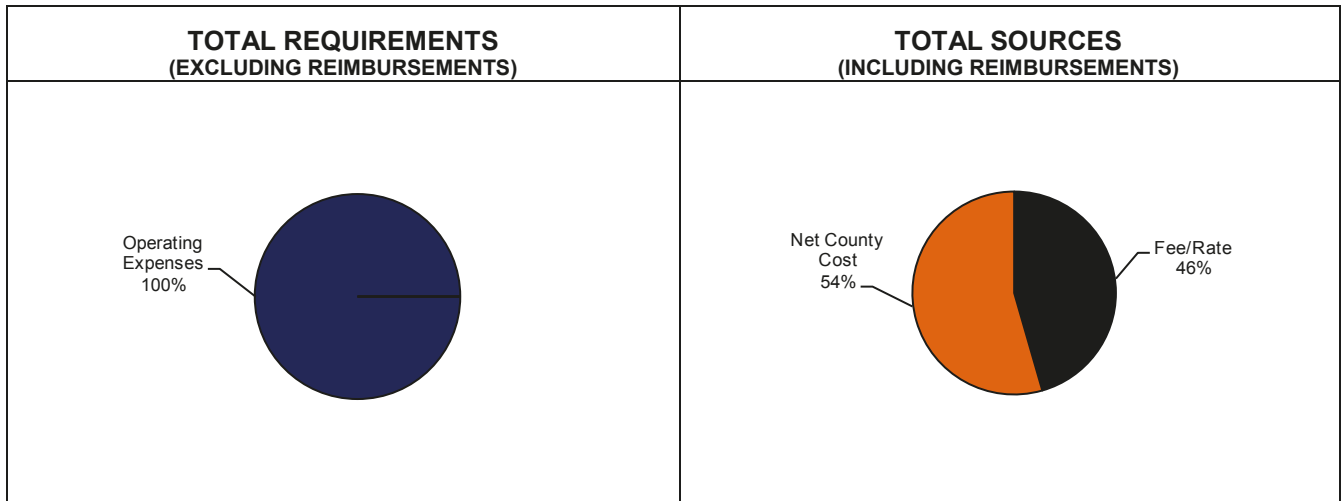
### DESCRIPTION OF MAJOR SERVICES

On January 1, 1998, AB 233, the Lockyer – Isenberg Trial Court Funding Act of 1997 went into effect in the State of California. This bill fundamentally changed how the trial courts are funded by transferring primary responsibility for funding the courts to the state, including sole responsibility for funding future growth in court operations costs. In addition, it requires counties to make a capped maintenance of effort (MOE) payment to the state each year for operations of the courts. In return, the state allowed counties to retain many fines and forfeitures to help fund their MOE payments with the provision that collections that exceeded the amount of revenue MOE be shared equally between the state and the County.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$23,554,081
Total Sources (Incl. Reimb.)	\$10,726,316
Net County Cost	\$12,827,765
Total Staff	0
Funded by Net County Cost	54%

The County's historical MOE contribution of \$28.4 million was made up of two components. \$20.2 million represented the adjusted 1994-95 County expenses for court operations and \$8.2 million was based on the fine and forfeiture revenue sent to the state in 1994-95. In 2006-07 the revenue component was reduced from \$8.2 million to \$3.3 million due to legislation. Therefore, the County's current MOE contribution is \$23.6 million.

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

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

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	25,988,739	25,882,314	25,422,520	25,509,881	24,046,262	23,554,081	(1,955,800)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	25,988,739	25,882,314	25,422,520	25,509,881	24,046,262	23,554,081	(1,955,800)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	25,988,739	25,882,314	25,422,520	25,509,881	24,046,262	23,554,081	(1,955,800)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	25,988,739	25,882,314	25,422,520	25,509,881	24,046,262	23,554,081	(1,955,800)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	15,409,976	15,261,482	14,255,820	14,182,000	10,890,186	10,726,316	(3,455,684)
Other Revenue	0	0	1,061	0	0	0	0
Total Revenue	15,409,976	15,261,482	14,256,881	14,182,000	10,890,186	10,726,316	(3,455,684)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	15,409,976	15,261,482	14,256,881	14,182,000	10,890,186	10,726,316	(3,455,684)
Net County Cost	10,578,763	10,620,832	11,165,639	11,327,881	13,156,076	12,827,765	1,499,884
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2016-17 ADOPTED BUDGET

Operating Expenses of \$23.6 million reflects the County's capped MOE payment of \$23.6 million to the state for court operations.

Sources of \$10.7 million include traffic and criminal fines, penalty assessments, vital statistics fees, civil filing fees, traffic school and recording fees.

## BUDGET CHANGES AND OPERATIONAL IMPACT

On June 24, 2015, Governor Brown signed the Traffic Tickets/Infractions Amnesty Program into law. The program went into effect October 1, 2015, and remains in force until March 31, 2017. The program forgives unpaid traffic tickets due by January 1, 2013, in order to provide relief to qualified individuals who defaulted on a court-ordered obligation and may have had driving privileges suspended as a result.

The Amnesty Program has resulted in a significant decline in revenue which, in turn, is expected to increase Net County Cost by \$1.5 million for this budget unit in 2016-17. This decline in revenue also results in a decrease in Requirements due to a reduction in the portion of the MOE related to distribution of excess collections.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



## Courthouse Seismic Surcharge

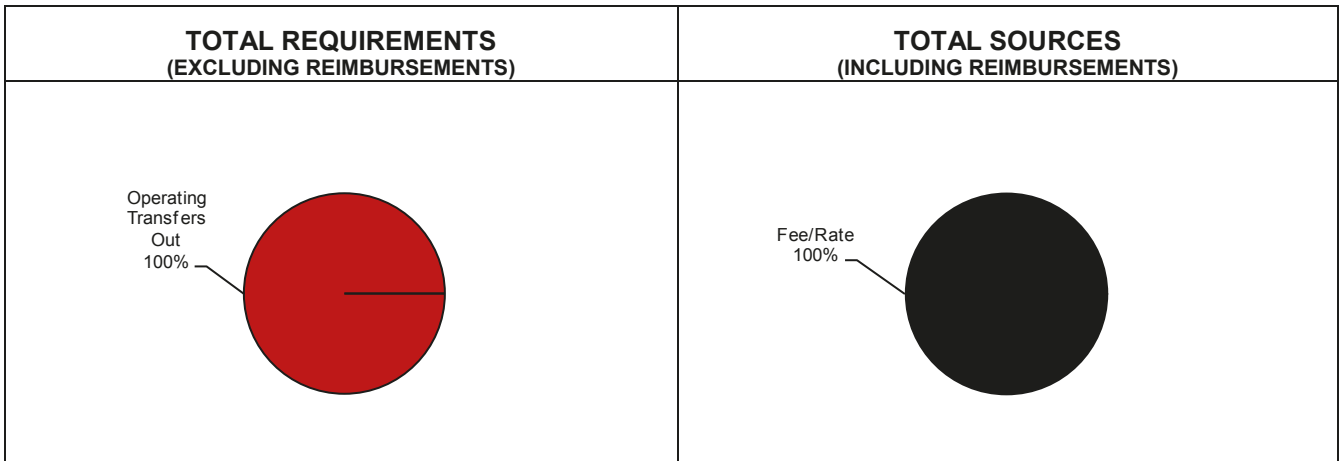
### DESCRIPTION OF MAJOR SERVICES

Funding for this budget unit comes from a \$35 surcharge on civil filings as authorized by Government Code Section 70624. Surcharge revenues were used for the Central Courthouse seismic retrofit/remodel project, which was completed in January 2011. These revenues were also used to make contributions to the state for the new courthouse in downtown San Bernardino.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$1,524,155
Total Sources (Incl. Reimb.)	\$1,524,155
Use of/ (Contribution to) Fund Balance	\$0
Total Staff	0

In June 2007 the County privately placed \$18.4 million of revenue bonds for courthouse improvements. These bonds mature on June 1, 2037, and are payable solely from revenues generated by a \$35 civil filing fee surcharge and related interest earnings. They are not an obligation of the County. The purchasers of the bonds have assumed the risk that surcharge revenues may someday not be sufficient to make principal and interest payments. All pledged revenues are remitted monthly to a trustee acting on behalf of the owners of the bonds.

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Law and Justice  
 DEPARTMENT: County Trial Courts  
 FUND: Courthouse Seismic Surcharge

BUDGET UNIT: RSE CAO  
 FUNCTION: General  
 ACTIVITY: Plant Acquisition

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Expenditures	0	0	0	0	0	0	0
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	2,142,910	1,818,629	1,671,569	1,610,026	1,583,139	1,524,155	(85,871)
Total Requirements	2,142,910	1,818,629	1,671,569	1,610,026	1,583,139	1,524,155	(85,871)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	2,142,617	1,818,464	1,671,396	1,609,925	1,582,910	1,524,000	(85,925)
Other Revenue	258	160	181	101	267	155	54
Total Revenue	2,142,875	1,818,624	1,671,577	1,610,026	1,583,177	1,524,155	(85,871)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	2,142,875	1,818,624	1,671,577	1,610,026	1,583,177	1,524,155	(85,871)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	35	5	(8)	0	(38)	0	0
Available Reserves				46		85	39
Total Fund Balance				46		85	39
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

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

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Operating Transfers Out of \$1.5 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 \$1.5 million for the fiscal year.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and Sources are decreasing by \$85,871 based on 2015-16 estimated collections.

## ANALYSIS OF FUND BALANCE

The Courthouse Seismic Surcharge does not carry a fund balance. Revenues received for the surcharge placed on civil filings are transferred to the trustee on a monthly basis for payments on the bonds issued for the seismic retrofit of the courthouse. Any fund balance reflected at year-end is only a result of timing.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



## Alternate Dispute Resolution

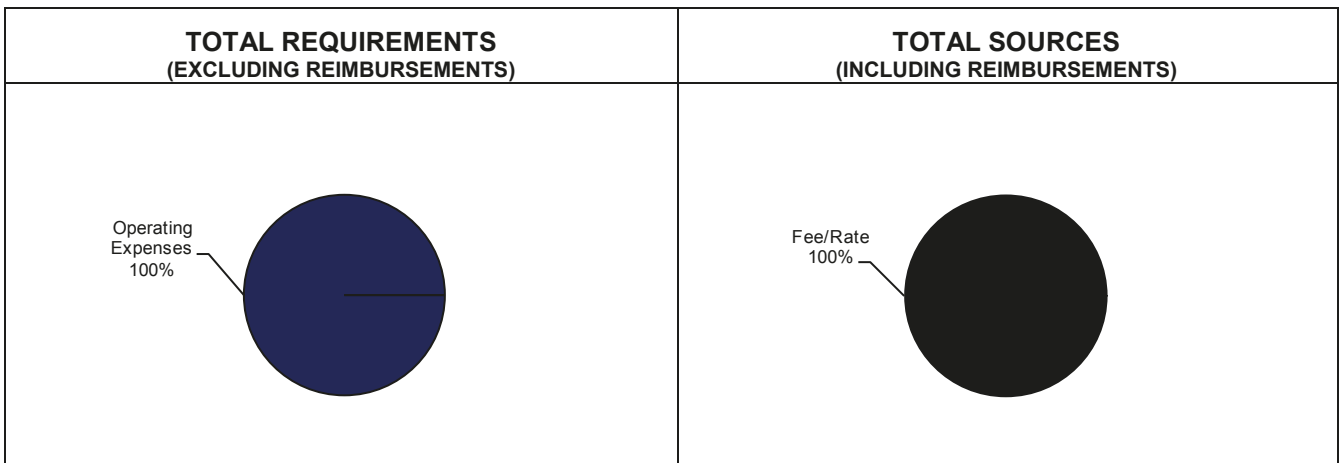
### DESCRIPTION OF MAJOR SERVICES

The Dispute Resolution Programs Act of 1986 (DRPA) authorizes the local establishment and funding of dispute resolution programs as an alternative to more formal court proceedings. The County presently receives \$8 per civil filing which funds contract alternate dispute resolution services for small claims and landlord-tenant actions, and certain civil and family law matters.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$360,100
Total Sources (Incl. Reimb.)	\$360,100
Use of/ (Contribution to) Fund Balance	\$0
Total Staff	0

The special revenue fund was established January 1, 2005 to account for this program. The fund balance is reserved as a contingency in the event revenues from the DRPA \$8 civil filing fees decline to below the payment amount for the contracted alternate dispute resolution services.

### 2016-17 ADOPTED BUDGET





## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Law and Justice  
DEPARTMENT: County Trial Courts  
FUND: Alternate Dispute Resolution

BUDGET UNIT: SEF CAO  
FUNCTION: Public Protection  
ACTIVITY: Judicial

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	488,096	500,000	476,667	360,100	360,000	360,100	0
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	488,096	500,000	476,667	360,100	360,000	360,100	0
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	488,096	500,000	476,667	360,100	360,000	360,100	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	488,096	500,000	476,667	360,100	360,000	360,100	0
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	13	18	53	0	0	0	0
Fee/Rate	496,562	417,331	382,620	360,000	375,922	360,000	0
Other Revenue	792	516	303	100	72	100	0
Total Revenue	497,367	417,865	382,976	360,100	375,994	360,100	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	497,367	417,865	382,976	360,100	375,994	360,100	0
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(9,271)	82,135	93,691	0	(15,994)	0	0
Available Reserves				3,553		19,547	15,994
Total Fund Balance				3,553		19,547	15,994
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

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

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Operating Expenses of \$360,100 represents costs related to contracted alternate dispute resolution services.

Sources of \$360,100 are anticipated from the collection of the DRPA \$8 civil filing fees.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements remain unchanged in anticipation of a new contract to be effective July 1, 2016 at a payment rate of \$360,000 per year for contracted alternate dispute resolution services.

Sources remain unchanged as revenues from the DRPA \$8 civil filing fee for 2016-17 are projected to be \$360,000.

## ANALYSIS OF FUND BALANCE

Fund Balance is reserved for future years in the event revenues from the DRPA \$8 civil filing fees decline to amounts below the cost of contracted alternate dispute resolution services. The Fund Balance has been almost depleted over the past two years as revenues dropped below the contract payment costs. As a result, an amendment processed during 2014-15 reduced contract payment costs to \$360,000 per year to reflect anticipated on-going 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**

Total Requirements (Excl. Reimb.)	\$0
Total Sources (Incl. Reimb.)	\$3,135
Use of/ (Contribution to) Fund Balance	(\$3,135)
Total Staff	0

### 2016-17 ADOPTED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)
<p>No Requirements for this budget unit</p>	<p>A pie chart illustrating the distribution of total sources. The chart is divided into two segments: a large black segment representing 'Fee/Rate' at 83%, and a smaller yellow segment representing 'Other Revenue' at 17%.</p>



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Law and Justice  
 DEPARTMENT: County Trial Courts  
 FUND: Registration Fees

BUDGET UNIT: RMX IDC  
 FUNCTION: Public Protection  
 ACTIVITY: Judicial

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	0	0	0	0	0	0	0
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	0	0	0	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	0	0	0	0	0
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	4,022	2,798	2,658	2,600	2,305	2,600	0
Other Revenue	2,047	807	648	535	1,125	535	0
Total Revenue	6,069	3,605	3,306	3,135	3,430	3,135	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	6,069	3,605	3,306	3,135	3,430	3,135	0
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(6,069)	(3,605)	(3,306)	(3,135)	(3,430)	(3,135)	0
Available Reserves				169,998		173,428	3,430
Total Fund Balance				166,863		170,293	3,430
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

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

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Fund Balance (\$170,293) and Sources (\$3,135) totaling \$173,428 for 2016-17 is being set aside in Available Reserves for future allocation by the Board of Supervisors.

## BUDGET CHANGES AND OPERATIONAL IMPACT

There are no significant changes in the Registration Fee special revenue fund budget for 2016-17. Revenues from the indigent defense registration fee dropped following implementation of Assembly Bill 3000 (“Court Surcharge Guidelines”), effective September 2002, that prioritized distribution of criminal case installment payments of fines and penalties.

## ANALYSIS OF FUND BALANCE

Fund Balance is reserved for future allocation by the Board of Supervisors.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



# DISTRICT ATTORNEY

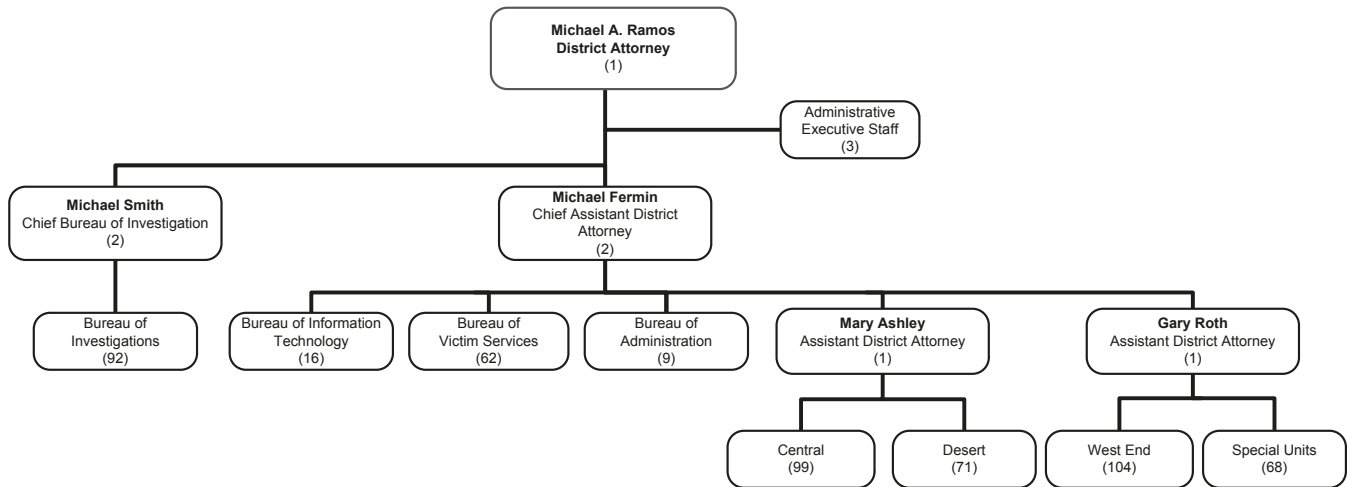
## Michael A. Ramos

### DEPARTMENT MISSION STATEMENT

*The San Bernardino County District Attorney's Office represents the interests of the people in the criminal justice system, as mandated by California State law. The District Attorney's Office serves the residents of San Bernardino County by: seeking the truth; protecting the innocent; holding the guilty accountable; preserving the dignity of victims and their families; and ensuring that justice is done while always maintaining the highest ethical standards.*



### ORGANIZATIONAL CHART



### 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Criminal Prosecution	72,918,145	39,413,128	33,505,017			531
Total General Fund	72,918,145	39,413,128	33,505,017			531
<b>Special Revenue Funds</b>						
Special Revenue Funds - Consolidated	8,883,729	8,496,509		387,220		0
Total Special Revenue Funds	8,883,729	8,496,509		387,220		0
<b>Total - All Funds</b>	<b>81,801,874</b>	<b>47,909,637</b>	<b>33,505,017</b>	<b>387,220</b>	<b>0</b>	<b>531</b>



## 2015-16 MAJOR ACCOMPLISHMENTS

- Created a Department Peer Support Program.
- Established the Facility Dog Program to comfort children, elders and special needs victims.
- Received a National Association of Counties (NACo) award for Animal Cruelty Prevention, Investigation and Prosecution Collaborative.
- Established the Animal Cruelty Prosecution Unit.
- Paid out approximately \$1.8 million on behalf of crime victims through processing victim services claims.
- Consolidated a number of District Attorney offices into one building in San Bernardino.
- Located and recovered 71 children by the Department's Child Abduction Unit.
- Provided immediate crisis response and support services to the victims, witnesses and families tragically affected by the December 2, 2015 act of terrorism.

## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Number of victims provided victim services by the Department.	4,887	5,400	5,455	5,400
STRATEGY	Minimize impact of crime upon the lives of victims and provide assistance as they participate in the criminal justice system.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Number of victims served by the Department's Victim Advocates at the Children's Assessment Center.	1,768	1,750	2,023	1,810
STRATEGY	Minimize impact of crime upon the lives of child victims by providing assistance at the Children's Assessment Center.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of arrest reports reviewed within 90 days after initiation into the Department's case management system.	92%	90%	92%	92%
STRATEGY	Respect the victim's Marsy's Law right to a speedy and prompt final conclusion of the case.					
STRATEGY	Hold the guilty accountable and protect the innocent.					



## Criminal Prosecution

### DESCRIPTION OF MAJOR SERVICES

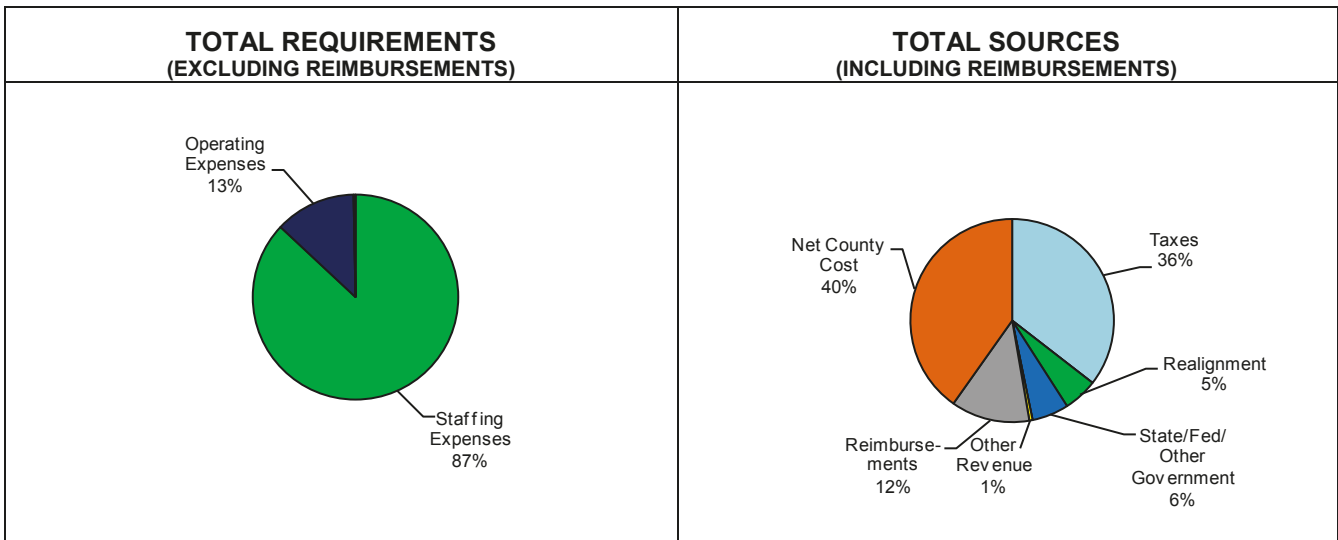
The District Attorney is the public prosecutor and has the mandated responsibility to prosecute crimes committed within the County of San Bernardino, including all city jurisdictions pursuant to Government Code 26500. Additionally, the District Attorney's Office provides legal assistance for criminal investigations conducted by law enforcement agencies throughout the County; is the legal advisor to the Grand Jury and is authorized to submit evidence and seek indictments from that body; initiates civil commitment petitions to keep Mentally Disordered Offenders and Sexually Violent Predators in locked facilities; employs civil proceedings in asset forfeiture matters to seek the proceeds of criminal activity; and utilizes civil proceedings to seek sanctions and injunctive relief against businesses that pollute or create dangerous conditions for employees and citizens.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$83,338,403
Total Sources (Incl. Reimb.)	\$49,833,386
Net County Cost	\$33,505,017
Total Staff	531
Funded by Net County Cost	40%

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.

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Law and Justice  
DEPARTMENT: District Attorney  
FUND: General

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A) Change From Prior Year Final Budget
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	
<b>Requirements</b>							
Staffing Expenses	62,613,082	63,065,056	63,244,732	70,111,645	66,092,098	72,481,510	2,369,865
Operating Expenses	7,429,839	7,988,767	9,614,909	12,037,759	12,008,401	10,609,162	(1,428,597)
Capital Expenditures	0	38,805	0	85,000	84,583	0	(85,000)
Total Exp Authority	70,042,921	71,092,628	72,859,641	82,234,404	78,185,082	83,090,672	856,268
Reimbursements	(8,515,366)	(7,980,105)	(8,529,214)	(9,940,767)	(9,044,649)	(10,420,258)	(479,491)
Total Appropriation	61,527,555	63,112,523	64,330,427	72,293,637	69,140,433	72,670,414	376,777
Operating Transfers Out	158,819	74,510	465,238	543,000	489,242	247,731	(295,269)
Total Requirements	61,686,374	63,187,033	64,795,665	72,836,637	69,629,675	72,918,145	81,508
<b>Sources</b>							
Taxes	25,790,117	26,532,500	27,300,000	28,840,000	28,840,000	29,592,500	752,500
Realignment	1,960,000	3,458,126	3,618,924	3,910,518	3,910,518	4,517,516	606,998
State/Fed/Other Government	4,295,930	3,769,570	5,751,365	4,261,595	4,832,071	4,873,358	611,763
Fee/Rate	0	0	(177)	0	0	0	0
Other Revenue	532,238	427,252	464,425	429,754	448,467	429,754	0
Total Revenue	32,578,285	34,187,448	37,134,537	37,441,867	38,031,056	39,413,128	1,971,261
Operating Transfers In	0	38,096	0	0	0	0	0
Total Financing Sources	32,578,285	34,225,544	37,134,537	37,441,867	38,031,056	39,413,128	1,971,261
Net County Cost	29,108,089	28,961,489	27,661,128	35,394,770	31,598,619	33,505,017	(1,889,753)
Budgeted Staffing*	477	488	503	511	511	531	20

\*Data represents final budgeted staffing

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

The vast majority of Requirements for the District Attorney's Office, which includes Staffing Expenses of \$72.5 million and Operating Expenses of \$10.6 million, fulfill the department's core responsibility of prosecuting crimes. These expenses are funded primarily from the following sources:

- Discretionary General Funding (Net County Cost) of \$33.5 million.
- Prop 172 sales tax revenue of \$29.6 million that is required by law to be used for public safety activities.
- Reimbursements of \$10.4 million mainly from the Department's Special Revenue Funds.
- Funding from various state/federal agencies of \$4.9 million.
- AB 109 revenue of \$4.5 million as part of the 2011 Public Safety Realignment.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$81,508 primarily due to the following:

- \$2.4 million increase in Staffing Expenses related to negotiated salary increases and additional Budgeted Staffing of 20 positions.
- \$2.1 million decrease in various one-time costs due to the completion of certain improvements in 2015-16 related to the 303 West Third Street Building Remodel Project in San Bernardino. These improvements were funded by an offsetting \$2.1 million one-time increase in Discretionary General Funding for 2015-16.
- \$724,526 increase in COWCAP charges.
- \$479,491 increase in Reimbursements from the Department's Special Revenue Funds to help fund additional Staffing Expenses.
- \$400,000 decrease in professional services due to one-time costs associated with the Department's Electronic Court Filing Project being encumbered in 2015-16.



Sources are increasing by \$2.0 million primarily due to the following:

- \$752,500 increase in Prop 172 revenue based on sales tax projections.
- \$609,676 of additional federal grant funds to provide a wide variety of social services for victims of and witnesses to crimes.
- \$606,998 of additional Realignment revenue (AB 109) anticipated from the state.

The department budget includes an allocation of one-time Net County Cost in the amount of \$314,302 for cold case prosecution.

### 2016-17 POSITION SUMMARY\*

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Management	8	0	0	0	8	0	8
Bureau of Administration	9	0	0	0	9	0	9
Bureau of Victim Services	47	15	0	0	62	15	47
Bureau of Information Technology	16	0	0	0	16	0	16
Special Units	67	1	0	0	68	1	67
Bureau of Investigation	92	2	0	0	94	7	87
Criminal Prosecution - Central	99	0	0	0	99	5	94
Criminal Prosecution - West End	104	0	0	0	104	1	103
Criminal Prosecution - Desert	69	2	0	0	71	2	69
Total	511	20	0	0	531	31	500

\*Detailed classification listing available in Appendix D.

### STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$72.5 million fund 531 budgeted positions of which 500 are regular positions and 31 are limited term positions. This budget includes the addition of 20 positions (one regular and 19 limited term) as follows:

- One Deputy District Attorney IV to assist the department with increased workload demands.
- A total of 15 extra-help positions (13 Victim Advocate I's and two Office Assistant III's) to provide additional victim/witness services. The cost of these positions is offset by additional grant funds from the California Governor's Office of Emergency Services (Cal OES) as accepted by the Board of Supervisors on April 5, 2016 (Item No. 30).
- Two extra-help DA Senior Investigators to assist the Department's Cold Case Prosecution Unit. These positions are funded by a one-time increase in Discretionary General Funding for 2016-17.
- Two extra-help Public Service Employees to provide clerical assistance because of temporary staffing vacancies at the Department's Joshua Tree office.





## Special Revenue Funds - Consolidated

### DESCRIPTION OF MAJOR SERVICES

**Real Estate Fraud Prosecution** accounts for activity related to the investigation and prosecution of real estate fraud crimes in the County. Pursuant to Government Code section 27388, the costs related to this activity are funded through a fee charged on recorded documents. On July 22, 2014, the Board of Supervisors (Board) adopted Resolution 2014-164 authorizing an increase of this fee from \$3.00 to \$10.00. The revenue collected from this fee is transferred to the District Attorney's Criminal Prosecution unit (less an administrative fee) to offset the cost of staff assigned to investigate/prosecute real estate fraud.

#### Budget at a Glance

Total Requirements (Excl. Reimb.)	\$8,883,729
Total Sources (Incl. Reimb.)	\$8,496,509
Use of/ (Contribution to) Fund Balance	\$387,220
Total Staff	0

**Auto Insurance Fraud Prosecution** represents activity related to the investigation and prosecution of automobile insurance fraud. Insurance fraud is a particular problem for automobile policy holders. It contributes substantially to the cost of automobile insurance, particularly in urban areas. Prevention of automobile insurance fraud can significantly reduce insurance claim payments and may therefore produce a commensurate reduction in automobile insurance premiums. Under direction of the Insurance Commissioner, the California Department of Insurance makes funds available, as authorized by the California Insurance Code, to the District Attorney's Office for investigation and prosecution of automobile insurance fraud. Sources are transferred to the District Attorney's Criminal Prosecution budget unit to offset the cost of staff assigned to investigate/prosecute auto insurance fraud.

**Workers' Compensation Insurance Fraud Prosecution** accounts for activity related to the investigation and prosecution of workers' compensation insurance fraud. The California Department of Insurance, pursuant to Section 1871.83 of the California Insurance code, distributes grant funds to the District Attorney's Office for this purpose. The funds received by San Bernardino County are administered through this budget unit. The insurance grant revenue is transferred to the District Attorney's Criminal Prosecution budget unit to offset the cost of staff assigned to prosecute workers' compensation insurance fraud.

**Specialized Prosecutions** was established in 1990-91 with funding from various fines and forfeitures for the District Attorney's Office to prosecute crimes such as hazardous waste dumping, consumer fraud, and violations of Cal/OSHA laws established to ensure safe and healthy working conditions for California workers. Sources are transferred to the District Attorney's Criminal Prosecution budget unit to offset the cost of staff associated with these specialized prosecutions.

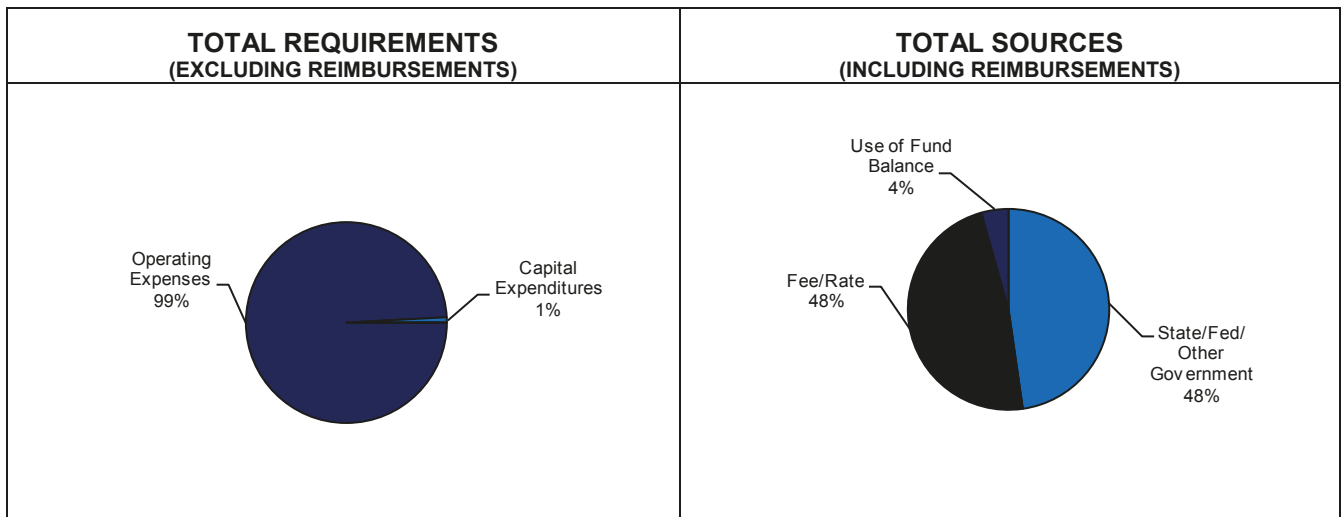
**Vehicle Fees – Auto Theft Prosecution** accounts for the receipt of assessments on vehicles registered in San Bernardino County. On May 2, 1995, the Board adopted a resolution, pursuant to Vehicle Code 9250.14, to impose a \$1.00 fee on each San Bernardino County new and renewal vehicle registration. The Board adopted a subsequent resolution on June 16, 2015 to increase this fee from \$1.00 to \$2.00 per vehicle. The revenue from this fee is used to enhance the capacity of local law enforcement and prosecutors to deter, investigate and prosecute vehicle theft crimes. This budget unit receives the District Attorney's share of the registration assessment on vehicles registered in San Bernardino County. Sources are transferred to the District Attorney's Criminal Prosecution budget unit to offset the costs of prosecuting and investigating automobile theft crimes.

**State Asset Forfeitures** represent receipt of the District Attorney's share of state asset forfeiture funds. The goal of asset forfeiture is to remove the profits from those who benefit from illegal activities. While seizure and arrests present a temporary setback for criminals, asset forfeiture is effective in permanently removing the proceeds from the criminals while diminishing their ability to continue the illegal enterprise. The law permits law enforcement agencies to use the proceeds of forfeitures to offset public safety expenses. Thus, law enforcement is able to convert criminal profits into supplemental funding to inhibit illegal activities. Sources are transferred to the District Attorney's Criminal Prosecution budget unit to help offset the cost of processing asset forfeitures cases.



**Federal Asset Forfeitures** account for the share of federal asset forfeitures processed by the District Attorney’s Office. In 1982, Congress enacted the comprehensive Crime Control act that gave federal prosecutors new forfeiture provisions to combat crime. 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 in this fund and are subsequently used to further law enforcement initiatives. Under the Equitable Sharing program, proceeds from the sale of these seized assets are often shared with participating state and local law enforcement agencies. The County’s share of these funds are ultimately transferred to the District Attorney’s Criminal Prosecution budget unit to assist with operating costs of the Department’s Asset Forfeiture unit and other eligible public safety expenses pursuant to established guidelines set forth by the U.S. Department of Justice.

**2016-17 ADOPTED BUDGET**



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Law and Justice  
 DEPARTMENT: District Attorney  
 FUND: Special Revenue Funds - Consolidated

BUDGET UNIT: Various  
 FUNCTION: Public Protection  
 ACTIVITY: Judicial

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	6,731,791	6,168,581	6,932,225	8,345,031	7,454,127	8,808,729	463,698
Capital Expenditures	0	0	0	0	0	75,000	75,000
Total Exp Authority	6,731,791	6,168,581	6,932,225	8,345,031	7,454,127	8,883,729	538,698
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	6,731,791	6,168,581	6,932,225	8,345,031	7,454,127	8,883,729	538,698
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	6,731,791	6,168,581	6,932,225	8,345,031	7,454,127	8,883,729	538,698
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	3,650,341	3,716,057	3,548,113	3,356,458	3,571,217	4,240,943	884,485
Fee/Rate	3,778,175	2,182,897	4,130,274	3,648,000	4,467,214	4,240,000	592,000
Other Revenue	17,361	8,577	18,071	10,912	27,039	15,566	4,654
Total Revenue	7,445,877	5,907,531	7,696,458	7,015,370	8,065,470	8,496,509	1,481,139
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	7,445,877	5,907,531	7,696,458	7,015,370	8,065,470	8,496,509	1,481,139
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(714,086)	261,050	(764,233)	1,329,661	(611,343)	387,220	(942,441)
Available Reserves				3,890,551		5,444,336	1,553,785
Total Fund Balance				5,220,212		5,831,556	611,344
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

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

## DETAIL OF 2016-17 ADOPTED BUDGET

2016-17					
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
<b>Special Revenue Funds</b>					
Real Estate Fraud Prosecution (Fund REB)	2,728,385	2,900,000	(171,615)	1,975,137	0
Auto Insurance Fraud Prosecution (Fund RIP)	689,455	577,000	112,455	144,132	0
Workers' Comp Ins Fraud Prosecution (Fund ROB)	2,371,769	2,115,809	255,960	285,960	0
Specialized Prosecutions (Fund SBI)	1,543,485	1,155,000	388,485	500,912	0
Vehicle Fees - Auto Theft Prosecution (Fund SDM)	1,296,941	1,551,200	(254,259)	518,818	0
State Asset Forfeitures (Fund SBH)	210,321	150,000	60,321	224,772	0
Federal Asset Forfeitures (Fund SDN)	43,373	47,500	(4,127)	1,794,605	0
Total Special Revenue Funds	8,883,729	8,496,509	387,220	5,444,336	0

**Real Estate Fraud Prosecution:** Requirements of \$2.7 million are for transfers to the department's Criminal Prosecution budget unit for costs related to prosecuting real estate fraud. Sources of \$2.9 million represent the amount anticipated from the \$10.00 fee collected on recorded documents for real estate fraud prosecution.



**Auto Insurance Fraud Prosecution:** Requirements of \$689,455 are for transfers to the department's Criminal Prosecution budget unit for costs related to prosecuting auto insurance fraud cases. Sources of \$577,000 represent projected grant funds from the California Department of Insurance. The Use of Fund Balance of \$112,455 is for the program's staffing and other operating costs. If grant funds are not increased in the future, program costs will need to be reduced.

**Workers' Compensation Insurance Fraud Prosecution:** Requirements of \$2.4 million are for transfers to the department's Criminal Prosecution budget unit for costs related to prosecuting workers' compensation insurance fraud cases. Sources of \$2.1 million reflect projected grant funds from the California Department of Insurance. The Use of Fund Balance of \$255,960 is for the program's staffing and other operating costs. If grant funds are not increased in the future, program costs will need to be reduced.

**Specialized Prosecutions:** Requirements of \$1.5 million are for transfers to the department's Criminal Prosecution budget unit for staffing and other costs related to specialized prosecution. Sources of \$1.2 million reflect the department's estimated revenue from anticipated case settlements during 2016-17. The Use of Fund Balance of \$388,485 is for the costs to prosecute crimes such as hazardous waste dumping, consumer fraud, and violations of Cal OSHA laws. These types of cases often continue for many months or possibly years in some instances. When these cases eventually conclude, the department receives funding for cost reimbursement and this Fund Balance is replenished at that time.

**Vehicle Fees – Auto Theft Prosecution:** Requirements of \$1.3 million are for transfers to the department's Criminal Prosecution budget unit for costs associated with prosecuting and investigating automobile theft crimes. Sources of \$1.6 million represent new and renewal registration assessments on vehicles registered in San Bernardino County.

**State Asset Forfeitures:** Requirements of \$210,321 are primarily for transfers to the department's Criminal Prosecution budget unit to help offset costs related to asset forfeiture cases. Sources of \$150,000 reflect the anticipated proceeds from asset forfeitures. The Use of Fund Balance of \$60,321 is to assist with the costs of processing asset forfeiture claims. Proceeds from these asset forfeitures tend to fluctuate on an annual basis. When these cases conclude, the department receives funding pursuant to California law and the Fund Balance is replenished at that time.

**Federal Asset Forfeitures:** Requirements of \$43,373 are for transfers to the department's Criminal Prosecution budget unit to assist with operating expenses of the Asset Forfeiture Unit. Sources of \$47,500 represent proceeds from federal asset forfeitures (\$40,000) and interest earnings (\$7,500).

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$538,698 primarily due to a \$498,775 increase in transfers to the department's Criminal Prosecution budget unit for the cost of 3 additional Investigator positions, as approved by the Board in the first quarter of 2015-16, to enhance the department's capacity to investigate and prosecute automobile theft crimes.

Sources are increasing by \$1.5 million primarily due to additional revenue generated from registration assessments on vehicles (\$875,000) and Board-approved fees collected on recorded real estate documents (\$650,000).



## ANALYSIS OF FUND BALANCE

The following Special Revenue Funds have budgeted the Use of Fund Balance for 2016-17:

- Auto Insurance Fraud Prosecution: \$112,455 for the program's staffing and other operating costs. If grant funds are not increased in the future, program costs will need to be reduced.
- Worker' Compensation Insurance Fraud Prosecution: \$255,960 for the program's staffing and other operating costs. If grant funds are not increased in the future, program costs will need to be reduced.
- Specialized Prosecutions: \$388,485 for the costs to prosecute crimes such as hazardous waste dumping, consumer fraud, and violations of Cal OSHA laws. These types of cases often continue for many months or possibly years in some instances. When these cases eventually conclude, the Department receives funding for cost reimbursement and this fund balance is replenished at that time.
- State Asset Forfeitures: \$60,321 to assist with the costs of asset forfeiture cases. Proceeds from these asset forfeitures tend to fluctuate on an annual basis. When these cases conclude, the Department receives funding pursuant to California law and the fund balance is replenished at that time.

The following Special Revenue Funds have budgeted a Contribution to Fund Balance that will increase the amount of Available Reserves:

- Real Estate Fraud Prosecution (\$171,615)
- Vehicle Fees – Auto Theft Prosecution (\$254,259)
- Federal Asset Forfeitures (\$4,127)

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with these consolidated special revenue budget units.



# LAW AND JUSTICE GROUP ADMINISTRATION

Phyllis K. Morris

## 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.*



## 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Law and Justice Group Administration	5,000	5,000	0			1
Total General Fund	5,000	5,000	0	0	0	1
<b>Special Revenue Funds</b>						
Special Revenue Funds - Consolidated	1,312,021	582,145		729,876		0
Total Special Revenue Funds	1,312,021	582,145	0	729,876	0	0
<b>Total - All Funds</b>	1,317,021	587,145	0	729,876	0	1

## 2015-16 MAJOR ACCOMPLISHMENTS

- Received Justice Assistance Grant funding of \$582,145 on behalf of the County and 16 cities.
- Implemented business practice changes to evaluate sub recipient compliance with federal requirements and ensure performance goals.
- Received Juvenile Accountability Block Grant funding of \$87,839 for continuance of the Public Defender’s Early Intervention program.
- Allocated Southwest Border Prosecution Initiative funds for a variety of Law and Justice related projects, including the District Attorney Peer Support Program, the Sheriff e-Citation conversion project, and the purchase of Sheriff’s Crime Lab Microscopes.
- Established a Misdemeanor Pretrial Diversion Program to provide early intervention and education for low level offenders with a goal towards reducing recidivism.



**DEPARTMENT PERFORMANCE MEASURES**

<b>COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.</b>	Number of new Justice Assistance Grant projects initiated.	12	12	17	12
<b>STRATEGY</b>	Cooperatively develop new programs with local law enforcement agencies to secure Justice Assistance Grant funding.					
<b>STRATEGY</b>	Participate with Law and Justice Agencies to facilitate additional grant funding.					
<b>COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.</b>	<b>NEW</b>	N/A	N/A	696	2,500
<b>STRATEGY</b>	Establish and maintain accountability-based programs designed to reduce recidivism among adults who are referred by law enforcement personnel or agencies.	Number of individuals diverted to the Pretrial Diversion Program.				
<b>COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.</b>	Amount of additional funding secured.	\$745,158	\$750,000	\$669,984	\$750,000
<b>STRATEGY</b>	Identify new grant opportunities.					



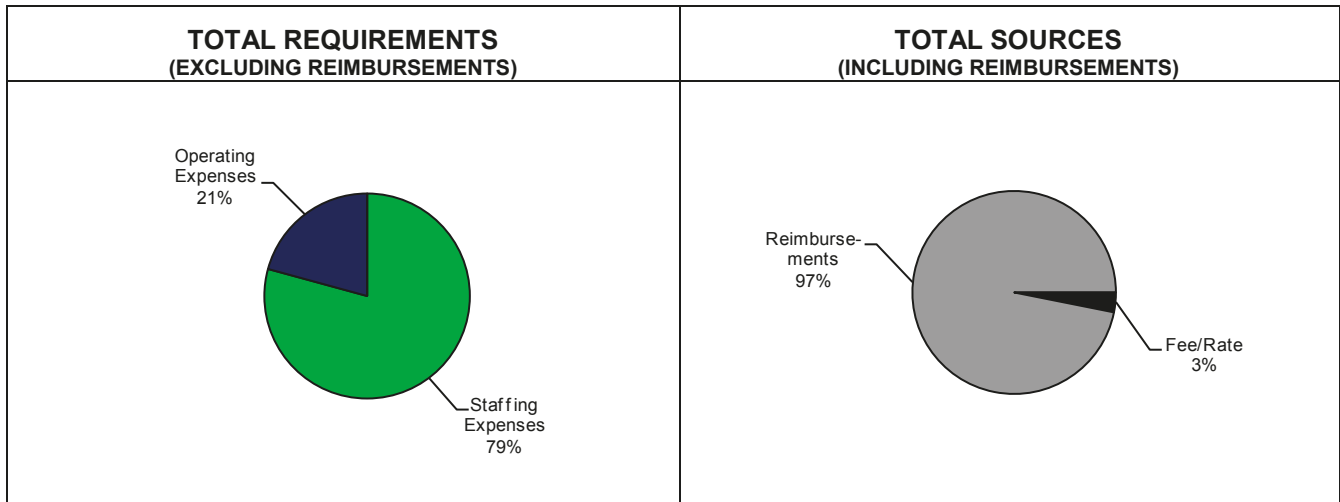
## Law and Justice Group Administration

### DESCRIPTION OF MAJOR SERVICES

Under general direction of the Law and Justice Group Chair, 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.

<b>Budget at a Glance</b>	
Total Requirements (Excl. Reimb.)	\$159,042
Total Sources (Incl. Reimb.)	\$159,042
Net County Cost	\$0
Total Staff	1
Funded by Net County Cost	0%

### 2016-17 ADOPTED BUDGET





**ANALYSIS OF 2016-17 ADOPTED BUDGET**

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

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	162,040	195,176	169,967	181,497	176,553	126,039	(55,458)
Operating Expenses	107,305	112,702	103,428	100,107	90,366	33,003	(67,104)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	269,345	307,878	273,395	281,604	266,919	159,042	(122,562)
Reimbursements	(163,633)	(197,769)	(192,234)	(188,765)	(176,596)	(154,042)	34,723
Total Appropriation	105,712	110,109	81,161	92,839	90,323	5,000	(87,839)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	105,712	110,109	81,161	92,839	90,323	5,000	(87,839)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	97,270	104,976	105,156	87,839	66,186	0	(87,839)
Fee/Rate	5,000	5,000	5,000	5,000	5,000	5,000	0
Other Revenue	0	190	0	0	0	0	0
Total Revenue	102,270	110,166	110,156	92,839	71,186	5,000	(87,839)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	102,270	110,166	110,156	92,839	71,186	5,000	(87,839)
Net County Cost	3,442	(57)	(28,995)	0	19,137	0	0
Budgeted Staffing*	1	1	1	1	1	1	0

\*Data represents final budgeted staffing

**MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET**

Staffing Expenses of \$126,039 represent the majority of expenditures and fund one budgeted position. Operating Expenses of \$33,003 include various administrative costs for providing services. Reimbursements of \$154,042 are primarily funded by the Finance and Administration budget unit and pay for operational expenses for services provided.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are decreasing by \$87,839, primarily due to a decrease in Staffing Expenses of \$55,458 as a result of a change in the classification for the Law and Justice Group's Analyst from an Administrative Analyst III to an Administrative Analyst II, which better fits the needs of the Law and Justice Group and results in significant budgetary savings. This change results in a corresponding net reduction in Reimbursements. Additionally, Operating Expenses are decreasing by \$67,104 primarily due to the elimination of Juvenile Accountability Block Grant Funds by the federal government, which are reflected as a decrease in Sources. These funds were used to pay for a Social Worker in the Public Defender's office for its Early Intervention Program. The Public Defender plans to maintain this program, which will be funded within its existing budget allocation.

**2016-17 POSITION SUMMARY\***

Division	2015-16				2016-17		
	Final Staffing	Adds	Deletes	Re-Orgs	Adopted	Limited	Regular
Administration	1	1	-1	0	1	0	1
Total	1	1	-1	0	1	0	1

\*Detailed classification listing available in Appendix D.



## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$126,039 fund one budgeted regular position. There are no changes to budgeted staffing count, but the budgeted position in this unit has changed as a result of transferring out an Administrative Analyst III to the County Finance and Administration budget and the transferring in of an Administrative Analyst II from the County Finance and Administration budget.



## Special Revenue Funds – Consolidated

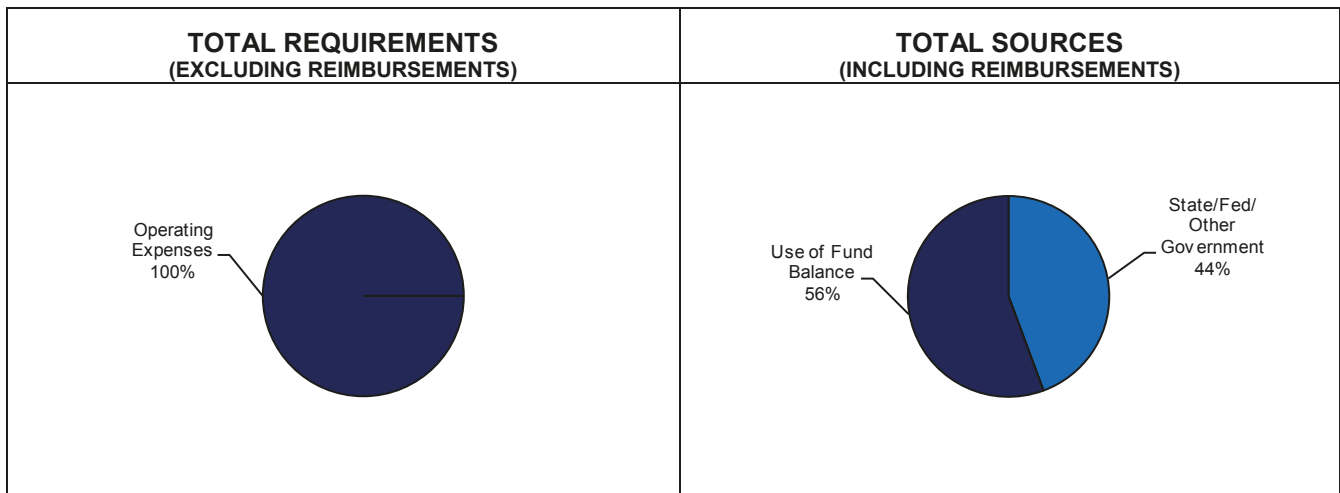
### DESCRIPTION OF MAJOR SERVICES

**Justice Assistance Grant** funding is used to support a broad range of law enforcement activities to improve the overall criminal justice system. The County of San Bernardino serves as the lead agency and passes allocations through to the various local jurisdictions. Grant funds have been used for the purchase of cameras and X-Ray equipment for the Sheriff/Coroner/Public Administrator; video conferencing equipment for the District Attorney; computer equipment and enhancements for the Public Defender; and GPS tracking and polygraph services for the Probation Department.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$1,312,021
Total Sources (Incl. Reimb.)	\$582,145
Use of/ (Contribution to) Fund Balance	\$729,876
Total Staff	0

**Southwest Border Prosecution Initiative** is a reimbursement program under which jurisdictions in the four Southwestern U.S. Border States are eligible to be reimbursed for a portion of prosecution and detention costs in federal cases. These funds are used for law and justice activities that support and enhance prosecutorial and detention services. This fund receives allocations from the Federal Southwest Border Prosecution Initiative (SWBPI) program administered by the Bureau of Justice Assistance (BJA).

### 2016-17 ADOPTED BUDGET



### ANALYSIS OF 2016-17 ADOPTED BUDGET

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

BUDGET UNIT: Various  
 FUNCTION: Judicial  
 ACTIVITY: Public Protection

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	1,244,205	1,867,382	1,125,589	1,546,641	971,623	1,312,021	(234,620)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	1,244,205	1,867,382	1,125,589	1,546,641	971,623	1,312,021	(234,620)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	1,244,205	1,867,382	1,125,589	1,546,641	971,623	1,312,021	(234,620)
Operating Transfers Out	0	71,927	0	0	0	0	0
Total Requirements	1,244,205	1,939,309	1,125,589	1,546,641	971,623	1,312,021	(234,620)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	932,634	713,840	659,953	846,745	582,145	582,145	(264,600)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	19,835	13,939	12,825	0	15,937	0	0
Total Revenue	952,469	727,779	672,778	846,745	598,082	582,145	(264,600)
Operating Transfers In	0	71,927	0	0	0	0	0
Total Financing Sources	952,469	799,706	672,778	846,745	598,082	582,145	(264,600)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	291,736	1,139,603	452,811	699,896	373,541	729,876	29,980
Available Reserves				2,248,374		1,844,853	(403,521)
Total Fund Balance				2,948,270		2,574,729	(373,541)
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

### DETAIL OF 2016-17 ADOPTED BUDGET

2016-17

	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
<b>Special Revenue Funds</b>					
Southwest Border Prosecution Initiative (SWI)	711,484	0	711,484	1,782,752	0
JAG Consolidated (SDZ)	600,537	582,145	18,392	62,101	0
Total Special Revenue Funds	1,312,021	582,145	729,876	1,844,853	0

**Southwest Border Prosecution Initiative:** Requirements of \$711,484 include transfers to the participating law and justice agencies, including the District Attorney, Probation Department, Public Defender, and Sheriff/Coroner/Public Administrator for various one-time law enforcement projects and programs. Fund Balance of \$711,484 is being used for these one-time expenses.

**JAG Consolidated:** Requirements of \$600,537 primarily include pass-through costs to various law enforcement agencies for the Justice Assistance Grant Program. Sources of \$582,145 represent Justice Assistance Grant funds. Fund Balance of \$18,392 is primarily being used to pay for one-time automated systems enhancements and other minor one-time costs.



## **BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are decreasing by \$234,620 primarily due to one-time funding for various Law and Justice Southwest Border funded projects included in the 2015-16 budget. Additionally, transfers from the SWBPI budget to the Law and Justice Administration budget for staffing is no longer included in the budget, as the SWBPI budget is no longer receiving ongoing funding and therefore will not be used for ongoing staffing costs. Instead, the County's Finance and Administration budget unit is paying for the majority of the cost of the position.

## **ANALYSIS OF FUND BALANCE**

The SWBPI budget has seen a reduction in Fund Balance, as there has not been an allocation by the federal government of this source of funding in 2014-15 or 2015-16. In prior years, this budget was used to help pay for the ongoing cost of one budgeted position. For 2016-17, the SWBPI budget will no longer fund any ongoing costs and, as a result, Fund Balance will solely be used to pay for one-time Law and Justice related projects approved by the Law and Justice Group.

## **STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with these budget units.



# PROBATION

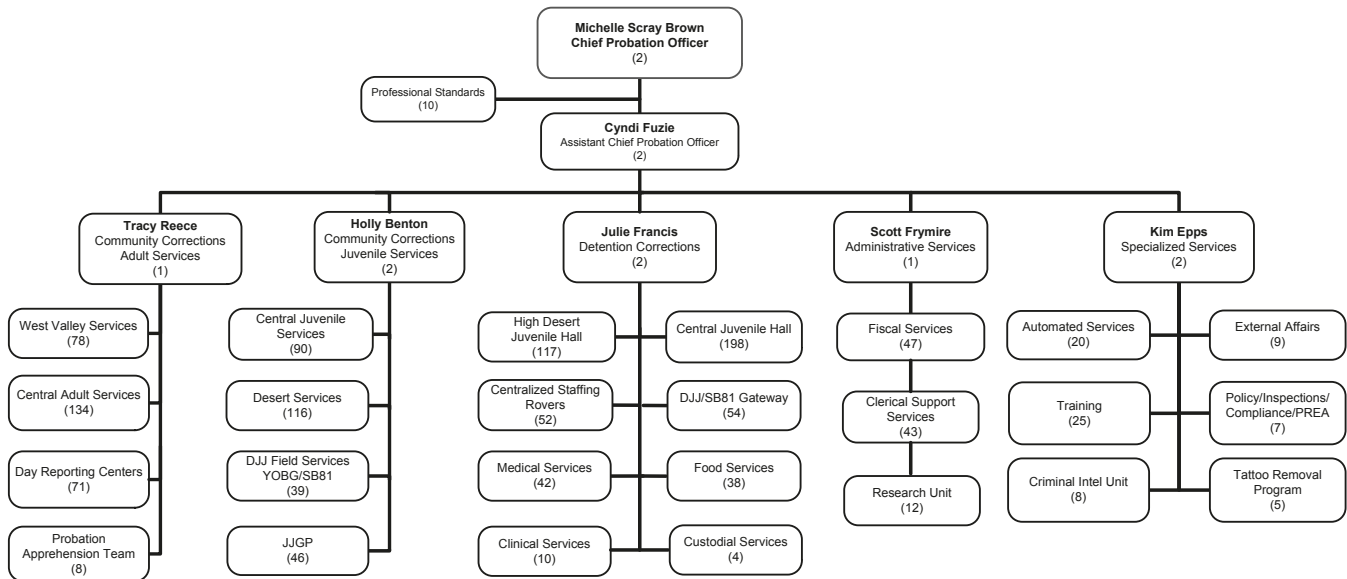
## Michelle Scray Brown

### DEPARTMENT MISSION STATEMENT

*The Probation Department is dedicated to protecting the community through the 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



### 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Administration, Corrections and Detention	153,196,633	77,215,942	75,980,691			1,249
Juvenile Justice Grant Program	0	0	0			46
<b>Total General Fund</b>	<b>153,196,633</b>	<b>77,215,942</b>	<b>75,980,691</b>	0	0	1,295
<b>Special Revenue Funds</b>						
Special Revenue Funds - Consolidated	15,347,870	14,755,863		592,007		0
<b>Total Special Revenue Funds</b>	<b>15,347,870</b>	<b>14,755,863</b>	0	592,007	0	0
<b>Total - All Funds</b>	<b>168,544,503</b>	<b>91,971,805</b>	<b>75,980,691</b>	592,007	0	1,295



### 2015-16 MAJOR ACCOMPLISHMENTS

- Established four annual job fairs with “felon friendly” employers, as well as a partnership with the Center for Employment Opportunities (CEO), to provide job preparedness training and immediate transitional employment for adult offenders. Obtaining viable employment is well established as one of the most important factors in reducing recidivism.
- Established the Fontana Day Reporting and Operations Center next to the existing Fontana Courthouse. This full service center provides a one-stop shop for all clients seeking a variety of county services, such as Workforce Development, Behavioral Health, Public Health, and a variety of Probation sponsored training opportunities. The goal is for these individuals to become law-abiding, productive, and self-supporting citizens of San Bernardino County.
- Commenced training operations at the County-owned West Valley Regional Training Center, thus eliminating the need for a leased facility, and became the first Probation Department in the State of California to be certified under Peace Officer Standards and Training (POST) PC832 requirements, as amended per AB1890 in 2015.

### DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Percentage of new adult supervision cases assessed within 60 days.	96.3%	96.0%	98.5%	97.0%
STRATEGY	Assess each new adult offender to determine expected risk of recidivating and their criminogenic risk factors to ensure appropriate supervision level.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Percentage of new juvenile supervision cases assessed within 60 days.	95.5%	97.5%	96.4%	98.0%
STRATEGY	Assess each new juvenile offender to determine expected risk of recidivating and their criminogenic risk factors to ensure appropriate supervision level.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Percentage of adult supervision cases recidivating.	27.8%	26.0%	23.9%	26.0%
STRATEGY	Supervise adult probationers at an appropriate level to reduce recidivism.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Percentage of juvenile supervision cases recidivating.	26.2%	26.0%	24.3%	25.0%
STRATEGY	Supervise juvenile probationers at an appropriate level to reduce recidivism.					



## Administration, Corrections and Detention

### DESCRIPTION OF MAJOR SERVICES

Probation’s executive management is responsible for the overall leadership of the Department, developing and implementing policies and procedures which focus on improving public safety while operating in a fiscally responsible manner. These efforts are driven by ensuring integrity to the mission of the department, reliance on recognized professional practices, and the development of innovative evidence-based programs to meet the changing needs of the population.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$162,318,843
Total Sources (Incl. Reimb.)	\$86,338,152
Net County Cost	\$75,980,691
Total Staff	1,249
Funded by Net County Cost	47%

Each of the following bureaus focus on providing for the health and social service needs of County residents in a variety of ways, from managing field operations in the community to caring for minors in detention, by addressing each individual’s criminogenic risk factors and providing services to meet those specific needs:

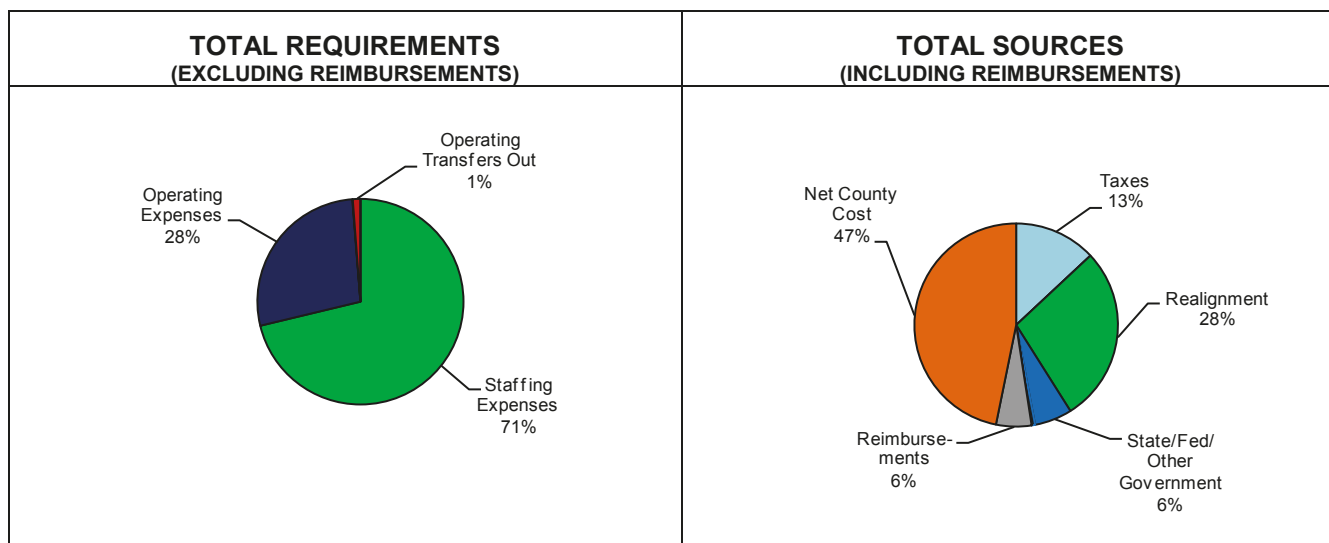
- Adult Community Corrections Bureau (ACCB) is responsible for adult supervision, training and treatment program options, Day Reporting Centers, and investigation reports for the courts along with case management services. ACCB utilizes appropriate evidence-based treatment and supervision services as identified through validated assessment tools. As a result of Public Safety Realignment (AB 109), the department created Day Reporting Centers (DRC) in each region to provide services to the entire adult offender population by offering services from a wide variety of governmental agencies such as Behavioral Health, Workforce Development, Transitional Assistance, and other related agencies. The department is also expanding services to assist in diverting an offender from progressing further into the criminal justice system through additional state SB678 – Criminal Recidivism funded programs, which target offenders for prevention and program efforts aimed at preventing them from being sentenced to state prison. All efforts are aimed at reducing recidivism and moving offenders into a role of law-abiding, self-sufficient, productive citizens.
- Juvenile Community Corrections Bureau (JCCB) is responsible for juvenile supervision, training and treatment program options, Day Reporting Centers, and investigation reports for the courts along with case management services. JCCB utilizes appropriate evidence-based treatment and supervision services as identified through validated assessment tools. JCCB utilizes Juvenile Justice Crime Prevention Act funding to provide School Probation Officers and targeted behavioral development programs to prevent minors’ immersion into the criminal justice system. JCCB also receives funding through the Youthful Offender Block Grant/SB-81, which provides funding for the Gateway Program, a secured residential treatment program that allows minors to gain self sufficiency through a variety of educational and behavioral components, and also funds intensive juvenile supervision services. All efforts are aimed at reducing recidivism and moving offenders into the role of law-abiding, self-sufficient, productive citizens.
- Detention Corrections Bureau (DCB) is responsible for the County’s Juvenile Detention and Assessment Centers (JDAC’s) and Department operated residential treatment options in secured environments for legally detained and court ordered minors. DCB works with all of the law enforcement agencies in the County when detention for a youth is being considered, and works with multiple County agencies inside the facilities as well, including local community groups such as faith based organizations, to address the behavioral and emotional needs of the juveniles.
- Administrative Services Bureau (ASB) is responsible for the organizational and administrative support functions of the department, including budget preparation, grant compliance, payroll/personnel, purchasing, payables, courier/file delivery, reception, clerical, research and analytical units, building management and facilities, vehicles, and other infrastructure needs. Each of these units work with other County agencies, as well as outside vendors and suppliers, to ensure that the Department is operating at maximum efficiency in a fiscally responsible manner, while staying focused on the primary mission: to improve public safety.





- Specialized Services Bureau (SSB), formed in March 2014, is responsible for unique operations that cover needs and requirements beyond community corrections or detention services and which often impact areas across the entire Department. Some examples of these units include Training, Automated Systems, External Affairs, Policies and Procedures, Audits and Inspections, implementation of the Prison Rape Elimination Act (PREA), and the Criminal Intelligence Unit (CIU). Prior to the development of this new Bureau, these units were spread across the other Bureaus.

### 2016-17 ADOPTED BUDGET



### ANALYSIS OF 2016-17 ADOPTED BUDGET

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

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

	2012-13	2013-14	2014-15	(A) 2015-16 Final Budget	2015-16 Actual	(B) 2016-17 Adopted Budget	(B-A) Change From Prior Year Final Budget
	Actual	Actual	Actual				
<b>Requirements</b>							
Staffing Expenses	99,610,804	104,597,041	105,208,126	117,384,486	106,473,126	115,635,389	(1,749,097)
Operating Expenses	27,367,318	27,946,655	33,231,436	40,685,610	34,325,854	44,649,189	3,963,579
Capital Expenditures	141,073	822,128	973,006	207,783	196,197	91,000	(116,783)
Total Exp Authority	127,119,195	133,365,824	139,412,568	158,277,879	140,995,177	160,375,578	2,097,699
Reimbursements	(3,703,984)	(3,728,382)	(4,274,835)	(9,711,809)	(6,062,237)	(9,122,210)	589,599
Total Appropriation	123,415,211	129,637,442	135,137,733	148,566,070	134,932,940	151,253,368	2,687,298
Operating Transfers Out	923,970	8,079,523	12,858,582	5,356,119	5,299,117	1,943,265	(3,412,854)
Total Requirements	124,339,181	137,716,965	147,996,315	153,922,189	140,232,057	153,196,633	(725,556)
<b>Sources</b>							
Taxes	16,950,000	19,107,088	23,727,218	21,390,525	21,390,525	21,137,500	(253,025)
Realignment	24,837,053	41,035,700	42,931,257	45,219,868	36,518,308	45,495,434	275,566
State/Fed/Other Government	18,484,743	9,990,869	10,132,772	9,853,849	12,392,600	9,689,908	(163,941)
Fee/Rate	1,152,760	913,485	1,050,444	892,100	960,317	892,100	0
Other Revenue	1,557,686	0	80,134	1,000	33,845	1,000	0
Total Revenue	62,982,242	71,047,142	77,921,825	77,357,342	71,295,595	77,215,942	(141,400)
Operating Transfers In	0	14,537	167,538	0	447,639	0	0
Total Financing Sources	62,982,242	71,061,679	78,089,363	77,357,342	71,743,234	77,215,942	(141,400)
Net County Cost	61,356,939	66,655,286	69,906,952	76,564,847	68,488,823	75,980,691	(584,156)
Budgeted Staffing*	1,194	1,188	1,183	1,238	1,238	1,249	11

\*Data represents final budgeted staffing



## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

As in prior years, the majority of Requirements consist of staffing and facility costs related to the supervision and treatment of adult offenders and legally detained juveniles. These costs, which include operation of the Day Reporting Centers for adults and the Juvenile Detention and Assessment Centers for juveniles, are funded by the following sources:

- Realignment (\$45.5 million) consisting of:
  - AB 109 funds (\$32.8 million)
  - Youthful Offender Block Grant (\$9.7 million)
  - Other realignment funding (\$3.0 million)
- Prop 172 sales tax revenue (\$21.1 million)
- State support for Juvenile Probation Funding (\$5.4 million)
- Funding from various other state/federal agencies (\$4.3 million)
- Fees received from providing services (\$892,100)
- SB 678 reimbursements (\$7.4 million)
- Reimbursements from other departments (\$1.7 million)

The department is also receiving \$76.0 million of Discretionary General Funding (Net County Cost).

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$725,556 primarily due to the following:

- \$1.7 million decrease in Staffing Expenses. Although there are increases in negotiated salary and benefit costs and an addition of 11 budgeted positions, these increases are more than offset by cost savings from reduced workers' compensation expenses and budgeting more Probation Corrections Officer and Probation Officer II positions at the lower classifications of Probation Corrections Officer Trainee and Probation Officer I. The department anticipates filling several vacant positions at the trainee level with new recruits that initially lack the appropriate background experience needed for employment at the higher level classifications.
- \$4.0 million increase in Operating Expenses for additional costs mainly attributed to adult offender transitional housing (\$1.0 million), new/upgraded computer software systems (\$1.0 million), insurance (\$574,673), transfers to the Department of Behavioral Health for mental health services provided to adult probationers (\$400,000), facility related charges (\$370,715), and the new tattoo removal program (\$281,000).
- \$589,599 decrease in Reimbursements, primarily from the SB 678 Special Revenue Fund for capital projects funded in 2015-16.
- \$3.4 million reduction in Operating Transfers Out to the County's Capital Improvement Program as several projects were completed in 2015-16.

The 2016-17 budget reflects no significant changes in Sources.

## 2016-17 POSITION SUMMARY\*

Division	2015-16				2016-17		Limited	Regular
	Final Staffing	Adds	Deletes	Re-Orgs	Adopted			
Administrative Services Bureau	139	5	0	-27	117	9	108	
Specialized Services Bureau	79	5	0	-8	76	1	75	
Community Corrections Bureau - Adult	289	0	0	3	292	0	292	
Community Corrections Bureau- Juvenile	226	1	0	20	247	0	247	
Detention Corrections Bureau	505	0	0	12	517	4	513	
<b>Total</b>	<b>1,238</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>1,249</b>	<b>14</b>	<b>1,235</b>	

\*Detailed classification listing available in Appendix D.



## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$115.6 million fund 1,249 budgeted positions of which 1,235 are regular positions and 14 are limited term positions. This budget includes the addition of 11 regular positions as follows:

- Five positions (two Correctional Nurse II's; one Licensed Vocational Nurse II-Corrections; one Probation Officer II; and one Office Assistant III) for the Tattoo Removal Program. The objective of this new program is to reduce the risk of recidivism by providing an opportunity for the removal of tattoos from certain Department-identified individuals. Eliminating tattoos will assist the efforts of these individuals to pursue employment and free themselves from a lifestyle that utilizes tattoos as a means of identifying with criminal groups.
- Two Program Specialist I's to help monitor and evaluate the Department's numerous programs and treatments. These positions, which will be responsible for collecting data for performance reports and audits, are needed to ensure that the programs/treatments adhere to Evidence Based Practices.
- One Administrative Supervisor II to oversee development of the Department's annual budget, which has increased significantly since implementation of the 2011 Public Safety Realignment. This position will also supervise staff, develop fiscal procedures, and ensure the Department is prepared for a variety of federal, state and county audits.
- One Supervising Office Assistant. Due to restructuring of non-sworn staff in the Probation Department, there is a need for this position to collaborate with supervisors from the various law and justice partners to ensure consistency amongst all agencies within the region.
- One Fiscal Specialist to organize additional staffing, buildings, and equipment that have increased since implementation of the 2011 Public Safety Realignment. This position will also assist the Department with various financial audits and the resolution of complex accounting issues.
- One Probation Officer II previously included in the Juvenile Justice Grant Program has been moved to this budget unit to better align with the position's administrative oversight and workload.

Costs of the five positions for the Tattoo Removal Program are funded by AB109 revenue. The other six added positions are offset by a portion of the cost savings resulting from budgeting for several Probation Corrections Officer and Probation Officer II positions at the trainee level.

With the introduction of a Probation Division Director II position approved in the first quarter of 2015-16, the Department made the determination to move the Research Unit (with Budgeted Staffing of 12 positions) from the Specialized Services Bureau to the Administrative Services Bureau (ASB) to provide greater continuity with budget and fiscal operations. In addition, a total of 39 positions (including 26 for Clerical Support Services) have been moved from the ASB to the other Bureaus. This internal reorganization allows the Department to adjust to recent growth in programs by maximizing overall Department efficiency, while not impacting the duties of assigned staff.



## Juvenile Justice Grant Program

### DESCRIPTION OF MAJOR SERVICES

The Juvenile Justice Crime Prevention Act allocates state resources annually to fund programs which address juvenile crime prevention and focus on public safety. The Juvenile Justice Coordinating Council, mandated to oversee local programming, consists of a variety of County and community leaders that develop and recommend the comprehensive Multi-Agency Juvenile Justice Plan. This plan identifies and addresses the public safety gaps in services for juvenile offenders and their families throughout San Bernardino County.

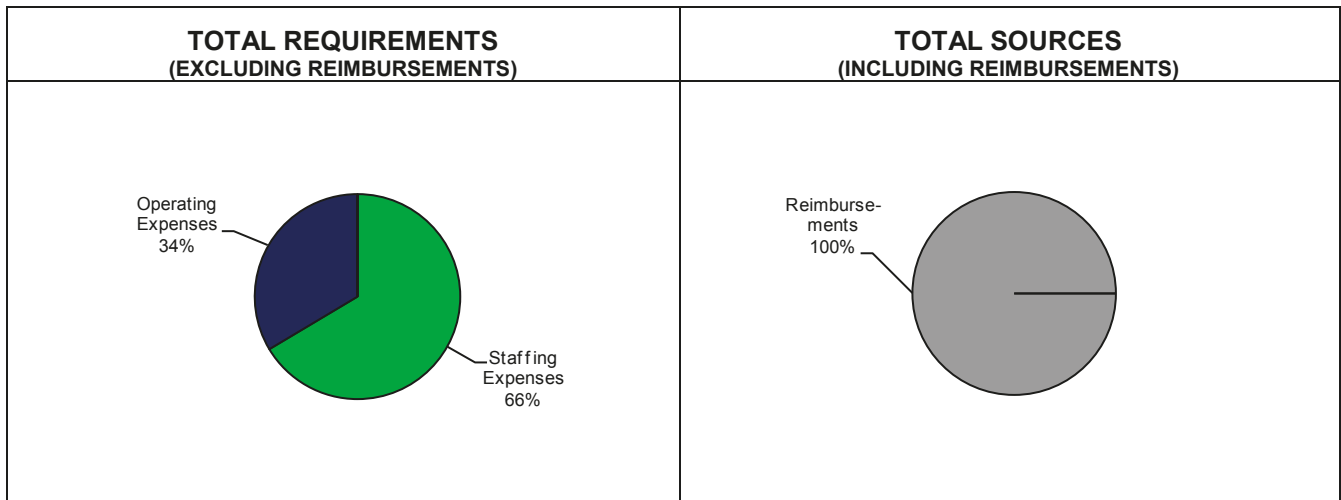
Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$7,178,560
Total Sources (Incl. Reimb.)	\$7,178,560
Net County Cost	\$0
Total Staff	46
Funded by Net County Cost	0%

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

This budget unit was established to receive funds from the Juvenile Justice Grant Program Special Revenue Fund to pay for program expenses and staffing costs when incurred, and avoid cash issues.

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

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

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

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

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	2,899,433	3,683,081	3,717,485	4,836,648	4,199,734	4,768,390	(68,258)
Operating Expenses	2,421,111	2,301,047	2,209,305	2,271,056	1,948,472	2,410,170	139,114
Capital Expenditures	198,793	0	0	120,000	111,471	0	(120,000)
Total Exp Authority	5,519,337	5,984,128	5,926,790	7,227,704	6,259,677	7,178,560	(49,144)
Reimbursements	(5,519,192)	(5,854,222)	(5,897,380)	(7,210,424)	(6,259,617)	(7,178,560)	31,864
Total Appropriation	145	129,906	29,410	17,280	60	0	(17,280)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	145	129,906	29,410	17,280	60	0	(17,280)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	121	0	677	0	(97)	0	0
Total Revenue	121	0	677	0	(97)	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	121	0	677	0	(97)	0	0
Net County Cost	24	129,906	28,733	17,280	157	0	(17,280)
Budgeted Staffing*	38	39	39	47	47	46	(1)

\*Data represents final budgeted staffing

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Staffing Expenses (\$4.8 million) and Operating Expenses (\$2.4 million) represent the cost of programs for at-risk minors that include day reporting centers, counseling and tutoring services, school probation officers, and the District Attorney’s Let’s End Truancy (LET) Program. This budget unit is funded by Reimbursements from the Department’s Juvenile Justice Crime Prevention Act – Special Revenue Fund.

## BUDGET CHANGES AND OPERATIONAL IMPACT

There are no significant changes included in the 2016-17 budget.



**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Juvenile Justice Grant Program	47	0	-1	0	46	0	46
Total	47	0	-1	0	46	0	46

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$4.8 million fund 46 budgeted regular positions. This budget includes the deletion of one Probation Officer II position that was moved to the Administration, Corrections and Detention budget unit to better align with the administrative oversight and staff workload of that position.



## Special Revenue Funds - Consolidated

### DESCRIPTION OF MAJOR SERVICES

**Juvenile Justice Crime Prevention Act (JJCPA)** - allocates state resources annually to fund programs which address juvenile crime prevention and focus on public safety. The Juvenile Justice Coordinating Council, mandated to oversee local programming, consists of a variety of County and community leaders that develop and recommend the Comprehensive Multi-Agency Juvenile Justice Plan. This plan identifies and addresses the public safety gaps in services for juvenile offenders and their families throughout San Bernardino County. Staffing is budgeted in the Juvenile Justice Grant Program general fund budget unit and reimbursed by this budget unit.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$15,347,870
Total Sources (Incl. Reimb.)	\$14,755,863
Use of/ (Contribution to) Fund Balance	\$592,007
Total Staff	0

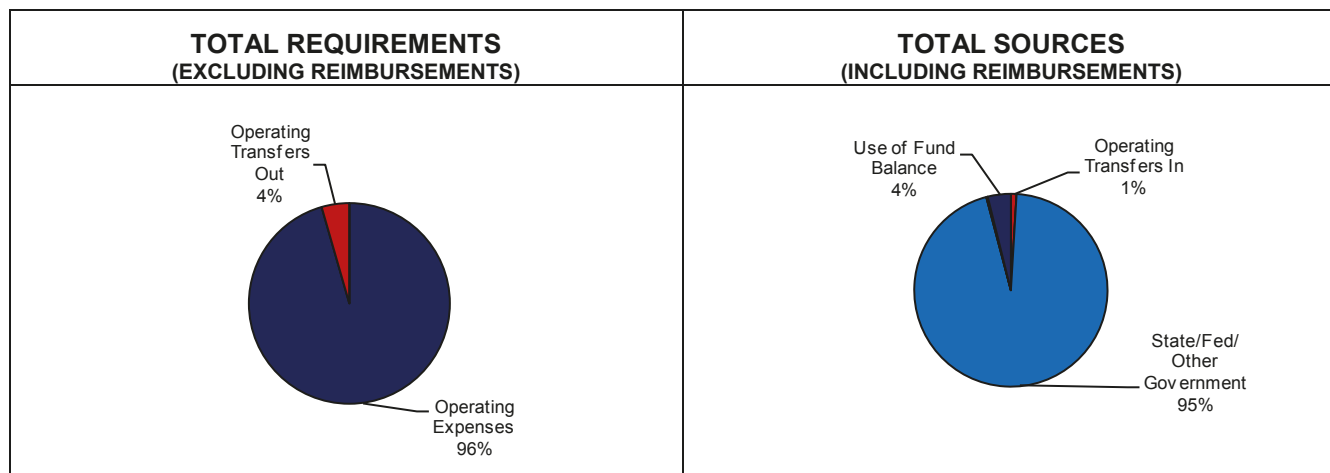
**SB 678 – Criminal Recidivism** allocates state funding resources to oversee programs for the purposes of reducing parolee recidivism. The funding is intended to improve evidence-based probation supervision practices and will enhance public safety outcomes among adult felons who are on probation. Improving felony probation performance, measured by a reduction in felony probationers who are sent to prison because they were revoked on probation or convicted of another crime while on probation, will reduce the number of new admissions to state prison. The staff is budgeted in the Probation general fund budget unit and reimbursed by this budget unit.

**AB 1628 – Juvenile Reentry Program** allocates state funding resources to gradually assume responsibility for supervision of juveniles released from the state’s Division of Juvenile Justice (DJJ). This shift of parole supervision to the counties gives local officials more options for the rehabilitation of youth in their communities. This legislation authorizes counties to establish a Juvenile Reentry Fund that would accept state money to address the costs of local supervision and rehabilitative programs.

**Asset Forfeiture 15%** accounts for State of California Health and Safety Code Section 11489 collections which mandates that fifteen percent of distributed seizure funds are used for the sole purpose of funding programs designed to combat drug abuse and divert gang activity. Expenditures for this fund include drug and gang unit expenses not reimbursed through other sources.

**State Seized Assets** accounts for Probation’s proportionate share of asset forfeitures seized in conjunction with other agencies. Expenditures for this budget unit include safety equipment and training expenses not reimbursed through other sources.

### 2016-17 ADOPTED BUDGET



### ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Law and Justice  
 DEPARTMENT: Probation  
 FUND: Special Revenue Funds - Consolidated

BUDGET UNIT: Various  
 FUNCTION: Public Protection  
 ACTIVITY: Detention and Corrections

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	7,066,422	7,662,551	8,429,423	15,325,845	10,860,882	14,664,829	(661,016)
Capital Expenditures	0	0	0	0	0	0	0
<b>Total Exp Authority</b>	<b>7,066,422</b>	<b>7,662,551</b>	<b>8,429,423</b>	<b>15,325,845</b>	<b>10,860,882</b>	<b>14,664,829</b>	<b>(661,016)</b>
Reimbursements	0	0	0	0	0	0	0
<b>Total Appropriation</b>	<b>7,066,422</b>	<b>7,662,551</b>	<b>8,429,423</b>	<b>15,325,845</b>	<b>10,860,882</b>	<b>14,664,829</b>	<b>(661,016)</b>
Operating Transfers Out	0	0	0	4,716,000	4,702,000	683,041	(4,032,959)
<b>Total Requirements</b>	<b>7,066,422</b>	<b>7,662,551</b>	<b>8,429,423</b>	<b>20,041,845</b>	<b>15,562,882</b>	<b>15,347,870</b>	<b>(4,693,975)</b>
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	7,848,633	10,198,388	16,784,477	20,003,526	19,544,324	14,573,397	(5,430,129)
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	28,339	26,813	52,905	36,366	119,720	37,466	1,100
<b>Total Revenue</b>	<b>7,876,972</b>	<b>10,225,201</b>	<b>16,837,382</b>	<b>20,039,892</b>	<b>19,664,044</b>	<b>14,610,863</b>	<b>(5,429,029)</b>
Operating Transfers In	0	0	110,000	145,000	69,339	145,000	0
<b>Total Financing Sources</b>	<b>7,876,972</b>	<b>10,225,201</b>	<b>16,947,382</b>	<b>20,184,892</b>	<b>19,733,383</b>	<b>14,755,863</b>	<b>(5,429,029)</b>
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(810,550)	(2,562,650)	(8,517,959)	(143,047)	(4,170,501)	592,007	735,054
Available Reserves				18,870,784		22,306,233	3,435,449
<b>Total Fund Balance</b>				<b>18,727,737</b>		<b>22,898,240</b>	<b>4,170,503</b>
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

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

### DETAIL OF 2016-17 ADOPTED BUDGET

2016-17

	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
<b>Special Revenue Funds</b>					
Juvenile Justice Crime Prevention Act (Fund SIG)	7,178,560	7,178,560	0	6,193,309	0
SB 678 - Criminal Recidivism (Fund SJB)	8,080,878	7,430,961	649,917	15,450,797	0
AB 1628 - Juvenile Reentry Program (Fund SIU)	14,000	145,000	(131,000)	662,127	0
Asset Forfeiture 15% (Fund SYM)	11,246	42	11,204	0	0
State Seized Assets (Fund SYN)	63,186	1,300	61,886	0	0
<b>Total Special Revenue Funds</b>	<b>15,347,870</b>	<b>14,755,863</b>	<b>592,007</b>	<b>22,306,233</b>	<b>0</b>

**Juvenile Justice Crime Prevention Act:** Requirements of \$7.2 million consist of transfers to the Juvenile Justice Grant Program budget for costs related to the Department's House Arrest and School programs, as well as the Let's End Truancy (LET) program with the District Attorney and Public Defender. Sources of \$7.2 million represent the projected state JJCPA allocation (\$6.5 million) and estimated revenue from school districts participating in the school probation officer program (\$653,298).





**SB 678 - Criminal Recidivism:** Requirements of \$8.1 million include transfers of \$7.4 million to the department's general fund budget unit for reimbursement of staffing and other operating costs related to reducing parolee recidivism. In addition, an Operating Transfer Out to the County's Capital Improvement Program of \$669,041 is budgeted for additional improvements to the 150 West Fifth Street Building in San Bernardino. Sources of \$7.4 million represent the projected state allocation of SB 678 funding. The Use of Fund Balance of \$649,917 is for one-time costs associated with improving the 150 West Fifth Street Building.

**AB 1628 - Juvenile Reentry Program:** Requirements of \$14,000 represent an operating transfer out to the County's Capital Improvement Program for fence and gate improvements at the department's Gateway facility. Sources of \$145,000 represent this program's anticipated state allocation for 2016-17.

**Asset Forfeiture 15%:** Requirements of \$11,246 represent one-time costs for drug abuse and gang diversion programs funded primarily by the Use of Fund Balance.

**State Seized Assets:** Requirements of \$63,186 include an array of one-time costs such as training seminars, safety equipment, travel and incentives for graduates of the youth Gang Resistance Education & Training (G.R.E.A.T.) program. These costs are primarily funded through the Use of Fund Balance.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$4.7 million primarily due to one-time costs in 2015-16 associated with acquiring the 150 West Fifth Street Building in San Bernardino. Sources are decreasing by \$5.4 million to reflect a reduction in state funding for the SB 678 program.

## ANALYSIS OF FUND BALANCE

Significant Uses of/Contributions to Fund Balance are as follows:

- The SB 678 – Criminal Recidivism Fund is budgeting the Use of Fund Balance of \$649,917 for certain one-time improvement costs for the 150 West Fifth Street Building.
- The AB 1678 – Juvenile Reentry Program is budgeting a Contribution to Fund Balance of \$131,000 that will increase available reserves for future allocation.

## STAFFING CHANGES AND OPERATIONAL IMPACT

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



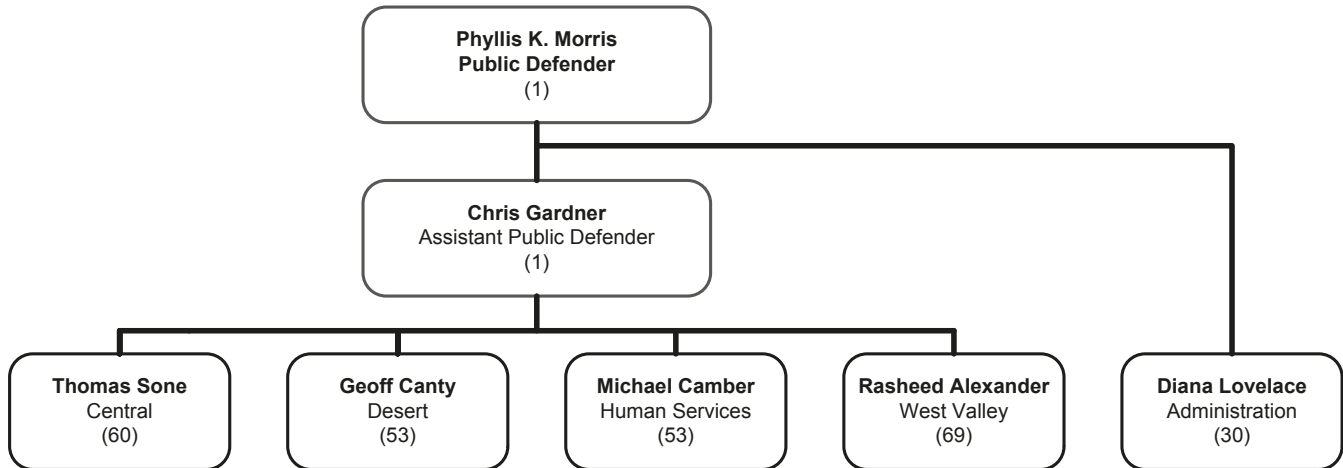
## PUBLIC DEFENDER Phyllis K. Morris

### DEPARTMENT MISSION STATEMENT

*Promoting justice and protecting constitutional rights through effective representation.*



### ORGANIZATIONAL CHART



### 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Public Defender	38,520,660	4,387,086	34,133,574			267
Total General Fund	38,520,660	4,387,086	34,133,574	0	0	267
<b>Total - All Funds</b>	38,520,660	4,387,086	34,133,574	0	0	267



## 2015-16 MAJOR ACCOMPLISHMENTS

- Enhanced the felony reclassification program to achieve optimum benefit to County residents with prior felony convictions.
- Received NACo award for Removing Every Barrier and Rehabilitating (REBAR), a program that provides legal, social, and practical support to clients to improve employment opportunities.
- Received NACo award for the creation and implementation of an automated case management system.
- Collaborated with Law & Justice committee during the creation and implementation of the County's Pre-Trial Diversion program.
- Integrated the use of Social Service Practitioners with adult divisions to achieve positive outcomes that support client rehabilitation and lead to self-sufficiency.

## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of closed felony cases with a trial.	2.60%	2.00%	2.60%	2.50%
STRATEGY	Protecting constitutional rights and promoting justice through effective representation.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of closed misdemeanor cases with a trial.	0.70%	0.50%	0.50%	0.50%
STRATEGY	Protecting constitutional rights and promoting justice through effective representation.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of felony cases resolved within 270 days of appointment.	91%	65%	66%	75%
STRATEGY	Resolving cases in a timely manner.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of misdemeanor cases resolved within 180 days of appointment.	87%	85%	88%	85%
STRATEGY	Resolving cases in a timely manner.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Number of Social Service Practitioner referrals for adult cases.	369	375	933	900
STRATEGY	Providing social service referrals to further client treatment and/or stabilization.					



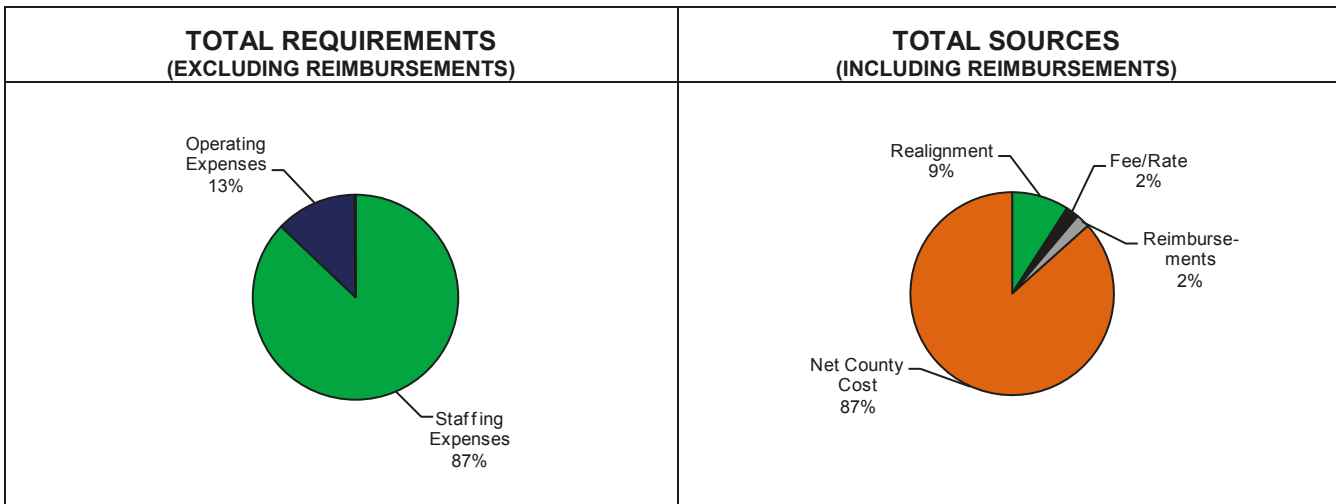
## Public Defender

### DESCRIPTION OF MAJOR SERVICES

The Public Defender promotes justice and protects constitutional rights by providing mandated representation to indigent adult clients in felony, misdemeanor, and mental health civil commitment cases, as well as to clients facing probation, parole, or post-community supervision release violations. The Public Defender also represents the County's children facing juvenile delinquency proceedings. Using a holistic approach, the department seeks to increase client opportunities for achieving self-sufficiency. The role the department plays in the criminal justice system reflects the checks and balances found in American democracy.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$39,397,242
Total Sources (Incl. Reimb.)	\$5,263,668
Net County Cost	\$34,133,574
Total Staff	267
Funded by Net County Cost	87%

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Law and Justice  
DEPARTMENT: Public Defender  
FUND: General

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	29,184,304	30,253,485	30,225,131	34,586,754	31,419,825	34,318,817	(267,937)
Operating Expenses	4,274,830	4,063,431	4,666,753	5,106,784	4,953,805	5,015,925	(90,859)
Capital Expenditures	31,641	(2,419)	64,922	91,000	66,342	62,500	(28,500)
Total Exp Authority	33,490,775	34,314,497	34,956,806	39,784,538	36,439,972	39,397,242	(387,296)
Reimbursements	(419,736)	(448,963)	(283,396)	(975,269)	(283,038)	(876,582)	98,687
Total Appropriation	33,071,039	33,865,534	34,673,410	38,809,269	36,156,934	38,520,660	(288,609)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	33,071,039	33,865,534	34,673,410	38,809,269	36,156,934	38,520,660	(288,609)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	1,535,253	2,784,110	2,580,997	3,204,339	2,493,346	3,568,966	364,627
State/Fed/Other Government	864,273	3,890	409,621	45,657	32,910	42,000	(3,657)
Fee/Rate	1,073,299	997,037	1,007,641	970,000	884,501	776,120	(193,880)
Other Revenue	655	3,550	45,414	0	11,890	0	0
Total Revenue	3,473,480	3,788,587	4,043,673	4,219,996	3,422,647	4,387,086	167,090
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	3,473,480	3,788,587	4,043,673	4,219,996	3,422,647	4,387,086	167,090
Net County Cost	29,597,559	30,076,947	30,629,737	34,589,273	32,734,287	34,133,574	(455,699)
Budgeted Staffing*	237	243	247	262	262	267	5

\*Data represents final budgeted staffing

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Staffing Expenses of \$34.3 million, Operating Expenses of \$5.0 million, and Capital Expenditures of \$62,500 support the department in achieving its mission of promoting justice and protecting constitutional rights. Sources include \$3.6 million of Realignment funds, legal services fees of \$776,120, and state aid for the representation of state hospital and prison clients in the amount of \$42,000.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$288,609 primarily due to an increase to the department's 2015-16 Staffing Expenses budget during the quarterly budget report process to reflect the use of the County's Earned Leave Reserve, which funds the Discretionary General Funding portion of costs incurred for departmental staff that separated from County employment throughout the fiscal year. This decrease in Requirements is partially offset by an increase in 2016-17 Staffing Expenses as the result of negotiated salary increases and the addition of five positions to meet ongoing operational requirements. Sources are increasing by \$167,090 primarily due to an increase in Realignment funding, which offsets an anticipated reduction in legal services fee collections.

The department budget includes an allocation of one-time Net County Cost of \$464,231 to fund contract staff necessary for the implementation of Proposition 47.



**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Administration	33	3	-4	0	32	15	17
Central Division	57	3	0	0	60	3	57
Desert Division	52	1	0	0	53	2	51
Human Services Division	53	2	-2	0	53	8	45
West Valley Division	67	2	0	0	69	2	67
Total	262	11	-6	0	267	30	237

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$34.3 million fund 267 budgeted positions of which 237 are regular positions and 30 are limited term positions. This includes a net increase of six regular positions and the deletion of one limited term position. The staffing changes will ensure that the department can meet new and ongoing operational requirements.

A total of 11 positions are added to the budget (six regular, five limited term) as follows: one Automated Systems Analyst I and one Automated Systems Technician to provide network infrastructure and user desktop support to department staff; two Investigative Technician II positions to support the Central and West Valley divisions with investigative case research and courtroom presentations; four Law Clerk II positions to assist the Adult divisions with routine case activity; one Secretary to coordinate training, special projects and events scheduling; one Social Service Practitioner to perform mitigation work for serious cases; and one contract Deputy Public Defender III position to assist with the Prop. 47 project.

A total of six vacant limited term positions have been deleted. Four Public Service Employee positions supported the case file imaging project that is close to completion and the restructuring of the Proposition 47 project allowed for the deletion of two contract Deputy Public Defender IV positions.



# SHERIFF/CORONER/PUBLIC ADMINISTRATOR

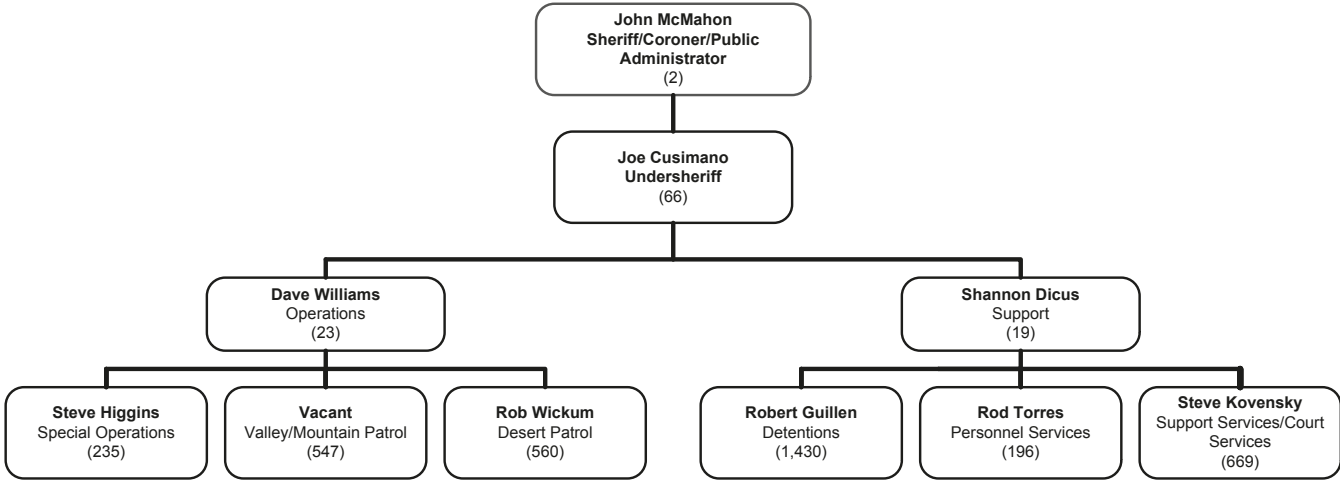
## John McMahon

**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**



**2016-17 SUMMARY OF BUDGET UNITS**

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Sheriff/Coroner/Public Administrator	240,730,402	165,383,333	75,347,069			1,732
Sheriff - Detentions	206,354,117	71,216,247	135,137,870			1,433
Sheriff - Law Enforcement Contracts	137,587,182	137,587,182	0			582
<b>Total General Fund</b>	<b>584,671,701</b>	<b>374,186,762</b>	<b>210,484,939</b>	<b>0</b>	<b>0</b>	<b>3,747</b>
<b>Special Revenue Funds</b>						
Special Revenue Funds - Consolidated	22,528,610	10,603,109		11,925,501		0
<b>Total Special Revenue Funds</b>	<b>22,528,610</b>	<b>10,603,109</b>	<b>0</b>	<b>11,925,501</b>	<b>0</b>	<b>0</b>
<b>Total - All Funds</b>	<b>607,200,311</b>	<b>384,789,871</b>	<b>210,484,939</b>	<b>11,925,501</b>	<b>0</b>	<b>3,747</b>



### 2015-16 MAJOR ACCOMPLISHMENTS

- Collaborated with local, state and federal agencies in the area of gang identification and investigations. The department applied lessons learned while working with the various agencies to successfully identify local gang members and create safer neighborhoods within the County.
- Completed three major construction projects: the Sheriff Training Center expansion, Sheriff's Aviation, and the Sheriff's Crime Laboratory. The new buildings were designed to be more energy efficient and allows the County to eliminate the cost of a long-term lease.

### DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Number of contacts with homeless individuals, which results in an estimated 30% annual referral rate for housing assistance.	724	665	1,287	800
STRATEGY	Balance proactive outreach with enforcement of the law.					
STRATEGY	Connect members of the homeless population with resources that may help them transition from homelessness.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Total number of documented gang contacts per year.	3,632	2,800	2,952	3,000
STRATEGY	Increase the number of gang contacts accomplished through an emphasis on in-field contacts and documentation.					
STRATEGY	Improves the department's ability to solve crime by providing investigative leads, as well as an opportunity to engage in early intervention/diversion strategies.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	<b>NEW</b>	N/A	N/A	N/A	14%
STRATEGY	Raising the level of awareness and preparedness amongst the County workforce to work towards a safer work environment.	Percentage of County employees trained on safety and security in the workplace per fiscal year (3,000 County employees per fiscal year, 13.79% of 21,755 budgeted staffing).				
STRATEGY	Recognizing potential of workplace violence to ensure employee safety.					
STRATEGY	Understanding victim responses during critical incidents to better address their needs.					





## Sheriff/Coroner/Public Administrator

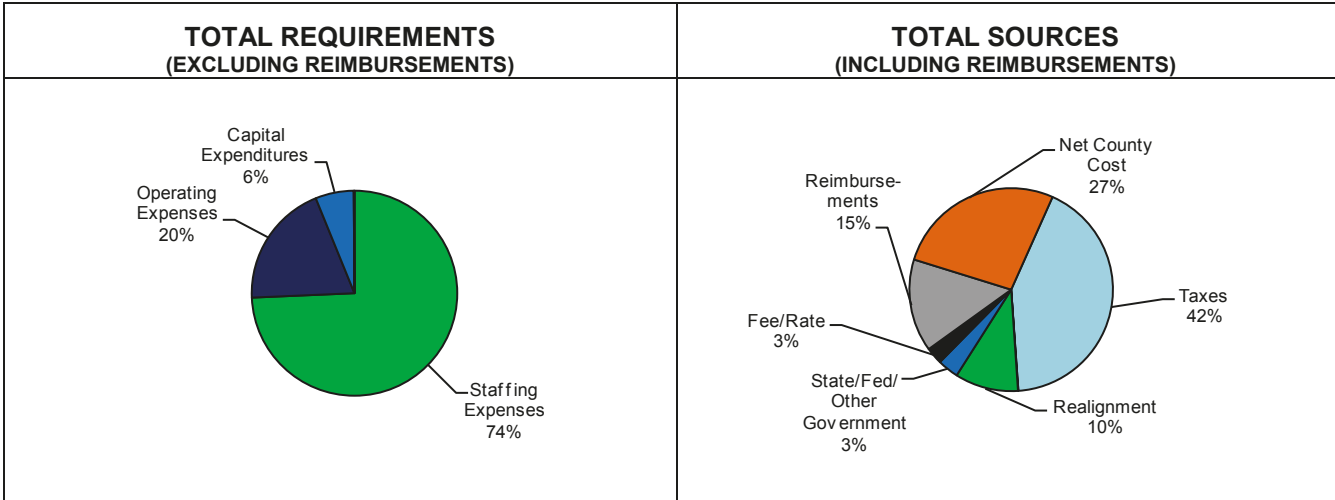
### DESCRIPTION OF MAJOR SERVICES

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	
Total Requirements (Excl. Reimb.)	\$282,146,581
Total Sources (Incl. Reimb.)	\$206,799,512
Net County Cost	\$75,347,069
Total Staff	1,732
Funded by Net County Cost	27%

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. The Courts Civil Division is in charge of imposing court-ordered settlements and providing security to courtrooms in the San Bernardino Superior Court system. The department is also mandated to perform search and rescue operations within the County, through its mountain rescue, desert rescue, swift water and the dive team, performed primarily by trained volunteers and reserve Deputies, and administered by the Sheriff's Volunteer Forces Unit.

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

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

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	174,452,559	193,639,615	195,766,792	210,286,437	207,991,686	209,679,156	(607,281)
Operating Expenses	67,533,222	56,532,800	51,721,844	55,868,265	54,945,424	55,118,872	(749,393)
Capital Expenditures	5,365,923	4,428,950	4,929,919	8,400,386	7,600,790	16,999,489	8,599,103
Total Exp Authority	247,351,704	254,601,365	252,418,555	274,555,088	270,537,900	281,797,517	7,242,429
Reimbursements	(45,614,298)	(35,883,601)	(36,243,078)	(39,163,877)	(38,028,260)	(41,416,179)	(2,252,302)
Total Appropriation	201,737,406	218,717,764	216,175,477	235,391,211	232,509,640	240,381,338	4,990,127
Operating Transfers Out	308,080	195,974	98,533	4,458,968	4,326,991	349,064	(4,109,904)
Total Requirements	202,045,486	218,913,738	216,274,010	239,850,179	236,836,631	240,730,402	880,223
<b>Sources</b>							
Taxes	101,728,950	106,130,000	110,702,915	115,360,000	115,360,000	118,370,000	3,010,000
Realignment	26,402,887	28,648,974	27,000,000	27,903,518	27,903,518	28,242,585	339,067
State/Fed/Other Government	7,655,233	9,373,995	9,381,972	9,478,980	8,107,584	9,387,167	(91,813)
Fee/Rate	3,773,030	5,754,358	6,313,970	7,279,457	7,253,971	7,559,398	279,941
Other Revenue	3,602,763	1,676,945	2,360,893	1,552,000	1,748,926	1,656,500	104,500
Total Revenue	143,162,863	151,584,272	155,759,750	161,573,955	160,373,999	165,215,650	3,641,695
Operating Transfers In	619,333	1,020,776	673,918	483,186	506,486	167,683	(315,503)
Total Financing Sources	143,782,196	152,605,048	156,433,668	162,057,141	160,880,485	165,383,333	3,326,192
Net County Cost	58,263,290	66,308,690	59,840,342	77,793,038	75,956,146	75,347,069	(2,445,969)
Budgeted Staffing*	1,648	1,686	1,698	1,701	1701	1,732	31

\*Data represents final budgeted staffing

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Requirements of \$240.7 million include cost of providing patrol and general law enforcement for the County's unincorporated areas. Also included are costs related to the following administrative support divisions: Automotive, Bureau of Administration, County Building and Security, Civil Liabilities, Criminal Intelligence, Employee Resources, Internal Affairs, Records, Technical Services, Training (Basic Academy, Emergency Vehicle Operations Center, Range, Advanced Officer), Specialized Investigations, Aviation, Bomb Arson, Coroner, Court Services, Communications, and the Inland Regional Narcotics Enforcement Team (IRNET). Also included in this budget unit are the Contract Training, Public Gathering, Aviation Services and Search & Rescue operating budget units previously accounted for as special revenue funds.

Operations are funded by a variety of Sources, the more significant of which are listed below:

- \$118.4 million in Proposition 172 half cent sales tax revenue
- \$ 75.3 million of Net County Cost (Discretionary General Funding)
- \$ 41.4 million in Reimbursements (primarily from the department's law enforcement contracts)
- \$ 28.2 million from the state for providing court security services (Public Safety Realignment)
- \$ 5.5 million in state and federal grants
- \$ 7.5 million in fees/charges for providing an array of law enforcement services.



**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are increasing by \$880,223 due to an increase in Capital Expenditures of \$8.6 million, primarily due to the one-time purchase of two replacement patrol helicopters. This increase is offset by a decrease in Operating Transfers Out of \$4.1 million due to the completion of capital improvement projects in 2015-16, and increased reimbursements of \$2.3 million primarily from the Sheriff-Contracts budget unit and Sheriff-Detentions budget unit for a proportionate share of Training Academy costs.

Sources increased by \$3.3 million due to a projected increase in Proposition 172 half-cent sales tax revenue of \$3.0 million and an increase of \$339,067 in Realignment (Trial Court Security Funding).

The following are notable changes to Discretionary General Funding (Net County Cost) for 2016-17:

- Increase of \$9.0 million in one-time funding to fund the purchase of two replacement patrol helicopters
- Decrease of \$4.4 million primarily for reduced insurance costs and prior year funding for termination cash outs (Earned Leave Program)
- Decrease of \$4.0 million in one-time Capital Improvement Projects completed in the prior year
- Decrease of \$2.0 million in one-time vehicle purchases
- Increase of \$1.7 million in one-time funding for recruitment needs and various law enforcement related equipment

**2016-17 POSITION SUMMARY\***

Division	2015-16				2016-17			
	Final Staffing	Adds	Deletes	Re-Orgs	Adopted	Limited	Regular	
Sheriff	2	0	0	0	2	0	2	
Undersheriff	56	5	0	2	63	7	56	
Assistant Sheriff - Operations	22	1	0	0	23	4	19	
Assistant Sheriff - Support	20	0	0	-1	19	1	18	
Special Operations	234	1	0	0	235	15	220	
Valley/Mountain Patrol	219	4	0	-1	222	5	217	
Desert Patrol	284	0	0	19	303	12	291	
Personnel Services	195	1	0	0	196	43	153	
Support Services/Court Services	669	20	-1	-19	669	54	615	
<b>Total</b>	<b>1,701</b>	<b>32</b>	<b>-1</b>	<b>0</b>	<b>1,732</b>	<b>141</b>	<b>1,591</b>	

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$209.7 million fund 1,732 budgeted positions of which 1,591 are regular positions (876 safety and 715 professional) and 141 are limited term positions. The department is increasing budgeted staffing by a net 31 positions, which include the following:

Additions

- 2 Sheriff’s Service Specialist – Evidence handling for Fontana and Big Bear
- 1 Sheriff’s Pilot – funded within existing resources for Aviation Fixed Wing operations
- 1 Lieutenant – funded by Public Gathering to manage special events
- 1 Detective – funded within existing resources for Terrorism Liaison Officer for Crime Intelligence
- 1 Systems Development Team Leader – technical correction for prior year staffing adjustment
- 17 Public Service Employee to provide workload relief due to vacancies in the following:
  - 6 Records
  - 5 Technical Services
  - 4 Dispatch
  - 2 Bureau of Administration



Additions (cont.)

- 4 Sheriff's Communication Dispatcher II – Recurrent positions to provide vacancy relief
- 3 Student Intern for Bureau of Administration
- 1 Sergeant Extra Help for Internal Affairs
- 1 Contract Motorcycle Instructor – for the Emergency Vehicle Operations Center to provide training for department and other agencies' motor officers

Deletion

- 1 Systems Development Team Leader – technical correction for prior year staffing adjustment



## Sheriff - Detentions

### DESCRIPTION OF MAJOR SERVICES

Penal Code Section 4000 designates the Sheriff to manage the County's detention facilities for the following uses: detention of persons committed in order to secure their attendance as witnesses in criminal cases; detention of persons charged with crime and committed for trial; confinement of persons for contempt, or upon civil process, or by other authority of law; confinement of persons sentenced to imprisonment upon conviction of a crime; or violation of the terms and condition of post release community supervision.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$209,275,390
Total Sources (Incl. Reimb.)	\$74,137,520
Net County Cost	\$135,137,870
Total Staff	1,433
Funded by Net County Cost	65%

The San Bernardino County Sheriff operates four Type 1 and four Type II facilities. The Type II Detention Facilities currently have a total maximum inmate capacity of 6,769. West Valley Detention Center, Central Detention Center, High Desert Detention Center (formerly known as Adelanto Detention Center) and the Glen Helen Rehabilitation Center house both pre-trial inmates and persons sentenced to serve time in a County facility. The Type I Holding Facilities, namely Big Bear, Barstow, Morongo and Colorado River Jails, have a total maximum holding capacity of 198 arrestees.

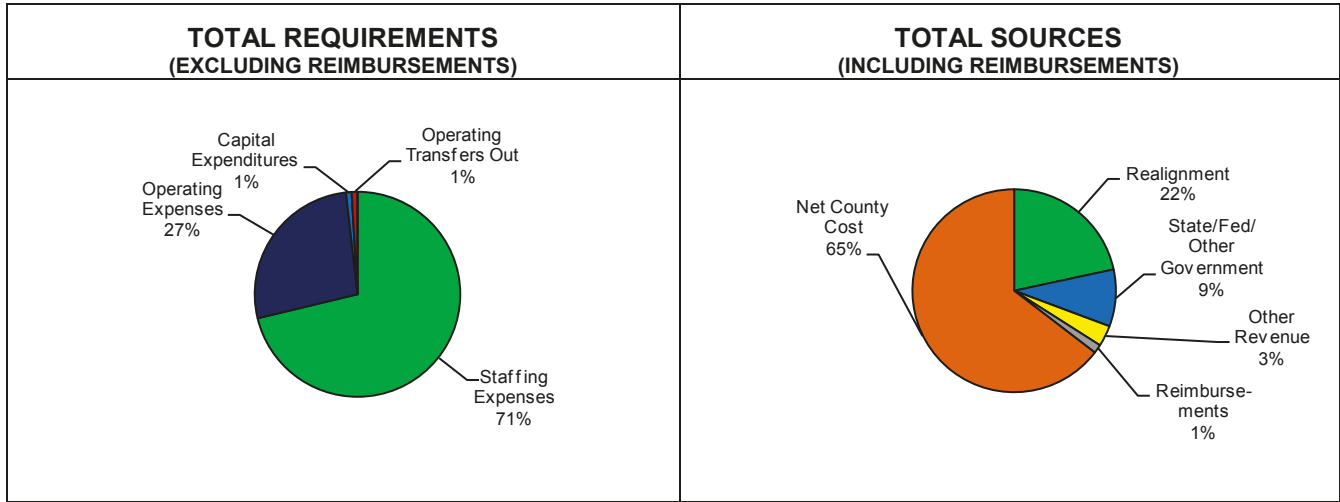
On April 4, 2011, the Governor of California signed Assembly Bill 109, the Public Safety Realignment Act, which created a significant change to the California correctional system. The law, which became effective on October 1, 2011, transferred responsibility for housing/supervising inmate and parolee populations classified as low-level offenders from the California Department of Corrections and Rehabilitation (CDCR) to counties. AB 109 allows newly sentenced low-level offenders to serve their sentence in a County jail facility rather than the state prison system.

Phase 1 of the High Desert Detention Center opened on February 6, 2014. This completed portion of the expansion project allowed for an additional 222 beds, with a total of 1,392 bed increase upon full operation of the facility.

On April 21, 2015, the California Department of State Hospitals entered into a contract with the Department to administer the Jail Based Competency Treatment Program (JBCT) and provide inmates from counties, including San Bernardino, with restoration of competency treatment services similar to those provided in state mental hospitals. The contract provides access to portions of the West Valley Detention Center (WVDC) for up-to 76 patient inmates.



**2016-17 ADOPTED BUDGET**



**ANALYSIS OF 2016-17 ADOPTED BUDGET**

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

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

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	128,245,794	130,323,236	133,017,385	144,255,562	137,828,336	149,071,911	4,816,349
Operating Expenses	18,149,278	26,261,417	37,765,541	52,951,588	52,737,461	56,445,569	3,493,981
Capital Expenditures	0	89,531	322,925	900,000	479,899	1,833,000	933,000
Total Exp Authority	146,395,072	156,674,184	171,105,851	198,107,150	191,045,696	207,350,480	9,243,330
Reimbursements	(2,726,299)	(2,868,614)	(2,675,047)	(2,923,732)	(3,381,506)	(2,921,273)	2,459
Total Appropriation	143,668,773	153,805,570	168,430,804	195,183,418	187,664,190	204,429,207	9,245,789
Operating Transfers Out	2,004,860	102,213	233,015	1,989,553	878,428	1,924,910	(64,643)
Total Requirements	145,673,633	153,907,783	168,663,819	197,172,971	188,542,618	206,354,117	9,181,146
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	25,128,163	34,274,176	30,291,339	41,695,857	39,934,041	45,258,167	3,562,310
State/Fed/Other Government	12,685,330	8,653,494	8,520,212	19,215,481	17,206,459	18,989,100	(226,381)
Fee/Rate	61,245	0	9,532	0	8,733	0	0
Other Revenue	6,970,068	6,838,496	6,278,691	6,627,498	5,669,406	6,968,980	341,482
Total Revenue	44,844,806	49,766,166	45,099,774	67,538,836	62,818,639	71,216,247	3,677,411
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	44,844,806	49,766,166	45,099,774	67,538,836	62,818,639	71,216,247	3,677,411
Net County Cost	100,828,827	104,141,617	123,564,045	129,634,135	125,723,979	135,137,870	5,503,735
Budgeted Staffing*	1,301	1,385	1,373	1,419	1419	1,433	14

\*Data represents final budgeted staffing



## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Requirements of \$206.4 million represent the cost to staff and operate the County’s four detention facilities. This includes costs of the food services division that serves approximately 21,000 meals each day, the health services division that is responsible for providing healthcare to over 6,000 inmates, and the transportation detail that transports over 200,000 inmates annually primarily for court appearances. The most significant sources of funding for this budget unit are as follows:

- \$135.1 million of Net County Cost (Discretionary General Funding)
- \$ 45.3 million of Public Safety Realignment Funding (AB 109)
- \$ 10.9 million from a contract with the California Department of State Hospitals for the JBCT Program
- \$ 6.1 million from the U.S. Marshal for housing federal inmates
- \$ 4.0 million from the Inmate Welfare Fund budget unit
- \$ 2.8 million reimbursement from the Department’s Local Detention Facility Revenue budget unit
- \$ 1.7 million from state funded programs
- \$ 1.0 million from charging inmates for electronic monitoring
- \$ 1.0 million from charging inmates participating in the work release program
- \$ 500,000 from a contract with Liberty Healthcare for the Return of Competency Program (ROC)

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$9.2 million primarily due to increases in Operating Expenses, Staffing Expenses and Capital Expenditures. Operating Expenses are increasing by \$3.5 million primarily to provide additional mental health and physician services at the jails through contractual services. Additionally, County Administrative charges (COWCAP), Facilities Management-Maintenance charges, Data Processing charges and medical expenses are increasing primarily associated with the expansion of the High Desert Detention Center. Also, beginning this fiscal year, this budget unit is transferring \$1.3 million to the Sheriff’s operating budget unit for its share of costs related to Deputy Trainees. Staffing Expenses are increasing by \$4.8 million primarily due to negotiated salary increases, additional retirement costs, and the addition of 14 positions needed in an effort to comply with new standard of care defined by the National Commission on Correctional Health Standards, in response to changes in inmate demographics resulting from AB 109 prison realignment. Capital Expenditures are increasing by \$933,000 due to additional equipment needs for detention facilities.

Sources are increasing by \$3.7 million primarily due to a projected increase in AB 109 base funding which assists in funding additional program costs. The department’s Net County Cost (Discretionary General Funding) allocation is increasing by \$5.5 million, primarily to fund additional retirement costs, negotiated salary increases, COWCAP and data processing charges.

## 2016-17 POSITION SUMMARY\*

Division	2015-16				2016-17		
	Final Staffing	Adds	Deletes	Re-Orgs	Adopted	Limited	Regular
Detentions	1417	14	0	-1	1,430	52	1,378
Undersheriff	2	0	0	1	3	0	3
<b>Total</b>	<b>1,419</b>	<b>14</b>	<b>0</b>	<b>0</b>	<b>1,433</b>	<b>52</b>	<b>1,381</b>

\*Detailed classification listing available in Appendix D.



## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$149.1 million fund 1,433 budgeted positions of which 1,381 are regular positions (624 safety and 757 professional) and 52 are limited term positions. The department is increasing budgeted staffing by 14 positions, which are funded primarily with additionally AB 109 base funding. Staffing changes include the following:

### Additions

- 1 Deputy Sheriff – for female intake in detentions
- 5 Health Services Assistants – for TB testing requirements at WVDC
- 2 Licensed Vocational Nurses – for TB testing requirements at WVDC
- 1 Sheriff's Nurse Supervisor II – to act as the department's Quality Improvement Coordinator to ensure compliance with the National Commission on Correction Health Care Standards
- 1 Business Systems Analyst II – to manage the department's health records of inmates
- 1 Automated Systems Technician – to manage the department's health records of inmates
- 1 Application Specialist – to manage the department's health records of inmates
- 1 Sheriff's Food Services Manager – department funded approved dual fill for extended leave coverage
- 1 Sheriff's Training Specialist I – for standardized corrections training





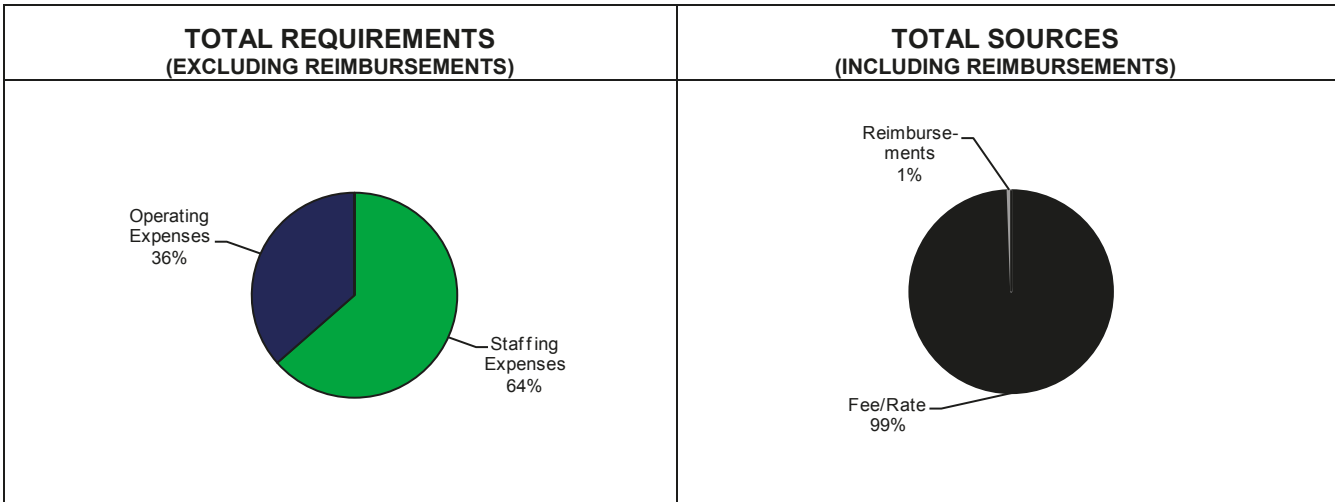
## Sheriff – Law Enforcement Contracts

### DESCRIPTION OF MAJOR SERVICES

The San Bernardino County Sheriff provides contract law enforcement services to 14 cities/towns (Adelanto, Apple Valley, Big Bear, Chino Hills, Grand Terrace, Hesperia, Highland, Loma Linda, Needles, Rancho Cucamonga, 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.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$138,357,042
Total Sources (Incl. Reimb.)	\$138,357,042
Net County Cost	\$0
Total Staff	582
Funded by Net County Cost	0%

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

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

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	76,359,497	80,346,313	80,842,677	87,029,085	84,294,645	87,910,947	881,862
Operating Expenses	40,358,387	46,021,574	45,194,829	48,912,268	48,110,090	50,446,095	1,533,827
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	116,717,884	126,367,887	126,037,506	135,941,353	132,404,735	138,357,042	2,415,689
Reimbursements	(264)	(698,948)	(350,120)	(189,643)	(189,658)	(769,860)	(580,217)
Total Appropriation	116,717,620	125,668,939	125,687,386	135,751,710	132,215,077	137,587,182	1,835,472
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	116,717,620	125,668,939	125,687,386	135,751,710	132,215,077	137,587,182	1,835,472
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	114,847,941	118,651,898	124,788,917	135,751,710	132,481,136	137,587,182	1,835,472
Other Revenue	350	472	3,724	0	1,512	0	0
Total Revenue	114,848,291	118,652,370	124,792,641	135,751,710	132,482,648	137,587,182	1,835,472
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	114,848,291	118,652,370	124,792,641	135,751,710	132,482,648	137,587,182	1,835,472
Net County Cost	1,869,329	7,016,569	894,745	0	(267,571)	0	0
Budgeted Staffing*	575	573	578	582	582	582	0

\*Data represents final budgeted staffing

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Requirements of \$137.6 million primarily include the following:

- Staffing Expenses of \$87.9 million for 582 budgeted law enforcement and professional staff assigned to stand-alone operations serving as city police departments.
- Operating Expenses of \$50.4 million primarily include \$5.5 million in COWCAP charges, \$5.5 million in risk management charges, \$2.2 million in vehicle fuel and maintenance charges, \$1.3 million in patrol related non-inventoriable equipment charges, and \$891,582 in radio access and maintenance charges. It also includes transfers to the Sheriff/Coroner/Public Administrator general fund budget unit for the following:
  - \$20.3 million for services from County stations for smaller city operations (Dual Operations)
  - \$ 6.3 million for dispatch services
  - \$ 2.7 million for training costs
  - \$503,491 for administrative support
- Reimbursements of \$769,860 represent a credit to the Cities of Chino Hills, Rancho Cucamonga and Yucaipa for the delivery of law enforcement services to portions of the unincorporated areas of the West End and Mentone/Barton Flats.

Sources of \$137.6 million represent law enforcement contract revenues from 14 cities and the San Manuel Band of Mission Indians.



**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are increasing by \$1.8 million primarily due to a \$1.5 million increase in Operating Expenses that includes a \$1.3 million increase in transfers to the Sheriff/Coroner/Public Administrator general fund budget unit for increased inflationary costs (e.g. retirement costs) to provide dual operation services, dispatch services and training and a \$166,270 increase in risk management liabilities associated with higher law enforcement liability premiums. These increases are offset by an increase in Reimbursements of \$580,217 for unincorporated patrol in the cities of Chino Hills and Rancho Cucamonga. Additionally, there is an increase in Staffing Expenses of \$881,862 primarily due to retirement costs.

Sources are increasing by \$1.8 million to reflect additional revenue from law enforcement contracts to cover the increased cost of services provided.

**2016-17 POSITION SUMMARY\***

Division	2015-16				2016-17		Limited	Regular
	Final Staffing	Adds	Deletes	Re-Orgs	Adopted			
Valley/Mountain Patrol	325	0	0	0	325	0	325	
Desert Patrol	257	0	0	0	257	0	257	
Total	582	0	0	0	582	0	582	

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$87.9 million fund 582 budgeted regular positions. There are no staffing changes for this budget unit.



## Special Revenue Funds - Consolidated

### DESCRIPTION OF MAJOR SERVICES

The Inland Regional Narcotics Enforcement Team (IRNET) is a joint project among city, county, state and federal agencies in the Inland Empire aimed at combating major narcotics and money laundering operations. **IRNET Federal** accounts for IRNET’s share of federal asset forfeitures. **IRNET State** accounts for IRNET’s share of state asset forfeitures and was established to comply with federal guidelines requiring state forfeiture funds to be kept separate from federal forfeiture funds.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$22,591,522
Total Sources (Incl. Reimb.)	\$10,666,021
Use of/ (Contribution to) Fund Balance	\$11,925,501
Total Staff	0

**Federal Seized Assets (DOJ)** accounts for asset forfeitures from federal cases filed with the U.S. Department of Justice (DOJ) through its asset forfeiture program and **Federal Seized Assets (Treasury)** accounts for asset forfeitures from cases filed with the U.S. Department of Treasury. Receipts from this program are required to be maintained in separate funds and must not replace existing funds that would be made available to the Sheriff/Coroner/Public Administrator in the absence of forfeiture funds.

**State Seized Assets** accounts for asset forfeiture proceeds from cases filed and adjudicated under state asset seizure statutes. The California Health and Safety Code 11489 (b)(2)(A)(i) requires these funds be maintained in a special revenue fund. Fifteen percent (15%) of all forfeitures received after January 1994 are set aside for drug education and gang intervention programs. The 15% allocated to drug education programs is used to fund the Sheriff/Coroner/Public Administrator’s Drug Use is Life Abuse (DUILA) program, Crime-Free Multi-Housing, Law Enforcement Internship and Operation Clean Sweep Programs. Funds are also used for maintenance of seized properties. Services for the drug education program are provided by staff budgeted in the Sheriff/Coroner/Public Administrator’s general fund budget unit, and reimbursed by this budget unit.

**San Bernardino County Auto Theft Task Force (SANCATT)**, established by the Board of Supervisors in 1995, deters, investigates and prosecutes vehicle theft organizations and provides statistical and financial reports to the State Controller and California Highway Patrol as required by AB767. This budget unit accounts for funds received from vehicle registration assessments, per Vehicle Code 9250.14, and are expended exclusively to fund programs that enhance law enforcement efforts to deter and investigate vehicle theft crimes. Expenditures for SANCATT personnel are transferred to the Sheriff/Coroner/Public Administrator’s general fund budget unit. In addition, funds offset operating expenses for qualified expenditures by participating agencies.

**CAL-ID Program** funding is used for the operating expenses of the Local Automated Fingerprint Identification System (AFIS) and for staffing costs of positions assigned to the CAL-ID program. The budget unit is funded from joint trust contributions by all local contracting municipal agencies and vehicle registration fees per Vehicle Code (VC) 9520.19. Staffing costs for positions assigned to the CAL-ID program are transferred to the Sheriff/Coroner/Public Administrator’s general fund budget unit.

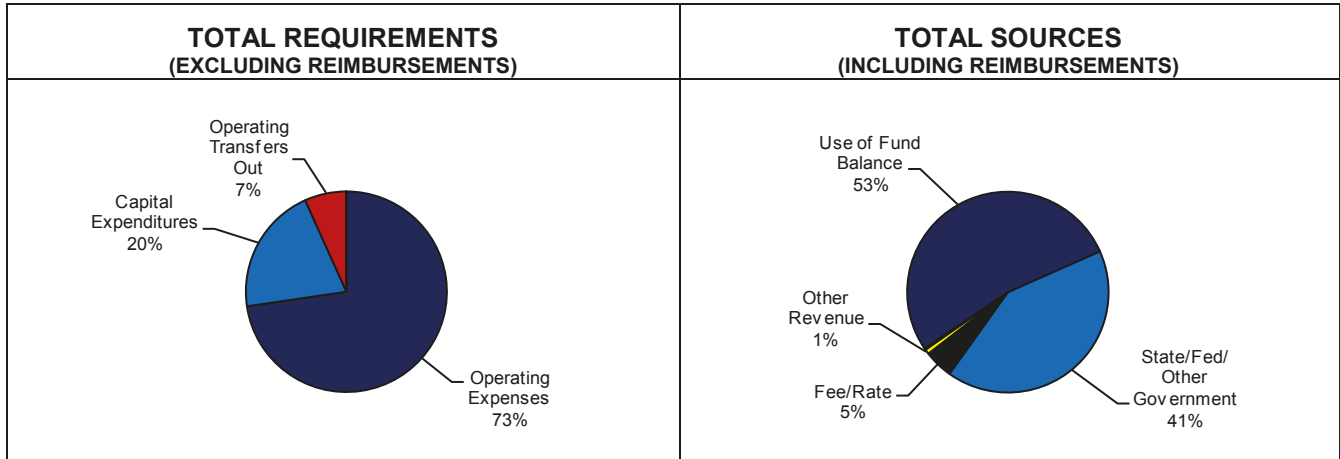
**Court Services Auto** accounts for processing court fees collected under AB1109, which are used to supplement the County’s cost for vehicle fleet replacement and equipment, maintenance, and civil process operations associated with court services.

**Court Services Tech** accounts for processing court fees collected under AB709, which are used for automated equipment necessary to operate court services.

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



**2016-17 ADOPTED BUDGET**



**ANALYSIS OF 2016-17 ADOPTED BUDGET**

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

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	719,829	(17,613)	0	0	0	0	0
Operating Expenses	13,382,093	11,084,260	14,274,890	18,347,870	13,876,798	16,419,353	(1,928,517)
Capital Expenditures	2,355,600	3,810,640	5,990,854	4,659,888	2,661,138	4,654,185	(5,703)
Total Exp Authority	16,457,522	14,877,287	20,265,744	23,007,758	16,537,936	21,073,538	(1,934,220)
Reimbursements	(115,146)	(470,173)	(1,319,453)	(1,059,908)	(63,226)	(62,912)	996,996
Total Appropriation	16,342,376	14,407,114	18,946,291	21,947,850	16,474,710	21,010,626	(937,224)
Operating Transfers Out	2,315,425	867,016	2,861,264	3,687,821	3,073,735	1,517,984	(2,169,837)
Total Requirements	18,657,801	15,274,130	21,807,555	25,635,671	19,548,445	22,528,610	(3,107,061)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	15,672,072	12,497,788	12,962,811	10,752,505	15,072,853	9,380,299	(1,372,206)
Fee/Rate	3,185,873	(166,879)	15,193	1,000	855,969	1,050,000	1,049,000
Other Revenue	2,324,121	2,372,900	1,605,923	2,090,308	253,574	172,810	(1,917,498)
Total Revenue	21,182,066	14,703,809	14,583,927	12,843,813	16,182,396	10,603,109	(2,240,704)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	21,182,066	14,703,809	14,583,927	12,843,813	16,182,396	10,603,109	(2,240,704)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(2,524,265)	570,321	7,223,628	12,791,858	3,366,049	11,925,501	(866,357)
Available Reserves				2,979,450		613,394	(2,366,056)
Total Fund Balance				15,771,308		12,538,895	(3,232,413)
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

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



## DETAIL OF 2016-17 ADOPTED BUDGET

	2016-17				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
<b>Special Revenue Funds</b>					
IRNET Federal (Fund SCF)	2,009,949	10,500	1,999,449	0	0
IRNET State ( Fund SCX)	365,908	61,000	304,908	0	0
Federal Seized Assets - DOJ ( Fund SCK)	5,636,535	35,000	5,601,535	0	0
Federal Seized Assets- Treasury(Fund SCO)	791,102	1,200	789,902	0	0
State Seized Assets (Fund SCT)	998,383	509,500	488,883	0	0
Auto Theft Task Force (Fund SCL)	1,403,626	1,769,596	(365,970)	606,596	0
CAL-ID Program (Fund SDA)	4,389,516	4,389,516	0	6,798	0
Court Services Auto (Fund SQR)	1,074,486	656,750	417,736	0	0
Cout Services Tech (Fund SQT)	3,091,707	412,300	2,679,407	0	0
Local Detention Facility Revenue (Fund SRL)	2,767,398	2,758,607	8,791	0	0
Contract Training (SCB)*	0	(699)	699	0	0
Search and Rescue (SCW)*	0	(161)	161	0	0
Total Special Revenue Funds	22,528,610	10,603,109	11,925,501	613,394	0

\* These funds will be closed in 2016-17.

**IRNET Federal:** Requirements of \$2.0 million consist of Operating Expenses which support law enforcement operations and investigations, training and education, transfers and contributions to other agencies for their participation in asset seizures, and overtime for personnel involved in law enforcement operations. Sources of \$10,500 include projected interest earnings on the current Fund Balance. In order to comply with federal guidelines, the department does not budget anticipated revenues in this budget unit.

Fund Balance will be used for law enforcement operations and equipment, transfers to other law enforcement agencies, and overtime for personnel involved in law enforcement operations, all of which can be reduced as needed dependent on the amount of fund balance available.

**IRNET State:** Requirements of \$365,908 consist of Operating Expenses for various one-time law enforcement operations and ongoing drug and gang programs. Sources of \$61,000 include anticipated state asset forfeiture funds and projected interest earnings. Use of Fund Balance of \$304,908 is for one-time Operating Expenses. State forfeited funds are distributed to the local law enforcement agency that participated in the seizure.

**Federal Seized Assets (DOJ):** Requirements of \$5.6 million include \$3.3 million in Operating Expenses to support law enforcement operations and investigations and Capital Expenditures of \$2.3 million in one-time equipment and software purchases. Sources of \$35,000 include projected interest earnings on the current Fund Balance. In order to comply with federal guidelines, the department does not budget anticipated revenues.

Fund Balance will be used to support law enforcement operations and investigations along with training and education. In addition, the fund balance will be used for law enforcement equipment, transfers to other law enforcement agencies and overtime for personnel involved in law enforcement operations. These purchases can be reduced as needed dependent on the amount of fund balance available.

**Federal Seized Assets (Treasury):** Requirements of \$791,102 support law enforcement operations. Sources of \$1,200 represent projected interest earnings. In order to comply with federal guidelines, the department does not budget anticipated revenues in this budget unit.



Fund Balance will be used to support law enforcement operations and investigations along with training and education, all of which can be reduced as needed dependent on the amount of fund balance available. Treasury Guide and Equitable Sharing for Foreign Countries and Federal, State and Local Law Enforcement Agencies permits the expenditures noted above.

**State Seized Assets:** Requirements of \$1.0 million primarily include \$715,439 in Operating Transfers Out for departmental Capital Improvement Program (CIP) projects and \$282,944 in Operating Expenses that support continuous law enforcement investigation activity. In addition, \$63,500 of Operating Expenses provide for a transfer to the Sheriff/Coroner/Public Administrator's general fund budget unit for public safety educator overtime and salaries. Sources of \$509,500 include \$425,000 in anticipated state asset seizures, \$9,500 in projected interest earnings and \$75,000 from the Evidence and Cash Trust Fund. Use of Fund Balance of \$488,883 is being used for one-time Capital Improvement Projects.

State forfeited funds are distributed to the local law enforcement agency that participated in the seizure. Fifteen percent of these funds will be deposited in a special fund maintained by the seizing agency to fund programs designed to combat drug abuse and reduce gang activity.

**San Bernardino County Auto Theft Task Force (SANCATT):** Requirements of \$1.4 million include Operating Expenses, offset by \$62,912 in Reimbursements. Requirements include contributions to non-county participating task force agencies and a transfer to the Sheriff/Coroner/Public Administrator's General Fund budget unit to support the cost of 4 positions. The District Attorney Department is reimbursing \$62,912 to SANCATT for the cost of one of these positions. Sources of \$1.8 million primarily represent vehicle registration fees and projected interest earnings. The department is budgeting to contribute \$365,970 to Fund Balance, which is being placed in Available Reserves of \$606,596 for future use, to support costs associated with the operations of SANCATT as permitted by Vehicle Code Section 9240.14.

**CAL-ID Program:** Requirements of \$4.4 million include \$4.2 million in Operating Expenses, which support communications, and travel and training, and transfers to the Sheriff/Coroner/Public Administrator's General Fund budget unit for staffing costs of 36 personnel assigned to this program. Capital Expenditures of \$160,000 include one-time equipment purchases. Sources of \$4.4 million are from the CAL-ID Program trust fund and directly offset all claimable costs.

**Court Services Auto:** Requirements of \$1.1 million primarily include \$1.1 million in Capital Expenditures to replace vehicles. Sources of \$656,750 primarily reflect the Department's share of anticipated court fines. Use of Fund Balance of \$417,736 is being used for one-time purchases to replace patrol vehicles.

Per Government Code Section 26746, Fund Balance shall be expended to supplement the County's cost for vehicle fleet replacement and equipment, maintenance, and civil process operations.

**Court Services Tech:** Requirements of \$3.1 million include \$2.0 million in Operating Expenses primarily to fund an upgrade to the Court Case Management System (CCMS) and \$1.1 million in Capital Expenditures to fund one-time purchases of computer equipment for the CCMS. Each time the Sheriff's Civil Services Division serves various court writs, the Sheriff's Civil Services Division receives a portion of the fee. Sources of \$412,300 primarily represent the department's share of anticipated court fines. Use of Fund Balance of \$2.7 million is being used to upgrade the CCMS. Per Government Code Section 26731, Fund Balance shall be expended to supplement the County's cost for the implementation, maintenance, and purchase of auxiliary equipment and furnishings for automated systems or other non-automated operational equipment and furnishings deemed necessary.

**Local Detention Facility Revenue:** Requirements of \$2.8 million represent Transfers to the Sheriff – Detentions General Fund budget unit for expenditures related to the operation, renovation, remodeling, or construction of local detention facilities. Sources of \$2.8 million represent the booking fee allocation anticipated from the state in addition to projected interest earnings.





## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing \$3.1 million, resulting primarily from the following:

- In 2015-16, the department budgeted to expend \$1.5 million for Capital Improvement Program (CIP) projects at the department's training facilities from its Contract Training special revenue fund. This special revenue fund's ongoing revenue was transferred to the department's General Fund budget unit in 2013-14 and will be deactivated in 2016-17, resulting in a reduction of \$1.5 million in requirements.
- Federal Seized Assets (DOJ) requirements are decreasing by \$1.8 million primarily as a result of the department only being able to budget revenue once funds have been received by the department, in accordance with federal guidelines. In 2015-16, the department was able to increase its requirements in a quarterly budget report, as it had received asset forfeiture funds from the federal government, which paid for the maintenance of law enforcement hardware and equipment. Since the department cannot budget anticipated receipts, it has reduced requirements accordingly. It is likely that the department will return to the Board in a future quarterly budget report to partially restore its Operating Expenses budget.
- State Seized Assets requirements are decreasing by \$1.7 million primarily as a result of the completion of one-time CIP projects in 2015-16 and to reflect an assumed reduction in anticipated asset forfeiture revenue, which will not impact any ongoing departmental operations.
- CAL-ID Program requirements are decreasing by \$462,155 primarily due to the prepayment in 2015-16 for the maintenance of various CAL-ID related law enforcement equipment, resulting in reduced estimated expenditures in 2016-17.
- Court Services Tech requirements are increasing by \$2.5 million primarily to pay for an upgrade to the Court Case Management System (CCMS). The department will be using Fund Balance in 2016-17 to pay for this one-time cost.

Sources are decreasing by \$2.2 million primarily due to the fact that the department can only budget revenue for Federal Seized Assets (DOJ), once funds have been received by the department, in accordance with federal guidelines. In 2015-16, the department was able to increase sources by \$1.7 million in a quarterly budget report, as it had received additional asset forfeiture funds from the federal government. It is likely that the department will return to the Board in a future quarterly budget report as asset forfeiture revenue is received throughout the fiscal year.

## ANALYSIS OF FUND BALANCE

Historically, the Department has used Fund Balance for one-time law enforcement expenditures. This is standard practice for the Department. Such one-time expenditures have included various detention facility and training academy improvements, law enforcement equipment and vehicle purchases, and support of the expansion and relocation of the County's Aviation Unit.

Various laws and program guidelines governing the special revenue funds require the use of the Fund Balance generally to supplement law enforcement operations as well as to purchase various law enforcement vehicles and equipment. Additionally, the Department uses Fund Balance for overtime salaries of officers involved in law enforcement investigations as permitted by federal asset forfeiture program guidelines.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing within these budget units.







OPERATIONS  
AND  
COMMUNITY  
SERVICES



**OPERATIONS AND COMMUNITY SERVICES  
SUMMARY**

<b>GENERAL FUND</b>	<b>Page #</b>	<b>Requirements</b>	<b>Sources</b>	<b>Net County Cost</b>	<b>Staffing</b>
COMMUNITY SERVICES	425				
COMMUNITY SERVICES ADMINISTRATION	427	274,090	0	274,090	1
AGRICULTURE/WEIGHTS AND MEASURES	430				
AGRICULTURE/WEIGHTS AND MEASURES	432	7,222,637	5,809,655	1,412,982	65
AIRPORTS	437				
AIRPORTS	439	3,445,895	3,445,895	0	20
COUNTY MUSEUM	457				
COUNTY MUSEUM	459	3,848,945	395,700	3,453,245	22
LAND USE SERVICES	465				
ADMINISTRATION	469	1,286,340	0	1,286,340	40
PLANNING	472	7,325,595	2,595,000	4,730,595	29
BUILDING AND SAFETY	475	5,349,734	4,792,424	557,310	23
CODE ENFORCEMENT	478	5,822,393	694,588	5,127,805	35
FIRE HAZARD ABATEMENT	481	2,589,266	2,291,073	298,193	17
LAND DEVELOPMENT	484	928,324	281,112	647,212	8
PUBLIC WORKS	487				
SURVEYOR	490	3,281,366	2,546,047	735,319	23
REAL ESTATE SERVICES	512				
REAL ESTATE SERVICES	515	1,315,417	1,315,417	0	24
RENTS AND LEASES	518	1,130,994	1,130,994	0	0
COURTS PROPERTY MANAGEMENT	520	1,873,885	1,873,885	0	0
PROJECT MANAGEMENT DIVISION	524	0	0	0	24
FACILITIES MANAGEMENT DIVISION	527	17,273,477	17,065,477	208,000	113
UTILITIES	530	19,585,889	253,268	19,332,621	2
REGIONAL PARKS	532				
REGIONAL PARKS	534	9,891,178	7,612,000	2,279,178	195
REGISTRAR OF VOTERS	544	9,571,324	2,365,573	7,205,751	73
<b>TOTAL GENERAL FUND</b>		<b>102,016,749</b>	<b>54,468,108</b>	<b>47,548,641</b>	<b>714</b>
<b>SPECIAL REVENUE FUNDS</b>	<b>Page #</b>	<b>Requirements</b>	<b>Sources</b>	<b>Use of (Contribution to) Fund Balance</b>	<b>Staffing</b>
AGRICULTURE/WEIGHTS AND MEASURES:					
CALIFORNIA GRAZING	435	145,698	2,500	143,198	0
AIRPORTS:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	442	7,260,685	5,191,710	2,068,975	0
COUNTY LIBRARY	450	17,799,116	16,024,589	1,774,527	298
BLOOMINGTON LIBRARY RESERVE	455	176,900	550	176,350	0
PUBLIC WORKS DEPARTMENT:					
SURVEYOR					
MONUMENT PRESERVATION	493	80,516	80,000	516	0
TRANSPORTATION					
SPECIAL REVENUE FUNDS - CONSOLIDATED	495	117,593,491	99,776,557	17,816,934	343
FLOOD CONTROL DISTRICT					
SPECIAL REVENUE FUNDS - CONSOLIDATED	504	101,140,862	68,018,379	33,122,483	170
REAL ESTATE SERVICES:					
CHINO AGRICULTURAL PRESERVE	522	2,641,030	484,596	2,156,434	0
REGIONAL PARKS:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	537	4,795,381	3,664,840	1,130,541	0
<b>TOTAL SPECIAL REVENUE FUNDS</b>		<b>251,633,679</b>	<b>193,243,721</b>	<b>58,389,958</b>	<b>811</b>



**OPERATIONS AND COMMUNITY SERVICES  
SUMMARY CONTINUED**

<u>ENTERPRISE FUNDS</u>	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Use of (Contribution to) Net Position</u>	<u>Staffing</u>
AIRPORTS:					
CSA 60 APPLE VALLEY AIRPORT	445	1,739,366	2,613,068	(873,702)	0
CSA 60 APPLE VALLEY AIRPORT-CIP	447	1,889,336	23,900	1,865,436	0
COUNTY MUSEUM:					
MUSEUM STORE	462	80,092	68,092	12,000	3
PUBLIC WORKS DEPARTMENT:					
<u>SOLID WASTE MANAGEMENT</u>					
ENTERPRISE FUNDS - CONSOLIDATED	500	79,966,633	85,135,177	(5,168,544)	87
REGIONAL PARKS:					
ACTIVE OUTDOORS	541	40,761	28,855	11,906	4
TOTAL ENTERPRISE FUNDS		<u>83,716,188</u>	<u>87,869,092</u>	<u>(4,152,904)</u>	<u>94</u>
<u>INTERNAL SERVICE FUND</u>	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Use of (Contribution to) Net Position</u>	<u>Staffing</u>
SAN BERNARDINO COUNTY FLOOD CONTROL DISTRICT:					
FLOOD CONTROL EQUIPMENT	509	3,920,317	2,612,000	1,308,317	0
TOTAL INTERNAL SERVICES FUND		<u>3,920,317</u>	<u>2,612,000</u>	<u>1,308,317</u>	<u>0</u>



# COMMUNITY SERVICES

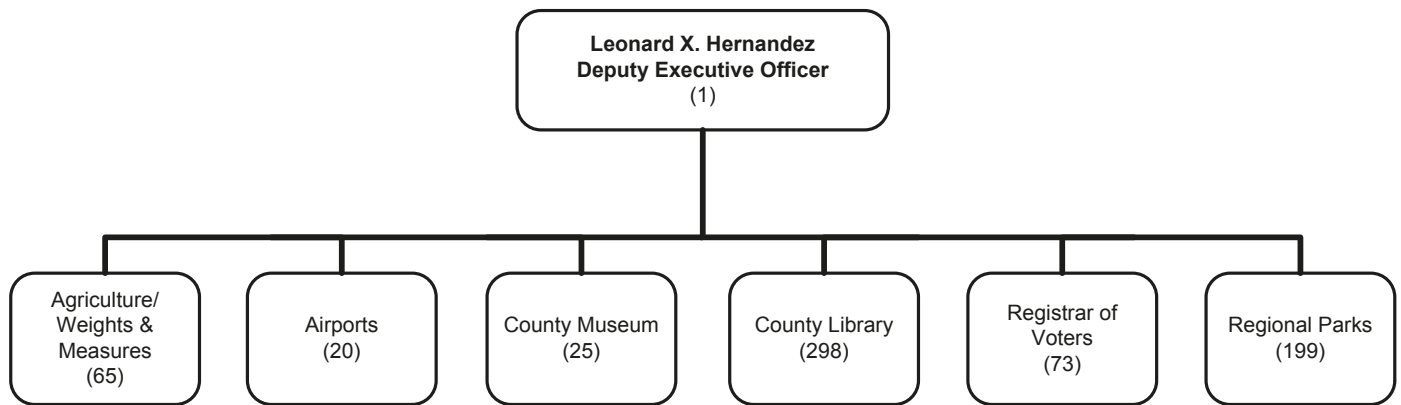
Leonard X. Hernandez

## DEPARTMENT MISSION STATEMENT

*The Community Services Group provides vital services throughout every region of the County that enrich and protect the quality of life for a diverse population of County residents.*



## ORGANIZATIONAL CHART



## 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Community Services Administration	274,090	0	274,090			1
Agriculture / Weights & Measures	7,222,637	5,809,655	1,412,982			65
Airports	3,445,895	3,445,895	0			20
County Museum	3,848,945	395,700	3,453,245			22
Regional Parks	9,891,178	7,612,000	2,279,178			195
Registrar of Voters	9,571,324	2,365,573	7,205,751			73
<b>Total General Fund</b>	<b>34,254,069</b>	<b>19,628,823</b>	<b>14,625,246</b>	<b>0</b>	<b>0</b>	<b>376</b>
<b>Special Revenue Funds</b>						
California Grazing	145,698	2,500		143,198		0
Airports - Consolidated	7,260,685	5,191,710		2,068,975		0
County Library	17,799,116	16,024,589		1,774,527		298
Bloomington Library Reserve	176,900	550		176,350		0
Regional Parks - Consolidated	4,795,381	3,664,840		1,130,541		0
<b>Total Special Revenue Funds</b>	<b>30,177,780</b>	<b>24,884,189</b>	<b>0</b>	<b>5,293,591</b>	<b>0</b>	<b>298</b>
<b>Enterprise Funds</b>						
CSA 60 - Apple Valley Airport - Operations	1,739,366	2,613,068			(873,702)	0
CSA 60 - Apple Valley Airport - Cap Improv	1,889,336	23,900			1,865,436	0
Museum Store	80,092	68,092			12,000	3
Active Outdoors	40,761	28,855			11,906	4
<b>Total Enterprise Funds</b>	<b>3,749,555</b>	<b>2,733,915</b>	<b>0</b>	<b>0</b>	<b>1,015,640</b>	<b>7</b>
<b>Total - All Funds</b>	<b>68,181,404</b>	<b>47,246,927</b>	<b>14,625,246</b>	<b>5,293,591</b>	<b>1,015,640</b>	<b>681</b>



The Community Services Group includes the following six departments: Agriculture/Weights and Measures, Airports, County Library, County Museum, Regional Parks, and Registrar of Voters. The departments include general fund budget units, special revenue fund budget units, and enterprise fund budget units. The various budget units fund operations, programs, and Capital Improvement Projects.



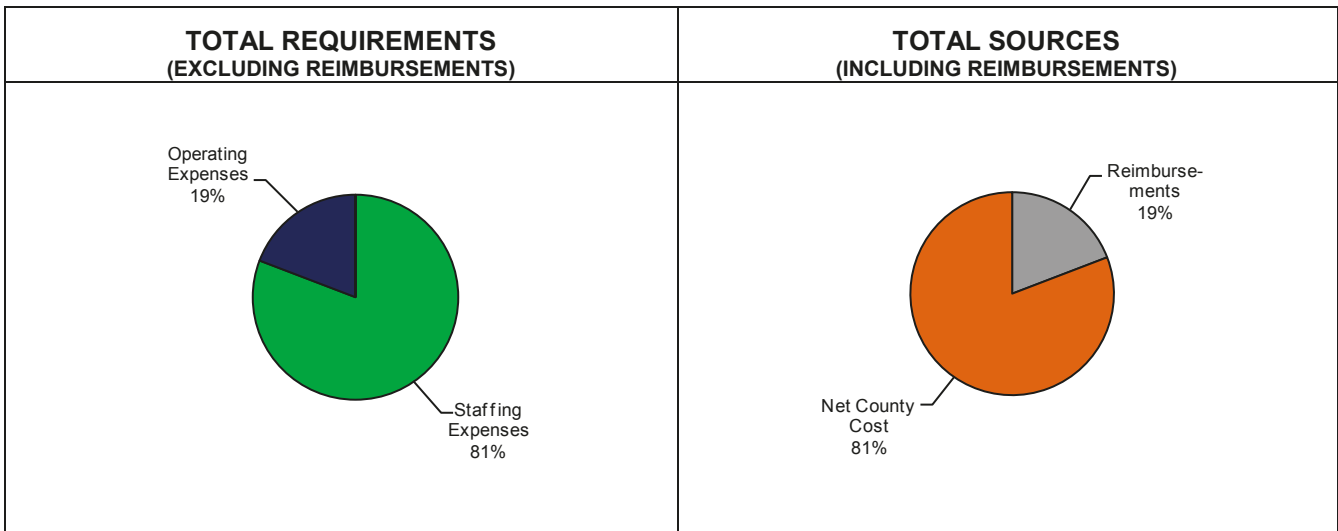
## Community Services Administration

### DESCRIPTION OF MAJOR SERVICES

The Community Services Group is comprised of the following six departments: Agricultural/Weights and Measures, Airports, County Library, County Museum, Regional Parks, and Registrar of Voters. Agricultural / Weights and Measures protect the welfare of the public by ensuring residents and businesses comply with state and local agricultural and consumer protection laws. The Department of Airports operates six airports throughout the County in compliance with state and federal regulations. The County Library operates 32 branch libraries and offers millions of print and electronic resources. The County Museum preserves and exhibits the County's anthropological, biological, geological, historical, and paleontological objects at two museum locations and six historic sites. Regional Parks operates nine sites with a variety of recreational resources available to the public. Registrar of Voters is responsible for conducting impartial elections in accordance with state and federal election codes. These community services positively impact the lives of County residents by monitoring resources, increasing personal and commercial transportation opportunities, inspiring people to learn and read, providing recreational and leisure opportunities, and facilitating the democratic process to vote.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$339,090
Total Sources (Incl. Reimb.)	\$65,000
Net County Cost	\$274,090
Total Staff	1
Funded by Net County Cost	81%

### 2016-17 ADOPTED BUDGET



**ANALYSIS OF 2016-17 ADOPTED BUDGET**

GROUP: Administration  
 DEPARTMENT: Community Services Group  
 FUND: General

BUDGET UNIT: AAA CSG  
 FUNCTION: General  
 ACTIVITY: Legislative & Admin

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	270,000	262,850	274,049	4,049
Operating Expenses	0	0	0	65,000	0	65,041	41
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	0	0	0	335,000	262,850	339,090	4,090
Reimbursements	0	0	0	(65,000)	0	(65,000)	0
Total Appropriation	0	0	0	270,000	262,850	274,090	4,090
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	0	270,000	262,850	274,090	4,090
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	0	0	0	0	0	0
Net County Cost	0	0	0	270,000	262,850	274,090	4,090
Budgeted Staffing*	0	0	0	1	1	1	0

\*Data represents final budgeted staffing

**MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET**

Staffing Expenses of \$274,049 fund one position and Operating Expenses of \$65,041 is primarily for the University of California, Cooperative Extension (UCCE) Program. The UCCE helps connect communities with the university campus, bringing practical, trusted science based solutions to Californians and is a partnership between local county government, the state and its land-grant university. Operating Expenses are reimbursed by County departments, including departments within the Community Services Group.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

There are no major budget changes or operational impacts from the prior year.





**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Community Services Administration	1	0	0	0	1	0	1
Total	1	0	0	0	1	0	1

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$274,049 fund one Deputy Executive Officer position to oversee and administer the six departments within the Community Services Group. There are no staffing changes.



## AGRICULTURE/WEIGHTS & MEASURES

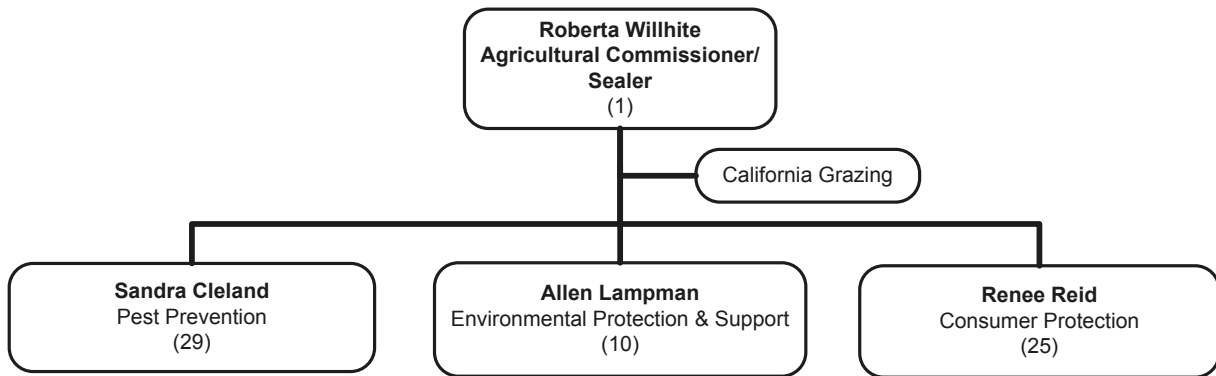
Roberta Y. Willhite

### DEPARTMENT MISSION STATEMENT

*The Department of Agriculture / Weights & Measures protects the environment, agricultural industry, businesses and consumers of this state and County through regulation and satisfies its customers by providing services that promote the health, safety, well-being and quality of life of its residents according to the County Charter, general laws and the will of the customers it serves.*



### ORGANIZATIONAL CHART



### 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Agriculture / Weights & Measures	7,222,637	5,809,655	1,412,982			65
Total General Fund	7,222,637	5,809,655	1,412,982	0	0	65
<b>Special Revenue Fund</b>						
California Grazing	145,698	2,500		143,198		0
Total Special Revenue Fund	145,698	2,500	0	143,198	0	0
<b>Total - All Funds</b>	<b>7,368,335</b>	<b>5,812,155</b>	<b>1,412,982</b>	<b>143,198</b>	<b>0</b>	<b>65</b>



**2015-16 MAJOR ACCOMPLISHMENTS**

- Performed over 1,900 site visits to shipping terminals and other locations, inspected over 15,000 plant and quarantine shipments, rejected over 290 shipments for various violations and intercepted more than 30 foreign pest species.
- Visited over 7,700 businesses that require a weights & measures inspection and issued over 2,000 Notices of Violation.
- Verified the accuracy of over 20,200 devices including all commercially used scales, motor fuel pumps, taximeters, ambulance odometers and sub-metered electric, gas and water meters.
- Checked the price accuracy on over 45,300 items in an effort to achieve an overall price overcharge error rate of less than 2%. The measured error rate achieved was 1.3%.
- Inspected over 73,700 packaged items for accurate weight or measure of the net contents and rejected over 3,000 packages, or 4% of the items inspected.
- Serviced over 181,400 insect traps at an average of 15,100 traps per month under state contract agreements in an effort to detect unwanted foreign pests.
- Inspected over 1,100 individuals and companies for compliance with pesticide laws and regulations, including over 80 pesticide company headquarters safety inspections.

**DEPARTMENT PERFORMANCE MEASURES**

<b>COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.</b>	Percentage of registered devices inspected.	84%	85%	86%	75%
<b>STRATEGY</b>	Perform device inspections with a goal of inspecting a minimum of 75% of the devices (i.e. scales, gas pumps).					
<b>COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.</b>	Average number of monthly trap servicings.	13,381	10,823	12,538	11,500
<b>STRATEGY</b>	Service exotic insect traps on a monthly basis to guarantee completion of the contracted servicing levels.					
<b>COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.</b>	Percentage of Pesticide Company locations inspected.	N/A	60%	53%	60%
<b>STRATEGY</b>	Partnering with State agencies, perform safety compliance inspections at Pesticide Companies with a target inspection goal of 60% of the locations.					



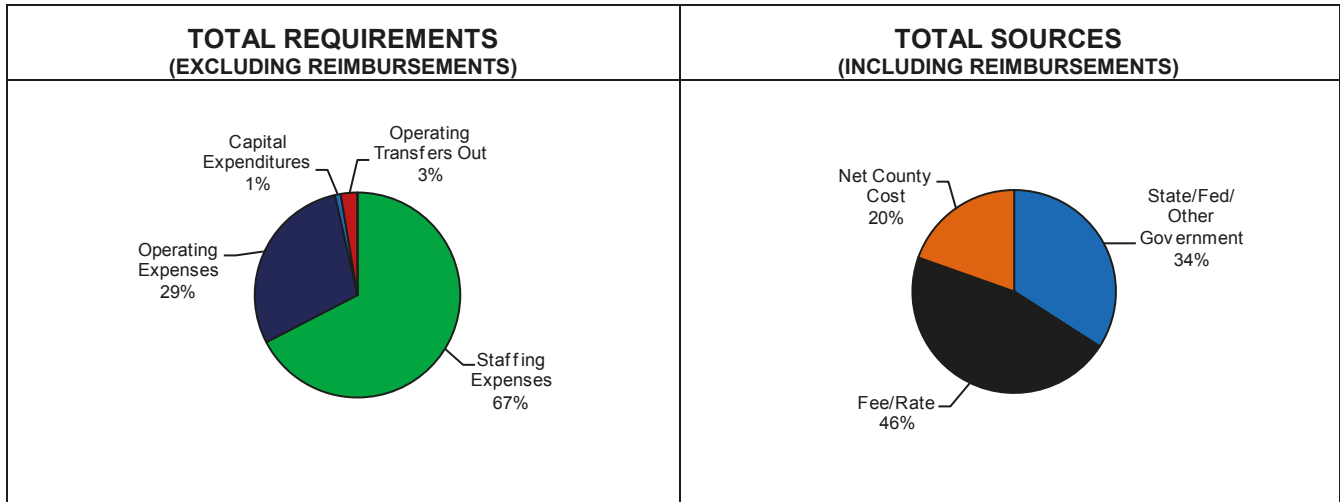
## Agriculture/Weights & Measures

### DESCRIPTION OF MAJOR SERVICES

The Department of Agriculture / Weights & Measures protects the environment, public health, worker safety and the welfare of the public by helping residents and businesses comply with state and local agricultural and consumer protection laws. The department enforces plant quarantines, detects and eradicates unwanted foreign pests, regulates pesticide use, verifies pricing accuracy of goods, and regulates all business transactions based on units of measures such as weight or volume. Additional duties include inspecting eggs, produce and nursery stock, certifying plant shipments for export, controlling vegetation along state and County right-of-ways and flood control channels, and other miscellaneous services provided to businesses and the general public. The department has a canine inspection team that is utilized with great success to detect plant materials from within unmarked agricultural parcels found at package shipping terminals and the US Post Office. The department works closely with the California Department of Food and Agriculture (CDFA) and has multiple contract agreements with CDFA that provide funding for related state mandated programs.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$7,222,637
Total Sources (Incl. Reimb.)	\$5,809,655
Net County Cost	\$1,412,982
Total Staff	65
Funded by Net County Cost	20%

### 2016-17 ADOPTED BUDGET



**ANALYSIS OF 2016-17 ADOPTED BUDGET**

GROUP: Operations and Community Services  
 DEPARTMENT: Agriculture / Weights & Measures  
 FUND: General

BUDGET UNIT: AAA AWM  
 FUNCTION: Public Protection  
 ACTIVITY: Protective Inspection

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	4,427,088	4,768,868	4,621,917	4,750,443	4,611,479	4,866,804	116,361
Operating Expenses	2,061,544	1,868,823	2,237,199	1,883,108	1,848,628	2,101,233	218,125
Capital Expenditures	8,870	(6,788)	33,283	31,727	31,726	65,000	33,273
Total Exp Authority	6,497,502	6,630,903	6,892,399	6,665,278	6,491,833	7,033,037	367,759
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	6,497,502	6,630,903	6,892,399	6,665,278	6,491,833	7,033,037	367,759
Operating Transfers Out	48,000	7,907	0	300,000	300,000	189,600	(110,400)
Total Requirements	6,545,502	6,638,810	6,892,399	6,965,278	6,791,833	7,222,637	257,359
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	3,104,929	2,405,236	3,137,597	2,389,960	2,435,552	2,463,555	73,595
Fee/Rate	3,068,429	3,063,184	3,429,415	3,151,500	3,380,377	3,344,700	193,200
Other Revenue	(257)	(2,436)	3,743	1,400	(2,106)	1,400	0
Total Revenue	6,173,101	5,465,984	6,570,755	5,542,860	5,813,823	5,809,655	266,795
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	6,173,101	5,465,984	6,570,755	5,542,860	5,813,823	5,809,655	266,795
Net County Cost	372,401	1,172,826	321,644	1,422,418	978,010	1,412,982	(9,436)
Budgeted Staffing*	63	63	64	64	64	65	1

\*Data represents final budgeted staffing

**MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET**

Staffing Expenses of \$4.9 million make up the majority of expenditures within this budget unit. These expenses are necessary in order to provide mandated inspection services in the fields of agriculture, weights and measures. Herbicide purchases and vehicle/equipment maintenance charges comprise the majority of the department's Operating Expenses. Sources of \$5.8 million are derived primarily from license and permit fees, state contracts, the County's portion of Unclaimed Gas Tax, and compensation for weed control services.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are increasing by \$257,359 primarily due to the addition of a new Staff Analyst II position, purchase of a new high flow volumetric provers and trailer, and additional requirements necessary to complete the housing and installation of the new dynamometer to test taxi meters and vehicle odometers for accuracy.

Sources are increasing by \$266,795 primarily due to an increase in the number of businesses that require a license or permit for weighing/measuring devices and state contracts with the CDFA for pest control services.



**2016-17 POSITION SUMMARY\***

Division	2015-16				2016-17		Limited	Regular
	Final Staffing	Adds	Deletes	Re-Orgs	Adopted			
Agricultural Commissioner / Sealer	1	0	0	0	1	0	1	
Pest Prevention	30	0	0	-1	29	1	28	
Environmental Protection & Support	9	1	0	0	10	0	10	
Consumer Protection	24	0	0	1	25	0	25	
<b>Total</b>	<b>64</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>65</b>	<b>1</b>	<b>64</b>	

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$4.9 million fund 65 budgeted positions of which 64 are regular positions and one is a limited term position. A Staff Analyst II position was added to the budget to provide financial and analytical support to management. The additional position will address workload issues allowing division managers more time to focus on operational improvements.



## California Grazing

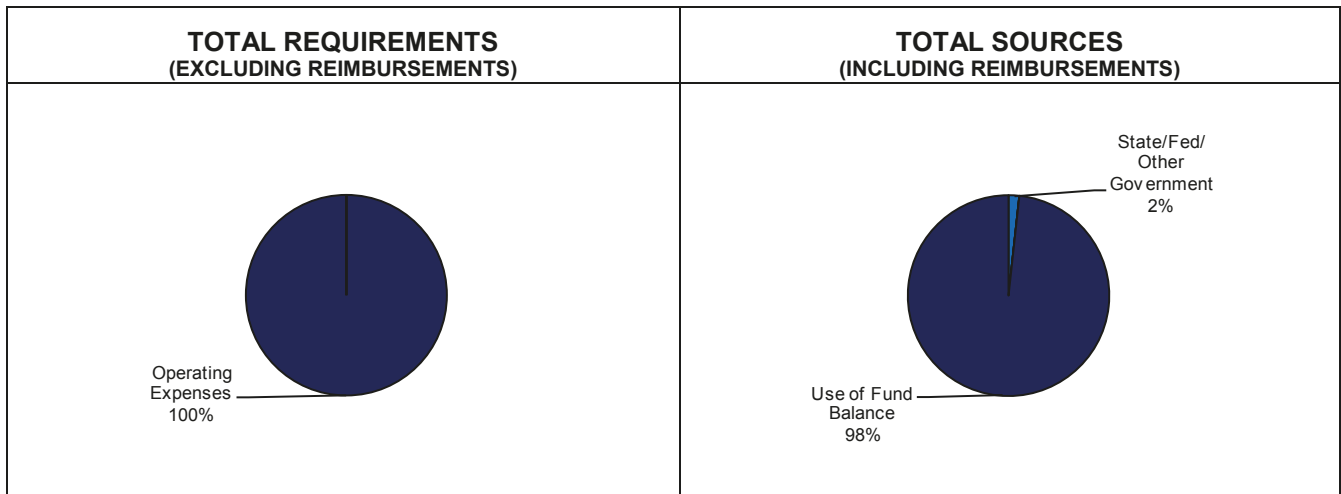
### DESCRIPTION OF MAJOR SERVICES

The California Grazing budget unit funds a variety of range improvement projects such as cattle guards, fencing, pipelines, tanks and other water dispensing facilities adopted by the County's Range Improvement Advisory Committee (RIAC). RIAC is comprised of five lessees of federal grazing land and one wildlife representative, and are appointed by the Board of Supervisors (Board). RIAC recommends various grazing improvement projects for funding to the Board. 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 fund improvements on federal lands. The County acts in a trustee capacity for these funds.

**Budget at a Glance**

Total Requirements (Excl. Reimb.)	\$145,698
Total Sources (Incl. Reimb.)	\$2,500
Use of/ (Contribution to) Fund Balance	\$143,198
Total Staff	0

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Operations and Community Services  
 DEPARTMENT: Agriculture / Weights & Measures  
 FUND: California Grazing

BUDGET UNIT: SCD ARE  
 FUNCTION: Public Protection  
 ACTIVITY: Other Protection

	2012-13	2013-14	2014-15	(A) 2015-16 Final Budget	2015-16 Actual	(B) 2016-17 Adopted Budget	(B-A) Change From Prior Year Final Budget
	Actual	Actual	Actual		Actual		
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	2,995	0	3,390	145,698	0	145,698	0
Capital Expenditures	0	0	0	0	0	0	0
<b>Total Exp Authority</b>	<b>2,995</b>	<b>0</b>	<b>3,390</b>	<b>145,698</b>	<b>0</b>	<b>145,698</b>	<b>0</b>
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	2,995	0	3,390	145,698	0	145,698	0
Operating Transfers Out	0	0	0	0	0	0	0
<b>Total Requirements</b>	<b>2,995</b>	<b>0</b>	<b>3,390</b>	<b>145,698</b>	<b>0</b>	<b>145,698</b>	<b>0</b>
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	2,876	2,718	3,453	2,500	4,667	2,500	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>2,876</b>	<b>2,718</b>	<b>3,453</b>	<b>2,500</b>	<b>4,667</b>	<b>2,500</b>	<b>0</b>
Operating Transfers In	0	0	0	0	0	0	0
<b>Total Financing Sources</b>	<b>2,876</b>	<b>2,718</b>	<b>3,453</b>	<b>2,500</b>	<b>4,667</b>	<b>2,500</b>	<b>0</b>
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	119	(2,718)	(63)	143,198	(4,667)	143,198	0
Available Reserves				0		4,667	4,667
<b>Total Fund Balance</b>				<b>143,198</b>		<b>147,865</b>	<b>4,667</b>
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

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

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Operating Expenses of \$145,698 provide for a variety of grazing/range improvement projects on federal lands, and these improvement projects are approved by the Board through recommendations from the RIAC. Sources are derived from the Federal Government based on a portion of fees paid by the ranchers directly to the Federal Government for grazing rights.

## BUDGET CHANGES AND OPERATIONAL IMPACT

There are no major budget changes or operational impacts from the prior year.

## ANALYSIS OF FUND BALANCE

The County acts in a trustee capacity for an ongoing allotment of annual federal grazing fees that are distributed back to the County to fund RIAC approved projects on leased federal lands within the County. The budget reflects the use of a majority of fund balance. However, the amount used in 2016-17 will depend on projects that are approved during the fiscal year.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.





# AIRPORTS

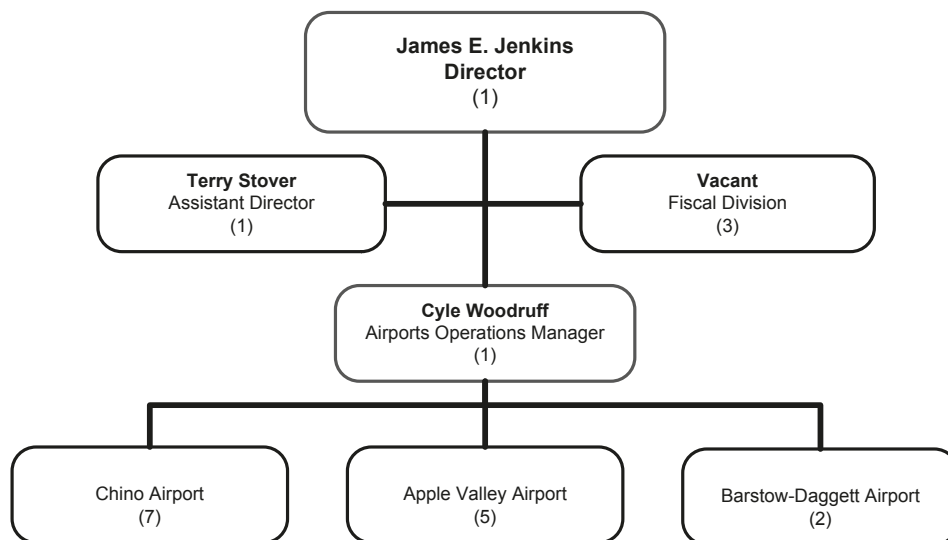
## James E. Jenkins

### DEPARTMENT MISSION STATEMENT

*San Bernardino County Department of Airports plans, organizes and directs the County's airport and aviation system to provide high-quality aviation facilities and services in a safe and efficient manner, optimizing the benefit to the communities and citizens of the County.*



### ORGANIZATIONAL CHART



### 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Airports	3,445,895	3,445,895	0			20
Total General Fund	3,445,895	3,445,895	0			20
<b>Special Revenue Funds</b>						
Airports Special Revenue Funds - Consolidated	7,260,685	5,191,710		2,068,975		0
Total Special Revenue Funds	7,260,685	5,191,710		2,068,975		0
<b>Enterprise Funds</b>						
CSA 60 - Apple Valley Airport - Operations	1,739,366	2,613,068			(873,702)	0
CSA 60 - Apple Valley Airport - Cap Improv	1,889,336	23,900			1,865,436	0
Total Enterprise Funds	3,628,702	2,636,968			991,734	0
<b>Total - All Funds</b>	<b>14,335,282</b>	<b>11,274,573</b>	<b>0</b>	<b>2,068,975</b>	<b>991,734</b>	<b>20</b>



**2015-16 MAJOR ACCOMPLISHMENTS**

- Awarded and accepted two federal grants valued at \$108,000.
- Hosted two separate airshows: one at Apple Valley Airport in October 2015 and one at Chino Airport in April 2016.
- Paid the Chino Airport Commercial Hangars Bond in full.

**DEPARTMENT PERFORMANCE MEASURES**

<b>COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Work with Federal, State and regional governments and organizations, to ensure San Bernardino County receives its fair share of resources.</b>	Percentage of airport infrastructure area inspected annually.	N/A	15%	25%	15%
<b>STRATEGY</b>	Improve and maintain Airport infrastructure, such as runways and drainage systems by maximizing utilization of Federal Aviation Administration and Cal Trans Aeronautics funding.					
<b>STRATEGY</b>	Continue to develop and maintain focus on structured and preventative maintenance programs to address infrastructure deficiencies.					
<b>COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.</b>	New property use revenue generated.	\$0	\$60,000	\$71,869	\$45,000
<b>STRATEGY</b>	Leverage ground use at various County airports to produce new revenue streams to subsidize ongoing airport operational costs.					
<b>COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.</b>	<b>NEW</b>	89%	N/A	90%	92%
<b>STRATEGY</b>	Maximize structured outreach activities to private sector business entities thus informing prospective businesses of real estate opportunities at various County airports.	Occupancy Rate of Developed Space for Commercial Use				
<b>STRATEGY</b>	Closely monitor existing airport businesses to ensure continued success; assist by providing clearinghouse guidance to available resources.					



## Airports

### DESCRIPTION OF MAJOR SERVICES

The Department of Airports (Department) provides for the management, development, maintenance and operation of six airports. The Department assures that County airports are maintained and operated in compliance with state and federal regulations. The Department works cooperatively with other airports located within the County regarding state and federal aviation programs, issues and requirements. The Department participates and provides input to aviation industry support organizations, as necessary, to develop local, state and national aviation policy.

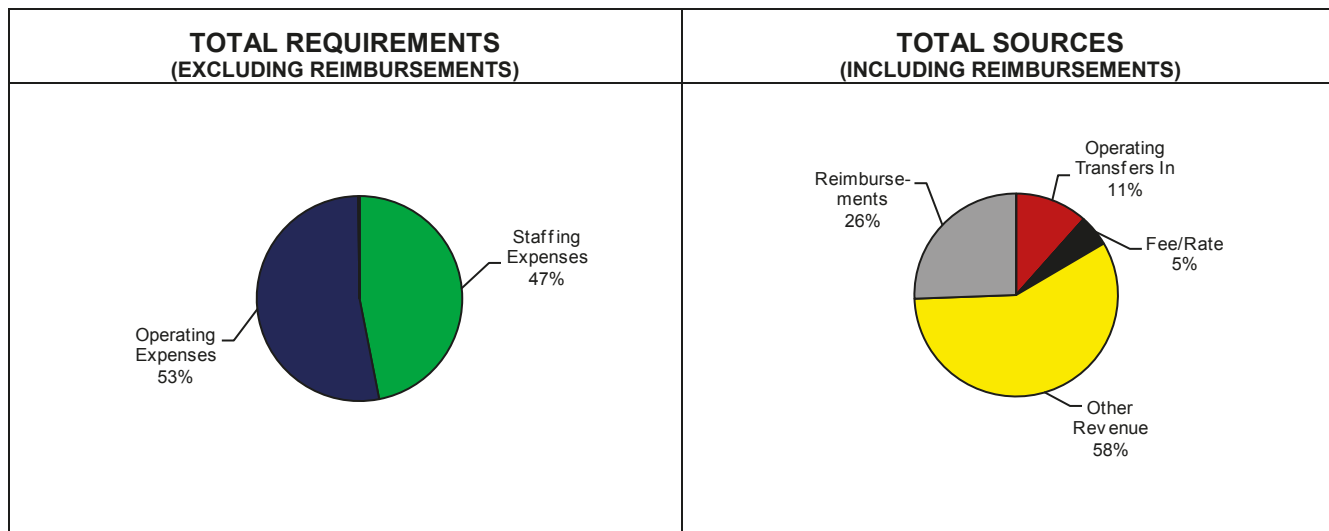
Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$4,630,421
Total Sources (Incl. Reimb.)	\$4,630,421
Net County Cost	\$0
Total Staff	20
Funded by Net County Cost	0%

The County's six airports include:

1. Apple Valley Airport, a County Service Area (CSA 60) with a significant sport aviation base;
2. Baker Airport, located adjacent to the Town of Baker and supports Interstate 15 between Barstow and Las Vegas;
3. Barstow-Daggett Airport, which features significant military activity and the Fort Irwin Helicopter Maintenance Base, both of which support the Fort Irwin National Training Center;
4. Chino Airport, a Federal Aviation Administration (FAA) designated general aviation reliever to John Wayne Airport and one of the largest general aviation airports in the country with approximately 650 based aircraft;
5. Needles Airport, a critical transportation link along the Colorado River;
6. Twentynine Palms Airport, a center for soaring activity serving the surrounding community, including the United States Marine Corps Air-Ground Combat Center.

The County's airports produce revenue to operate and maintain the airport system. Revenues are generated from facility rents, concession and user fees, and, in the case of Apple Valley Airport, property taxes dedicated to the support of CSA 60. State and federal grants are significant sources for funds to construct, improve and maintain airport infrastructure.

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Operations and Community Services  
 DEPARTMENT: Airports  
 FUND: General

BUDGET UNIT: AAA APT  
 FUNCTION: Public Ways and Facilities  
 ACTIVITY: Transportation Terminals

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	1,632,659	1,855,067	1,768,633	1,882,609	1,882,608	2,172,999	290,390
Operating Expenses	1,867,509	1,855,126	1,883,999	2,026,147	1,897,395	2,447,422	421,275
Capital Expenditures	0	7,895	0	9,503	9,503	10,000	497
Total Exp Authority	3,500,168	3,718,088	3,652,632	3,918,259	3,789,506	4,630,421	712,162
Reimbursements	(886,813)	(936,848)	(1,000,837)	(1,109,940)	(981,191)	(1,184,526)	(74,586)
Total Appropriation	2,613,355	2,781,240	2,651,795	2,808,319	2,808,315	3,445,895	637,576
Operating Transfers Out	424,000	194,696	865,875	718,283	718,256	0	(718,283)
Total Requirements	3,037,355	2,975,936	3,517,670	3,526,602	3,526,571	3,445,895	(80,707)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	45,616	40,000	43,064	40,000	40,000	0	(40,000)
Fee/Rate	156,865	189,008	289,519	308,626	308,625	230,932	(77,694)
Other Revenue	2,821,029	2,744,516	3,185,086	3,074,466	3,074,466	2,680,464	(394,002)
Total Revenue	3,023,510	2,973,524	3,517,671	3,423,092	3,423,091	2,911,396	(511,696)
Operating Transfers In	25,000	23,502	0	103,510	103,508	534,499	430,989
Total Financing Sources	3,048,510	2,997,026	3,517,671	3,526,602	3,526,599	3,445,895	(80,707)
Net County Cost	(11,155)	(21,090)	(1)	0	(28)	0	0
Budgeted Staffing*	19	20	20	20	20	20	0

\*Data represents final budgeted staffing

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Staffing Expenses of \$2.2 million fund 20 positions that provide support for six County-operated airports. Operating Expenses of \$2.4 million include Countywide Services (including COWCAP), property insurance, utilities, other professional services and general maintenance. Reimbursements of \$1.2 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 \$3.4 million primarily represent rents and concession receipts at the airports.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and Sources are decreasing by \$80,707 primarily due to a \$718,283 decrease in Operating Transfers Out to the Airports Capital Improvement Program budget unit. The decrease is offset by a \$421,275 increase in Operating Expenses primarily due to a 24% increase in COWCAP as a result of increased utilities and County Counsel expenses, and a \$204,000 increase in Real Estate Services charges for appraisals at Chino Airport. The decrease is also offset by a \$290,390 increase in Staffing Expenses primarily due to forecasted retirement cash outs in 2016-17.



**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Administration	6	0	0	0	6	0	6
Apple Valley Airport	5	0	0	0	5	0	5
Barstow-Daggett Airport	2	0	0	0	2	0	2
Chino Airport	7	0	0	0	7	0	7
Total	20	0	0	0	20	0	20

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$2.2 million fund 20 budgeted regular positions. There are no staffing changes.



## Airports Special Revenue Funds – Consolidated

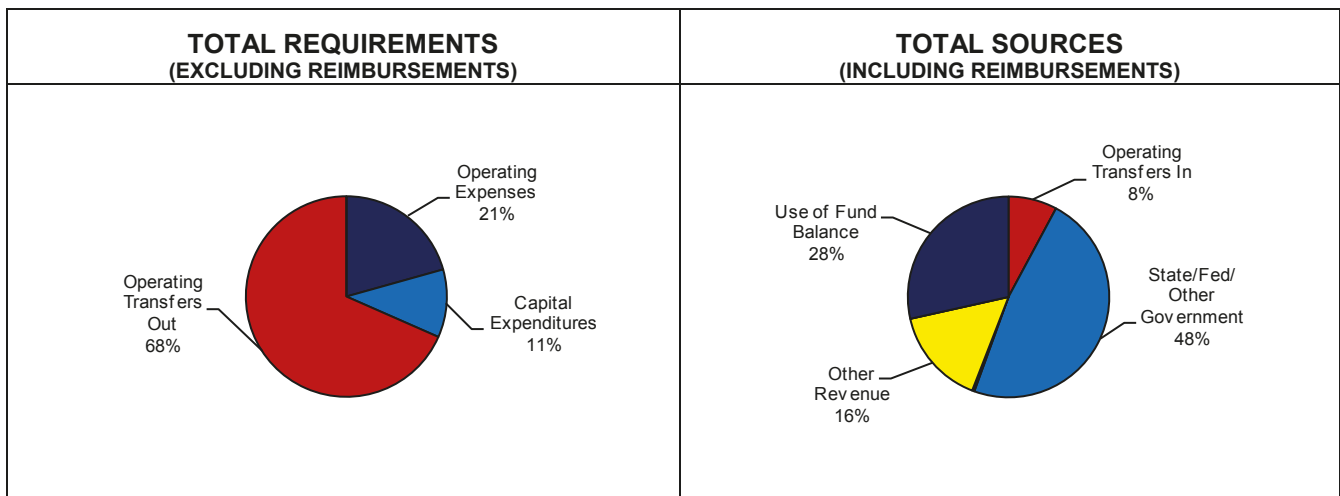
### DESCRIPTION OF MAJOR SERVICES

**Chino Airport Commercial Hangars** complex is managed, maintained, and operated by the Department of Airports. The Commercial Hangars at Chino Airport were constructed in 1987 with proceeds from a 30-year bond issue that matured in 2015-16 and was paid off. Requirements for this budget unit are funded from rental revenues and available fund balance. There is no staffing associated with this budget unit. However, this budget unit reimburses the Airport's General Fund budget unit for the cost of staffing incurred to support the Commercial Hangar complex.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$7,260,685
Total Sources (Incl. Reimb.)	\$5,191,710
Use of/ (Contribution to) Fund Balance	\$2,068,975
Total Staff	0

**Airports Capital Improvement Program** is a Capital Improvement Program (CIP) that is managed by the Department of Airports and includes projects for Baker Airport, Barstow-Daggett Airport, Chino Airport, Needles Airport, and 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 (CSA 60) are budgeted in a separate budget unit. All Capital Improvement Projects for all six airports that are administered by the Department, or by Real Estate Services – Project Management Division (PMD) on behalf of the Department, are reported in the CIP section of this budget book. There is no staffing associated with this budget unit.

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

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

BUDGET UNIT: Various  
FUNCTION: General  
ACTIVITY: Plant Acquisition

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	1,094,597	1,214,034	939,378	2,286,984	1,142,421	1,499,172	(787,812)
Capital Expenditures	539,298	914,532	1,402,992	1,048,336	584,383	795,359	(252,977)
Total Exp Authority	1,633,895	2,128,566	2,342,370	3,335,320	1,726,804	2,294,531	(1,040,789)
Reimbursements	(200,000)	0	0	0	0	0	0
Total Appropriation	1,433,895	2,128,566	2,342,370	3,335,320	1,726,804	2,294,531	(1,040,789)
Operating Transfers Out	1,057,764	583,255	1,378,387	4,792,938	441,158	4,966,154	173,216
Total Requirements	2,491,659	2,711,821	3,720,757	8,128,258	2,167,962	7,260,685	(867,573)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	1,975,371	0	102,509	3,479,287	433,764	3,463,203	(16,084)
Fee/Rate	184	7,428	32,134	12,944	29,545	26,384	13,440
Other Revenue	926,599	1,677,979	1,832,776	2,225,315	2,104,405	1,134,043	(1,091,272)
Total Revenue	2,902,154	1,685,407	1,967,419	5,717,546	2,567,714	4,623,630	(1,093,916)
Operating Transfers In	1,111,129	758,816	1,215,875	1,423,196	1,020,256	568,080	(855,116)
Total Financing Sources	4,013,283	2,444,223	3,183,294	7,140,742	3,587,970	5,191,710	(1,949,032)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(1,521,624)	267,598	537,463	987,516	(1,420,008)	2,068,975	1,081,459
Available Reserves				1,622,908		2,014,536	391,628
Total Fund Balance				2,610,424		4,083,511	1,473,087
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

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

## DETAIL OF 2016-17 ADOPTED BUDGET

	2016-17				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
<b>Special Revenue Funds</b>					
Chino Airport Commercial Hangars (RCI)		600,650	594,253	6,397	44,472
Airports Capital Improvement Program (RAA & RCD)		6,660,035	4,597,457	2,062,578	1,970,064
Total Special Revenue Funds		7,260,685	5,191,710	2,068,975	2,014,536

**Chino Airport Commercial Hangars** has \$600,650 in Requirements for Operating Expenses, which includes transfers of \$176,214 for County Counsel charges and services and supplies reimbursed to the Airport's operating budget unit, \$330,568 in services and supplies for operations and \$93,868 for salaries and benefits also reimbursed to the Airport's operating budget unit.

Sources of \$594,253 are primarily from \$515,543 of rents and concession receipts from commercial tenants and an Operating Transfer In from the Airports CIP budget unit of \$51,826 to fund current services.



**Airports Capital Improvement Program** has \$6.7 million in Requirements which include \$5.0 million in Operating Transfers Out to the Real Estate Services Project Management Division (PMD) for management and construction of various CIP projects, and to the Airports General Fund budget unit to fund current services. Requirements also include \$873,522 in services and supplies primarily for the design of various CIP projects, and \$795,359 in Capital Expenditures. The Capital Expenditures include \$600,000 for a ground water assessment associated with the groundwater plume at Chino Airport, \$110,000 for installation of modular restrooms at the Twentynine Palms Airport and Baker Airport, and \$85,359 for the Chino Airport northwest apron rehabilitation project.

Sources of \$4.6 million are primarily from anticipated federal grants for various CIP's including the Chino Airport Northwest Apron Rehab and the Chino Airport Runway Fire Suppression projects.

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

Requirements are decreasing by \$867,573 primarily due to a decrease in transfers related to Chino Airport Commercial Hangars final bond payment which was paid in 2015-16, and a decrease in Capital Expenditures due to fewer CIP projects as compared to the prior year. Sources are decreasing by \$1.9 million primarily due to a decrease in Other Revenue of \$1.1 million as a result of a reduction in insurance proceeds of \$816,883 related to the Chino plume, and declining rents and concessions revenue at the Chino Airport Commercial Hangars of \$282,389. Operating Transfers In also decreased by \$855,116 primarily due to a one-time transfer of \$718,283 from the Airports General Fund budget unit in the prior year to fund future CIP projects.

### **ANALYSIS OF FUND BALANCE**

The 2016-17 budget includes the Use of Fund Balance of \$2.1 million of which \$1.5 million is for one-time projects and \$534,499 is to fund current services within the Airports General Fund budget unit. Additionally, reserves of \$2,014,536 are available to fund future expenses.

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

There is no staffing associated with this budget unit.





## CSA 60 – Apple Valley Airport - Operations

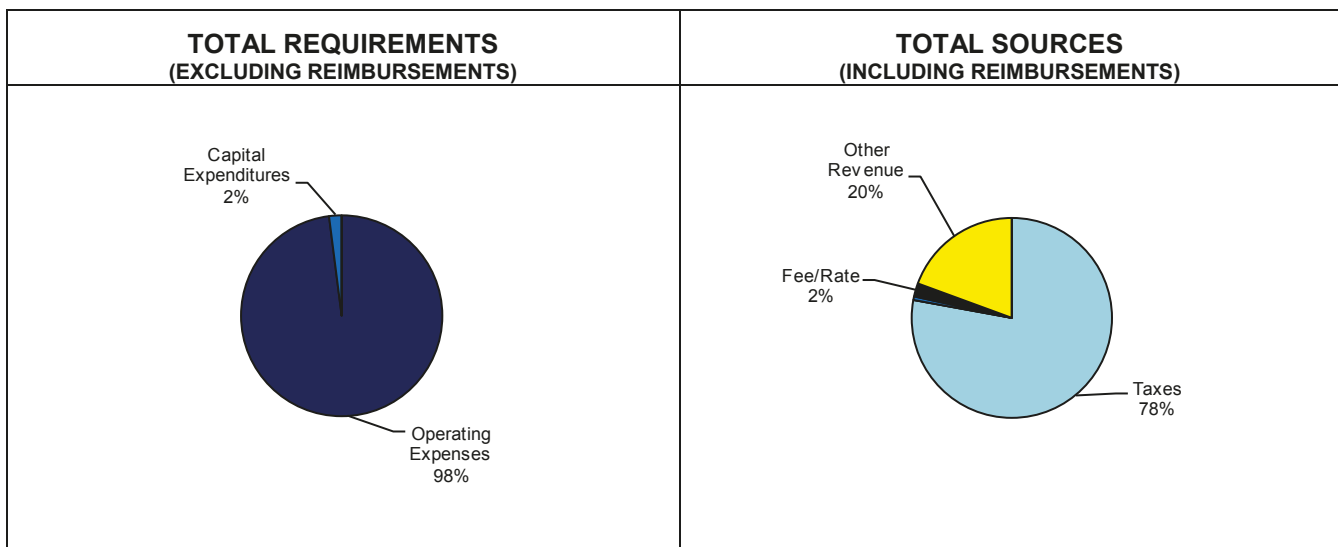
### DESCRIPTION OF MAJOR SERVICES

County Service Area 60 (CSA 60) funds the operation, capital projects and maintenance of Apple Valley Airport, which is administered and staffed by the County of San Bernardino Department of Airports. Apple Valley Airport, which was built in 1970, is a public use airport providing general aviation services to the High Desert region. CSA 60 is primarily funded by local property tax and revenue generated from airport leasing activities.

**Budget at a Glance**

Total Requirements (Excl. Reimb.)	\$1,739,366
Total Sources (Incl. Reimb.)	\$2,613,068
Use of / (Contribution To) Net Position	(\$873,702)
Total Staff	0

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

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

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

	2012-13	2013-14	2014-15	(A) 2015-16 Final Budget	2015-16 Actual	(B) 2016-17 Adopted Budget	(B-A) Change From Prior Year Final Budget
	Actual	Actual	Actual		Actual		
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	1,465,115	1,394,940	1,458,961	1,698,123	1,651,796	1,704,366	6,243
Capital Expenditures	0	5,184	0	0	0	35,000	35,000
Total Exp Authority	1,465,115	1,400,124	1,458,961	1,698,123	1,651,796	1,739,366	41,243
Reimbursements	(182)	0	0	0	0	0	0
Total Appropriation	1,464,933	1,400,124	1,458,961	1,698,123	1,651,796	1,739,366	41,243
Operating Transfers Out	563,000	0	0	0	0	0	0
Total Requirements	2,027,933	1,400,124	1,458,961	1,698,123	1,651,796	1,739,366	41,243
<b>Sources</b>							
Taxes	1,921,496	2,033,265	2,117,048	2,035,000	2,238,271	2,035,000	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	27,566	29,892	29,169	0	28,693	15,000	15,000
Fee/Rate	(12,738)	3,764	26,315	38,219	52,409	56,200	17,981
Other Revenue	638,094	722,234	573,176	559,444	574,958	506,868	(52,576)
Total Revenue	2,574,418	2,789,155	2,745,708	2,632,663	2,894,331	2,613,068	(19,595)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	2,574,418	2,789,155	2,745,708	2,632,663	2,894,331	2,613,068	(19,595)
<b>Net Position</b>							
Use of/ (Contribution to) Net Position**	(546,485)	(1,389,031)	(1,286,747)	(934,540)	(1,242,535)	(873,702)	60,838
Est. Net Position Available						22,997,496	
Total Est. Unrestricted Net Position						22,123,794	
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

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

Note: Unlike governmental funds, the 2015-16 Final Budget and 2015-16 Actual columns do not include information on Estimated Net Position Available or Total Estimated Unrestricted Net Position because GAAP requires that internal service and enterprise funds include line items such as depreciation, which are not budgeted, in the Net Position calculation.

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Operating Expenses of \$1.7 million include \$1.0 million in transfers to reimburse the Airport's General Fund budget unit for staffing costs, services and supplies costs for personnel assigned to support the Apple Valley Airport, and utilities. Sources of \$2.6 million primarily consist of \$2.0 million from tax revenue receipts and leasing related revenues.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$41,243 primarily due to the anticipated purchase of a new riding mower for \$10,000 and a compact tractor for \$25,000. Sources are decreasing by \$19,595 primarily due to a conservative approach to forecasting rents and concessions revenue.

## ANALYSIS OF NET POSITION

A Contribution to Net Position of \$873,702 is projected for 2016-17. Funds will be transferred to the CSA 60 – Apple Valley Airport CIP budget unit to fund future CIP projects as necessary.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit. However, this budget unit reimburses the Airports' General Fund budget unit for staffing costs incurred in connection with service to the Apple Valley Airport.



## CSA 60 – Apple Valley Airport – Capital Improvement Program

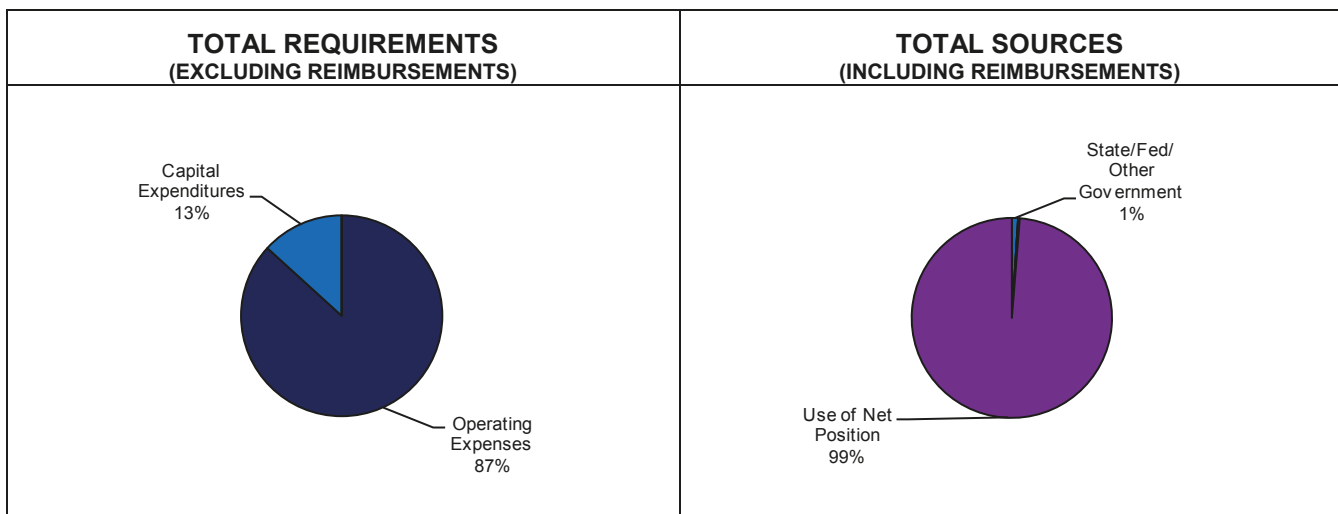
### DESCRIPTION OF MAJOR SERVICES

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

#### Budget at a Glance

Total Requirements (Excl. Reimb.)	\$1,889,336
Total Sources (Incl. Reimb.)	\$23,900
Use of / (Contribution To) Net Position	\$1,865,436
Total Staff	0

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

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

BUDGET UNIT: RAI 400  
 FUNCTION: General  
 ACTIVITY: Plant Acquisition

	2012-13	2013-14	2014-15	(A) 2015-16 Final Budget	2015-16 Actual	(B) 2016-17 Adopted Budget	(B-A) Change From Prior Year Final Budget
	Actual	Actual	Actual		Actual		
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	351,499	83,608	20,928	1,261,248	41,293	1,639,336	378,088
Capital Expenditures	216,857	54,535	104,773	925,000	134,720	250,000	(675,000)
Total Exp Authority	568,356	138,143	125,701	2,186,248	176,013	1,889,336	(296,912)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	568,356	138,143	125,701	2,186,248	176,013	1,889,336	(296,912)
Operating Transfers Out	1,672,518	1,139,066	250	0	0	0	0
Total Requirements	2,240,874	1,277,209	125,951	2,186,248	176,013	1,889,336	(296,912)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	59,300	0	175,326	18,900	18,900
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	19,928	8,324	7,345	0	10,246	5,000	5,000
Total Revenue	19,928	8,324	66,645	0	185,572	23,900	23,900
Operating Transfers In	500,000	0	0	0	0	0	0
Total Financing Sources	519,928	8,324	66,645	0	185,572	23,900	23,900
<b>Net Position</b>							
Use of/ (Contribution to) Net Position**	1,720,946	1,268,885	59,306	2,186,248	(9,559)	1,865,436	(320,812)
Est. Net Position Available						2,849	
Total Est. Unrestricted Net Position						1,868,285	
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

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

Note: Unlike governmental funds, the 2015-16 Final Budget and 2015-16 Actual columns do not include information on Estimated Net Position Available or Total Estimated Unrestricted Net Position because GAAP requires that internal service and enterprise funds include line items such as depreciation, which are not budgeted, in the Net Position calculation.

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Requirements of \$1.9 million consist primarily of Operating Expenses of \$1.6 million for transfers to Real Estate Services – Project Management Division (PMD) for the management of the construction of CIP projects at Apple Valley Airport, including \$490,000 for a solar powered obstruction lighting project, \$449,750 for taxiway and parking lot reconstruction projects, \$275,000 for the terminal Heating, Ventilation, Air Conditioning (HVAC) upgrades, \$250,000 for t-hangar improvements and \$50,000 for the initial phase of the drainage basin land acquisition. Capital Expenditures of \$250,000 include \$200,000 for fog sealing and striping and \$50,000 for Phase I of the Comprehensive Land Use Plan (CLUP).

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$296,912 due to a decrease in Capital Expenditures of \$675,000 related to the completion of the airport runway rehabilitation design phase I and decreased expenses for the solar powered obstruction lighting project. These decreases are offset by an increase in Operating Expenses of \$378,088 primarily due to an increase in fixed assets transfers out to fund the roofing maintenance program for \$14,000, drainage land basin acquisition for \$50,000 and an additional \$275,000 for the terminal HVAC upgrades project.

Sources are increasing by \$23,900 in anticipation of FAA grant funding.



## **ANALYSIS OF NET POSITION**

The budget includes the Use of Net Position of \$1.9 million for planned CIP projects. This budget unit funds CIP projects for the Apple Valley Airport. Funds are transferred from the CSA 60 – Apple Valley Airport operating budget unit when a new project requires funding.

## **STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.



## COUNTY LIBRARY

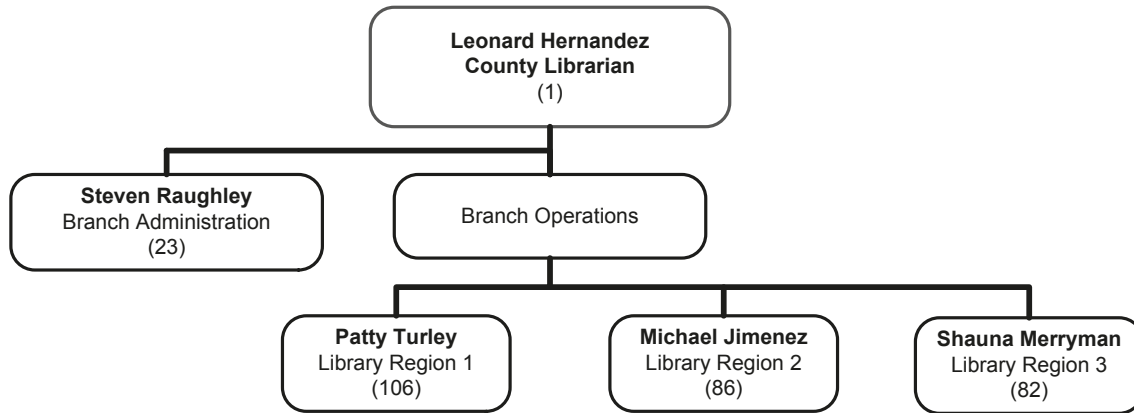
Leonard X. Hernandez

### 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



### 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>Special Revenue Funds</b>						
County Library	17,799,116	16,024,589		1,774,527		298
Bloomington Library Reserve	176,900	550		176,350		0
Total Special Revenue Funds	17,976,016	16,025,139	0	1,950,877	0	298
<b>Total - All Funds</b>	17,976,016	16,025,139	0	1,950,877	0	298



### 2015-16 MAJOR ACCOMPLISHMENTS

- Completed light remodel of the Big Bear Library which included new carpet and paint, new furniture, new early learning computers, and a reconfiguration of the children’s area.
- Added new self-service materials sorters to the Chino Hills, Fontana, and Hesperia branch libraries.
- Completed refresh of user friendly self-checkout units at nine locations enabling patrons to checkout their own library materials.
- Opened the new Bloomington Library as part of the Bloomington Intergenerational Housing Project which includes a computer lab, self-checkout units, dedicated children’s area, expanded materials collection, and a floorplan that is almost four times larger than the current facility.
- Completed the largest Summer Reading Program in County Library history with 30,817 participants, a 25% increase over the previous year’s program.

### DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of desktop computers replaced less than four years ago.	N/A	95%	100%	100%
STRATEGY	Maintain a replacement cycle for computer hardware between four to five years to ensure that public access computers are available for use and fully functional with reliable hardware and software.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.	Number of attendees at branch library programs.	222,074	145,000	245,592	200,000
STRATEGY	Offer programs for multiple age groups to promote the Countywide Vision of cradle-to-career education, fostering personal and professional development and enrichment.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Number of digital materials checked out.	95,063	80,000	152,517	160,000
STRATEGY	Continue to enhance digital eBook / audiobook offerings for easy anytime access to materials across a multitude of digital devices to aid in job enrichment.					



## County Library

### DESCRIPTION OF MAJOR SERVICES

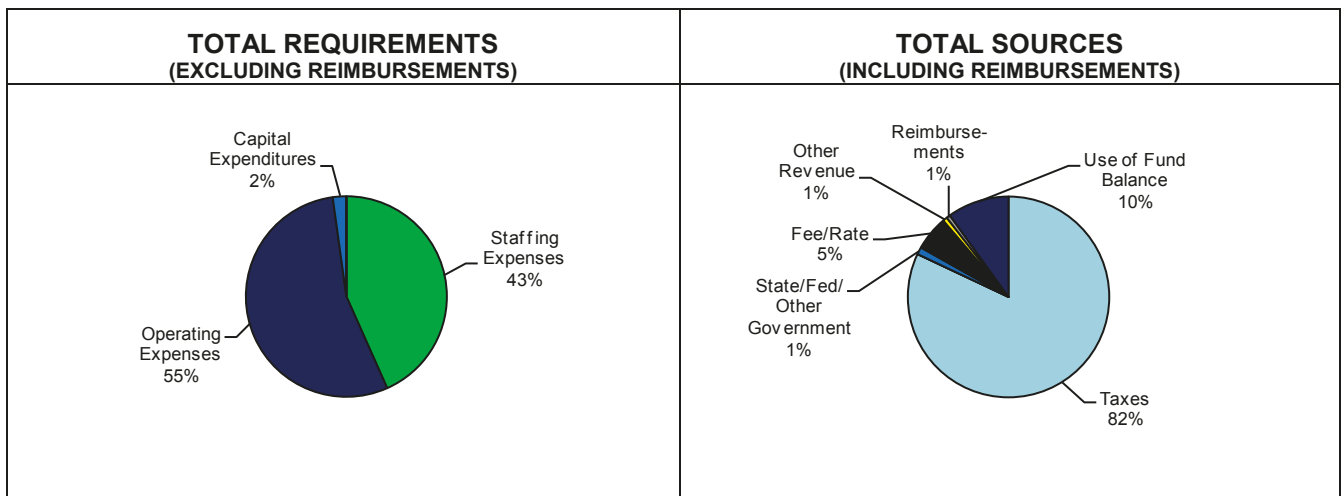
The San Bernardino County Library (Library) provides public library services through a network of thirty two branches in the unincorporated areas and seventeen cities within the County. The Library provides free access to information through its materials collection and offers almost 1,000 public accessible computers for internet, productivity use and browsing the library's online catalog.

These public computers also provide access to a number of online databases and other electronic resources. Electronic access to the 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. In addition, the Library's OverDrive, 3M Cloud, Freegal and Zinio systems allows online access for library patrons to thousands of eBooks, audiobooks, magazines, music, and movies through their tablet, eReader, or web browser.

**Budget at a Glance**

Total Requirements (Excl. Reimb.)	\$17,907,375
Total Sources (Incl. Reimb.)	\$16,132,848
Use of/ (Contribution to) Fund Balance	\$1,774,527
Total Staff	298

### 2016-17 ADOPTED BUDGET





## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Operations and Community Services  
 DEPARTMENT: County Library  
 FUND: County Library

BUDGET UNIT: SAP CLB  
 FUNCTION: Education  
 ACTIVITY: Library

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	6,847,673	7,101,062	6,118,669	7,403,096	6,144,242	7,761,698	358,602
Operating Expenses	6,071,809	7,619,788	8,464,728	11,405,137	10,761,141	9,755,677	(1,649,460)
Capital Expenditures	0	24,268	270,511	737,000	564,283	390,000	(347,000)
Total Exp Authority	12,919,482	14,745,118	14,853,908	19,545,233	17,469,666	17,907,375	(1,637,858)
Reimbursements	(73,177)	(105,384)	(148,543)	(101,858)	(111,030)	(108,259)	(6,401)
Total Appropriation	12,846,305	14,639,734	14,705,365	19,443,375	17,358,636	17,799,116	(1,644,259)
Operating Transfers Out	40,825	82,991	61,791	81,791	81,257	0	(81,791)
Total Requirements	12,887,130	14,722,725	14,767,156	19,525,166	17,439,893	17,799,116	(1,726,050)
<b>Sources</b>							
Taxes	13,155,918	13,883,392	14,441,702	14,416,813	15,190,989	14,688,039	271,226
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	253,000	248,004	248,324	261,000	252,574	209,000	(52,000)
Fee/Rate	1,026,706	1,046,064	1,053,323	1,008,800	1,010,575	998,800	(10,000)
Other Revenue	1,749,615	1,010,963	431,730	153,778	346,142	128,750	(25,028)
Total Revenue	16,185,239	16,188,423	16,175,079	15,840,391	16,800,280	16,024,589	184,198
Operating Transfers In	168,397	87,863	0	0	0	0	0
Total Financing Sources	16,353,636	16,276,286	16,175,079	15,840,391	16,800,280	16,024,589	184,198
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(3,466,506)	(1,553,561)	(1,407,923)	3,684,775	639,613	1,774,527	(1,910,248)
Available Reserves				3,966,460		5,304,491	1,338,031
Total Fund Balance				7,651,235		7,079,018	(572,217)
Budgeted Staffing*	279	279	291	295	295	298	3

\*Data represents final budgeted staffing

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

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Staffing Expenses of \$7.8 million fund 298 positions that provide services at 32 library branches and support staff at Library Administration. Operating Expenses of \$9.8 million include general operating expenses for branch locations, telecommunication charges for internet access at branch locations, utilities, COWCAP charges, one-time branch remodel expenses and custodial/maintenance charges. Sources of \$16.0 million primarily represent property tax allocations and library fines and fees collected from patrons.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$1.7 million due to a one-time loan payoff that occurred in the prior year. Sources are increasing by \$184,198 primarily due to an increase in property tax revenue and a decrease in state aid as the result of the State Library's decision not to guarantee an annual funding amount for literary services.

## ANALYSIS OF FUND BALANCE

All Use of Fund Balance is for one-time expenditures. The department will be utilizing \$1.8 million of Fund Balance to perform several anticipated branch remodels which include new furniture, branch reconfiguration, and new paint and carpet. The department will also continue on its four year replacement cycle for computer equipment to keep staff and public machines up to date to meet today's demands. In addition to these expenses, the department will be replacing several pieces of equipment which includes two camera systems, a virtual server, two book drops, a circulation desk and also new items that include a book sorter, three self-checkout units, a router and a firewall for internet service upgrades.



**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Branch Administration	23	2	-1	0	24	0	24
Library Region 1	106	0	0	0	106	6	100
Library Region 2	85	1	0	0	86	3	83
Library Region 3	81	1	0	0	82	3	79
<b>Total</b>	<b>295</b>	<b>4</b>	<b>-1</b>	<b>0</b>	<b>298</b>	<b>12</b>	<b>286</b>

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$7.8 million fund 298 budgeted positions of which 286 are regular positions and 12 are limited term positions. The department is adding two Library Assistant positions to assist with the new Bloomington Library and the bookmobile, one Library Regional Manager position to perform writing and analysis of system-wide procedures, branch supervision, and program implementation and one Staff Analyst I position to perform budgetary analysis, reports, and create procedures. The department has also deleted one Library Services Manager position as the position is no longer needed.



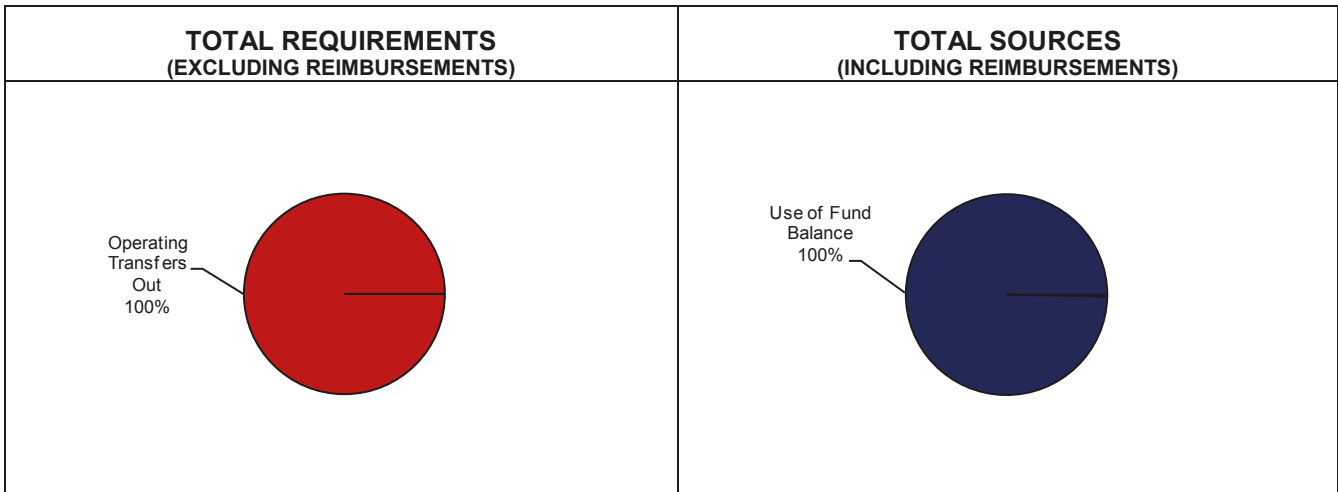
## Bloomington Library Reserve

### DESCRIPTION OF MAJOR SERVICES

The Bloomington Library was opened in May 2016 as part of the Bloomington Intergenerational Housing Project and provides public library services to the residents of the unincorporated community of Bloomington and surrounding areas. Due to the Bloomington Library being co-located within the housing project, future repairs are to be shared by the Library and the building management company. The Bloomington Library Reserve was established through funds provided by the developer and set aside to be used for future building repairs at the Bloomington Library.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$176,900
Total Sources (Incl. Reimb.)	\$550
Use of/ (Contribution to) Fund Balance	\$176,350
Total Staff	0

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Operations and Community Services  
 DEPARTMENT: County Library  
 FUND: Bloomington Library Reserve

BUDGET UNIT: SZC CLB  
 FUNCTION: Education  
 ACTIVITY: Library

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Expenditures	0	0	0	0	0	0	0
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	176,900	176,900
Total Requirements	0	0	0	0	0	176,900	176,900
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	176,424	550	550
Total Revenue	0	0	0	0	176,424	550	550
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	0	0	0	176,424	550	550
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	0	0	0	0	(176,424)	176,350	176,350
Available Reserves				0		75	75
Total Fund Balance				0		176,425	176,425
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

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

### MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Requirements of \$176,900 represent Operating Transfers Out to the County Library budget unit for potential building repairs at the Bloomington Library. Sources of \$550 is annual interest earned on cash in the fund.

### BUDGET CHANGES AND OPERATIONAL IMPACT

Operating Transfers Out are increasing by \$176,900 due to reserve funds being set aside to plan for future building repairs. No new deposits are budgeted for 2016-17. Sources are increasing by \$550, which represents interest earned on funds deposited.

### ANALYSIS OF FUND BALANCE

Fund Balance can only be used to pay for one-time building repairs that may be required at the Bloomington Library. It is likely that Fund Balance won't be used for the next four to five years until a repair is needed on the new building. Use of Fund Balance totaling \$176,350 is budgeted in 2016-17 in case an emergency repair is needed, to minimize impacts to Bloomington Library patrons.

### STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



# COUNTY MUSEUM

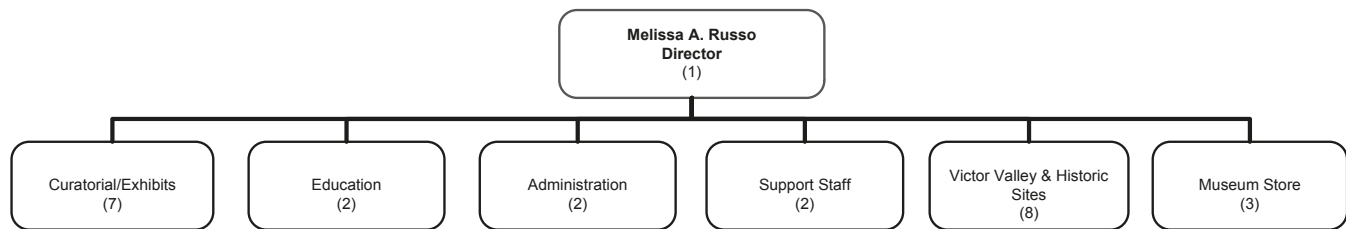
Melissa A. Russo

## DEPARTMENT MISSION STATEMENT

*The San Bernardino County Museum maintains and develops unique cultural and natural science collections related to San Bernardino County and surrounding regions. 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



## 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
County Museum	3,848,945	395,700	3,453,245			22
Total General Fund	3,848,945	395,700	3,453,245	0	0	22
<b>Enterprise Fund</b>						
Museum Store	80,092	68,092			12,000	3
Total Enterprise Fund	80,092	68,092	0	0	12,000	3
<b>Total - All Funds</b>	<b>3,929,037</b>	<b>463,792</b>	<b>3,453,245</b>	<b>0</b>	<b>12,000</b>	<b>25</b>



### 2015-16 MAJOR ACCOMPLISHMENTS

- Exceeded performance measure to secure funding support from the Museum Association which provided \$84,725 to support museum exhibits, programs and initiatives.
- Finished the renovation of a new multipurpose space, the Learning Depot, to provide expanded classroom and facility rental opportunities.
- Opened five new exhibits developed in-house including: “Welcome to Our World: Adaptations, Environments, Exploration”, “California Bling: Minerals from the Museum’s Collection”, “Community Chronicles: The Photos of Henry Hooks”, “Mysteries in the Museum”, and one exhibit creating two life size replica Mastodon figures.
- Initiated Family Fun Sundays to highlight topics such as El Niño and the math formula Pi.
- Expanded Train Days from a two day event to an eight day event featuring 11 groups including activities for the Victor Valley Museum.
- Partnered with the Museum Association to develop successful member, public and media events including: “Art & The Great Outdoors”, “Community Chronicles”, “Soul Train Dance World Record Challenge”, “May the 4<sup>th</sup> Dance Sunriser”, and the First Annual Bucky Ball fundraiser.

### DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	<b>Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.</b>	<b>NEW</b>				
STRATEGY	Execute events that educate the public on current public safety issues including earthquakes, droughts, floods, and climate change to improve resiliency, adaptation, and inspire preparedness amongst homes, schools, and organizations.	Number of entities participating in public safety and college and career readiness programming at County Museum.	N/A	N/A	N/A	50
STRATEGY	Develop and implement programming for current students to promote the Countywide Vision of cradle-to-career education, fostering personal and professional development and enrichment.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	<b>Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.</b>	Number of general attendees visiting the Redlands Museum.	50,633	55,000	54,212	56,000
STRATEGY	Open new exhibits and offer enhanced educational programming to promote repeat attendance and boost admission sales and interest in the Museum.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	<b>Develop a long-term budget plan which brings County operations into both fiscal and programmatic balance, including full funding of reserves for infrastructure and operating system maintenance and replacement.</b>	Secure programmatic and special event funding support from the Museum Association.	\$43,704	\$45,000	\$76,087	\$85,000
STRATEGY	Partner with the Museum Association to develop special events and programs that benefit the community and promote greater interest in the Museum.					
STRATEGY	Develop partnerships with key regional corporations to secure funding and programmatic sponsorships.					



## County Museum

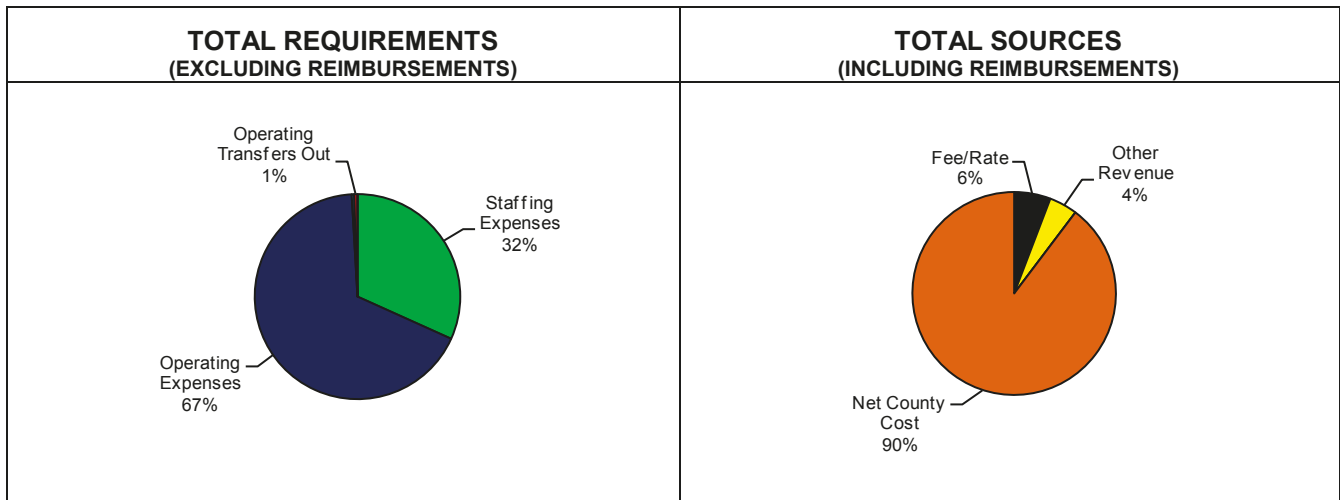
### DESCRIPTION OF MAJOR SERVICES

The County Museum (Museum) is an accredited regional museum in California and provides enhanced “Quality of Life” for County and regional residents. The Museum is comprised of the following divisions: Anthropology, Biology, Education, Geology, History, and Paleontology. All divisions enhance public learning through exhibits and educational programs and activities for families, individuals, school groups, and educators at the main Museum facility in Redlands, Victor Valley Museum in Apple Valley, and the six historic sites: Agua Mansa Cemetery in Colton, Casa de Rancho Cucamonga (John Rains House) in Rancho Cucamonga, Daggett Stone Hotel in Daggett, Asistencia Outpost of the Mission San Gabriel in Redlands, Yorba Slaughter Families Adobe in Chino, and Yucaipa Adobe in Yucaipa. The Museum partners with the Yucaipa Historical Society to operate the Mousley Museum in Yucaipa. These programs and activities involve the exhibition, interpretation, and preservation of cultural and natural heritage collections depicting the history, culture, and natural science of San Bernardino County and surrounding regions.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$3,848,945
Total Sources (Incl. Reimb.)	\$395,700
Net County Cost	\$3,453,245
Total Staff	22
Funded by Net County Cost	90%

In 2015-16, the County Museum continued to complete steps outlined in the Bridge Plan (prepared by consultants in 2014-15) in an effort to enhance the Museum’s current service offerings and increase attendance. Some of the steps taken included hiring a permanent Museum Director and reviewing museum operations and collections to prepare for accreditation. The Museum was also invited to participate in a review of collections management practices sponsored by The American Alliance of Museums to help prepare for accreditation. The Museum and Museum Association have worked collaboratively to develop ongoing sponsorships that will expand programs, update existing exhibits, and create new exhibits.

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

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

BUDGET UNIT: AAA CCM  
 FUNCTION: Recreation and Cultural  
 ACTIVITY: Culture

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	1,682,722	1,470,764	894,191	1,314,990	922,713	1,221,885	(93,105)
Operating Expenses	1,535,055	1,598,512	1,886,279	2,598,211	2,509,495	2,592,060	(6,151)
Capital Expenditures	0	0	0	0	0	15,000	15,000
Total Exp Authority	3,217,777	3,069,276	2,780,470	3,913,201	3,432,208	3,828,945	(84,256)
Reimbursements	(136,000)	(66,000)	0	0	0	0	0
Total Appropriation	3,081,777	3,003,276	2,780,470	3,913,201	3,432,208	3,828,945	(84,256)
Operating Transfers Out	0	0	0	0	0	20,000	20,000
Total Requirements	3,081,777	3,003,276	2,780,470	3,913,201	3,432,208	3,848,945	(64,256)
<b>Sources</b>							
Taxes	0	0	60	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	27,604	0	0	0	0	0	0
Fee/Rate	804,497	484,603	381,597	228,750	274,510	223,000	(5,750)
Other Revenue	(151,424)	101,287	445,757	204,150	215,411	172,700	(31,450)
Total Revenue	680,677	585,890	827,414	432,900	489,921	395,700	(37,200)
Operating Transfers In	138,000	0	0	0	0	0	0
Total Financing Sources	818,677	585,890	827,414	432,900	489,921	395,700	(37,200)
Net County Cost	2,263,100	2,417,386	1,953,056	3,480,301	2,942,287	3,453,245	(27,056)
Budgeted Staffing*	30	22	21	22	22	22	0

\*Data represents final budgeted staffing

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Staffing Expenses of \$1.2 million fund 22 positions that provide program services and oversight for the main Museum facility in Redlands, Victor Valley Museum in Apple Valley, and six historic sites throughout the County. Operating Expenses of \$2.6 million primarily include services and supplies expenses for educational programming, exhibits, insurance, advertising, security services, COWCAP charges, central services charges for Facilities Management and Information Services, and rent for the Museum's off-site storage. Sources of \$395,700 are primarily derived from admission fees, education services, facility rentals and sponsorships from the Museum Association.

## BUDGET CHANGES AND OPERATIONAL IMPACT

The budget includes one-time allocations of Net County Cost in the amount of \$1.1 million, \$588,097 to support operations, and \$542,160 to fund accreditation activities. These activities include: relocating museum storage to a new fully climate controlled facility, hiring a consultant to develop an organizational strategic plan and exhibit interpretative master plan, improving wayfinding and interpretative signage for the Redlands and Victor Valley Museum sites, updating current exhibit spaces at the Redlands site, and various other needs including the Museum's collection management system.

Requirements are decreasing by \$64,256 primarily due to a decrease in one-time leave cash outs for departing staff as compared to 2015-16. Sources are decreasing by \$37,200 primarily due to a decrease in Other Revenue which reflects one-time revenue received in the prior year from the City of Victorville for the Victor Valley Museum.





**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Administration	3	0	0	0	3	0	3
Curatorial/Exhibits	7	0	0	0	7	0	7
Education	2	0	0	0	2	0	2
Support Staff	2	0	0	0	2	0	2
Victor Valley & Historic Sites	8	0	0	0	8	7	1
Total	22	0	0	0	22	7	15

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$1.2 million fund 22 budgeted positions of which 15 are regular positions and seven are limited term positions. There are no changes to budgeted staffing.



## Museum Store

### DESCRIPTION OF MAJOR SERVICES

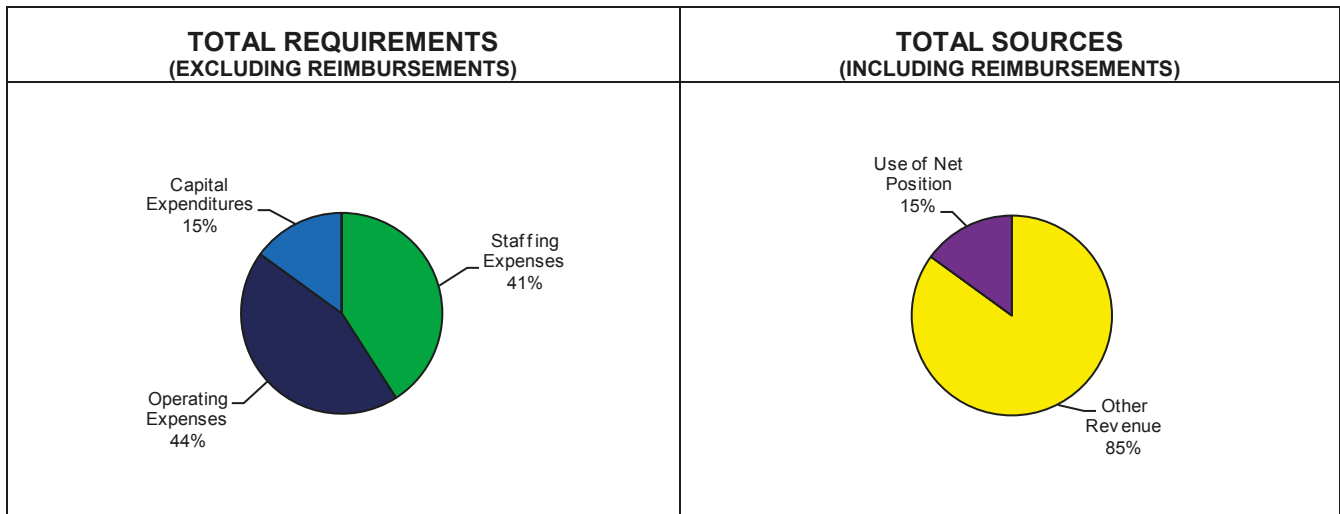
The Museum Store operates as an enterprise fund under the management of the San Bernardino County Museum. The store is considered a critical part of the K-12 visitor experience and provides many museum related items for sale including books and publications, educational toys, thematic novelty items related to exhibitions, jewelry, minerals, and souvenirs.

**Budget at a Glance**

Total Requirements (Excl. Reimb.)	\$80,092
Total Sources (Incl. Reimb.)	\$68,092
Use of / (Contribution To) Net Position	\$12,000
Total Staff	3

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.

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

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

BUDGET UNIT: EMM CCM  
 FUNCTION: Recreation and Cultural  
 ACTIVITY: Recreation Facilities

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A) Change From Prior Year Final Budget
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	
<b>Requirements</b>							
Staffing Expenses	12,247	3,144	16,479	21,485	21,425	32,777	11,292
Operating Expenses	39,836	23,962	20,999	34,389	21,373	35,315	926
Capital Expenditures	0	0	0	12,000	0	12,000	0
Total Exp Authority	52,083	27,106	37,478	67,874	42,798	80,092	12,218
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	52,083	27,106	37,478	67,874	42,798	80,092	12,218
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	52,083	27,106	37,478	67,874	42,798	80,092	12,218
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	43,523	83,767	64,304	55,000	54,952	68,092	13,092
Total Revenue	43,523	83,767	64,304	55,000	54,952	68,092	13,092
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	43,523	83,767	64,304	55,000	54,952	68,092	13,092
<b>Net Position</b>							
Use of/ (Contribution to) Net Position**	8,560	(56,661)	(26,826)	12,874	(12,154)	12,000	(874)
Est. Net Position Available						152,257	
Total Est. Unrestricted Net Position						164,257	
Budgeted Staffing*	1	1	2	3	3	3	0

\*Data represents final budgeted staffing

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

Note: Unlike governmental funds, the 2015-16 Final Budget and 2015-16 Actual columns do not include information on Estimated Net Position Available or Total Estimated Unrestricted Net Position because GAAP requires that internal service and enterprise funds include line items such as depreciation, which are not budgeted, in the Net Position calculation.

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Staffing Expenses of \$32,777 fund two part-time regular positions and one part-time limited term public service employee that operates the Museum Store. Operating Expenses of \$35,315 are for purchases for resale (inventory). Capital Expenditures of \$12,000 are included to purchase hardware to replace the current point-of-sale (POS) system that no longer meets the needs of the store. Sources of \$68,092 are from revenue generated from novelty items/souvenir sales, books and publications.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$12,218 primarily due to an increase in Staffing Expenses of \$11,292 that reflects additional hours scheduled to be worked by part-time employees.

Sources are increasing by \$13,092 as a result of dedicated staff to support an anticipated increase in attendance and sales activity.

## ANALYSIS OF NET POSITION

Use of Net Position funds the replacement of the POS system in the Museum Store and at the front desk, improving inventory tracking, reporting capabilities and overall functionality.



**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Museum Store	3	0	0	0	3	1	2
Total	3	0	0	0	3	1	2

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$32,777 fund two part-time regular positions and one part-time limited term public service employee. These three positions allow for coverage in the Museum Store to ensure that it is open during the peak hours each day the Museum is open and to greet and accept entrance fees from customers at the front desk. There are no changes to budgeted staffing.



## LAND USE SERVICES

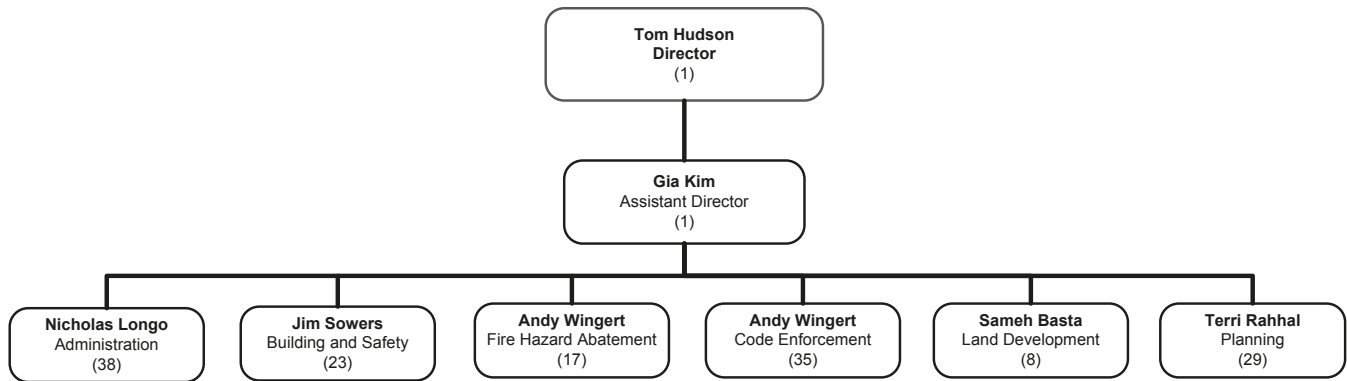
### Tom Hudson

#### 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



#### 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Administration	1,286,340	0	1,286,340			40
Planning	7,325,595	2,595,000	4,730,595			29
Building and Safety	5,349,734	4,792,424	557,310			23
Code Enforcement	5,822,393	694,588	5,127,805			35
Fire Hazard Abatement	2,589,266	2,291,073	298,193			17
Land Development	928,324	281,112	647,212			8
<b>Total General Fund</b>	<b>23,301,652</b>	<b>10,654,197</b>	<b>12,647,455</b>			<b>152</b>
<b>Total - All Funds</b>	<b>23,301,652</b>	<b>10,654,197</b>	<b>12,647,455</b>	<b>0</b>	<b>0</b>	<b>152</b>



## 2015-16 MAJOR ACCOMPLISHMENTS

- Selected Countywide Plan and Community Plan consultants and initiated Countywide Plan Updates.
- Completed the Virtual Inspection pilot program that allows the use of a smartphone to perform remote inspections, and will implement the program in Building and Safety.
- Became one of the best lead agencies in California under Surface Mining and Reclamation Act regulation with 100% success of completing mining inspections and submitting reports timely.
- Continued work on the Accela Permitting System upgrade, successfully completing the workflow documentation process and transitioning efforts to engaging with the implementation team.
- Performed inspections on over 400,000 parcels within the County that resulted in 47,551 abatement notices and 3,136 administrative citations being issued to property owners, and the abatement of 2,021 parcels.
- Demolished and abated 22 structures identified as substandard.
- Removed over 560 tons of illegally dumped material and 7,600 tires from County unincorporated areas.
- Sponsored multiple community cleanup events that resulted in over 26 tons of tires and 38 tons of E-Waste being diverted from landfills.



**DEPARTMENT PERFORMANCE MEASURES**

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Complete initial plan reviews within 4 weeks (BNS)	88%	80%	88%	80%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Complete initial residential plan reviews within 3 weeks (BNS)	62%	80%	83%	80%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Complete initial small miscellaneous plan reviews within 2 weeks (BNS)	75%	80%	78%	80%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Complete building inspections within one business day (BNS)	99%	80%	99%	80%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Review drainage studies, grading plans and WQMPs within 4 weeks (LND)	100%	80%	98%	80%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Review ministerial Building & Safety permits within 2 weeks (LND)	100%	75%	95%	80%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Complete initial review of planning permit applications within 3 weeks of acceptance (PLN)	87%	70%	86%	70%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms.					



**DEPARTMENT PERFORMANCE MEASURES CONTINUED**

COUNTY GOAL: ENSURE DEVELOPMENT OF A WELL-PLANNED, BALANCED, AND SUSTAINABLE COUNTY		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Ensure that the County's approach to development recognizes the diverse character of County unincorporated areas.	Complete 100% of the following Countywide Plan tasks: 1. Strategic Advisory Series 2. First round of four Regional Meetings 3. Draft Web-based Platform Structure 4. Draft Governance Element 5. Framework for the Regional Issues Forum 6. Draft Web-Based Community Plans Framework (PLN)	N/A	100%	95%	100%
OBJECTIVE	Work collaboratively with cities on zoning and development standards in their spheres of influence.					
STRATEGY	Create systematic, timely and efficient strategic planning processes consistent with the Countywide Vision.					
STRATEGY	Prepare the framework processes for the Countywide Plan.					
STRATEGY	Include public outreach to elicit public input.					
STRATEGY	Establish a framework for the Web-Based Platform.					





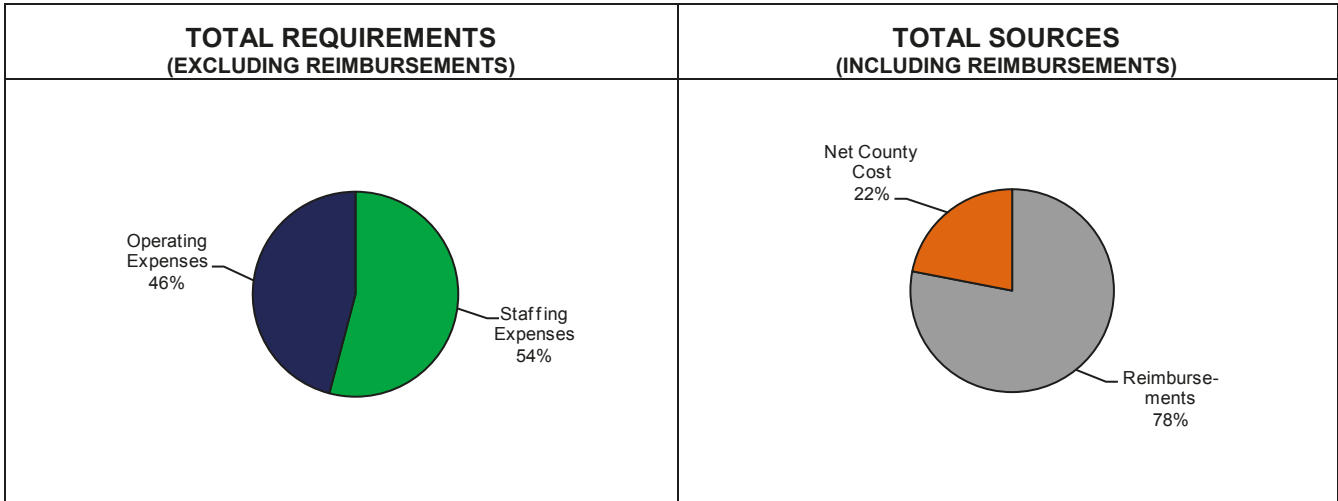
## Administration

### 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.

### 2016-17 ADOPTED BUDGET

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$5,861,998
Total Sources (Incl. Reimb.)	\$4,575,658
Net County Cost	\$1,286,340
Total Staff	40
Funded by Net County Cost	22%



## ANALYSIS OF 2016-17 ADOPTED BUDGET

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

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

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	2,363,182	2,592,364	2,528,765	2,872,230	2,684,008	3,171,461	299,231
Operating Expenses	1,510,832	1,920,197	4,169,156	2,695,911	2,671,037	2,690,537	(5,374)
Capital Expenditures	0	634,950	0	0	0	0	0
Total Exp Authority	3,874,014	5,147,511	6,697,921	5,568,141	5,355,045	5,861,998	293,857
Reimbursements	(3,852,761)	(4,040,418)	(4,437,582)	(3,975,821)	(3,775,964)	(4,575,658)	(599,837)
Total Appropriation	21,253	1,107,093	2,260,340	1,592,320	1,579,082	1,286,340	(305,980)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	21,253	1,107,093	2,260,340	1,592,320	1,579,082	1,286,340	(305,980)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	67	0	22,107	0	0	0	0
Total Revenue	67	0	22,107	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	67	0	22,107	0	0	0	0
Net County Cost	21,186	1,107,093	2,238,233	1,592,320	1,579,082	1,286,340	(305,980)
Budgeted Staffing*	32	37	36	38	38	40	2

\*Data represents final budgeted staffing

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Staffing Expenses of \$3.2 million fund 40 budgeted positions, of which three are limited term. Operating Expenses of \$2.7 million include \$354,186 for COWCAP charges, \$135,384 in licensing for the department's electronic document review software and Enterprise Agreement, and \$1.3 million for applications development and direct labor charges, primarily related to the Accela Permitting System upgrade. Reimbursements of \$4.6 million are primarily comprised of transfers in from the other Land Use Services divisions for administrative support.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$305,980 primarily due to the reduction in costs related to the utilization of temporary services for the Accela Project and increased Reimbursements from other Land Use Services divisions for recovery of administrative costs. An increase in Staffing Expenses of \$299,231 is primarily due to the addition of two Senior Land Use Technicians to assist with the processing of more complex applications, and the addition of one Fiscal Specialist to centralize billing.



**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Administration	38	3	-1	0	40	3	37
Total	38	3	-1	0	40	3	37

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$3.2 million fund 40 budgeted positions of which 37 are regular positions and three are limited term positions. Changes in staffing include the addition of two Senior Land Use Technician and one Fiscal Specialist, and the deletion of one Contract Office Assistant II. These additions will enable the department to provide additional customer service support in processing applications throughout the various Land Use Services offices and streamline the annual permit process.



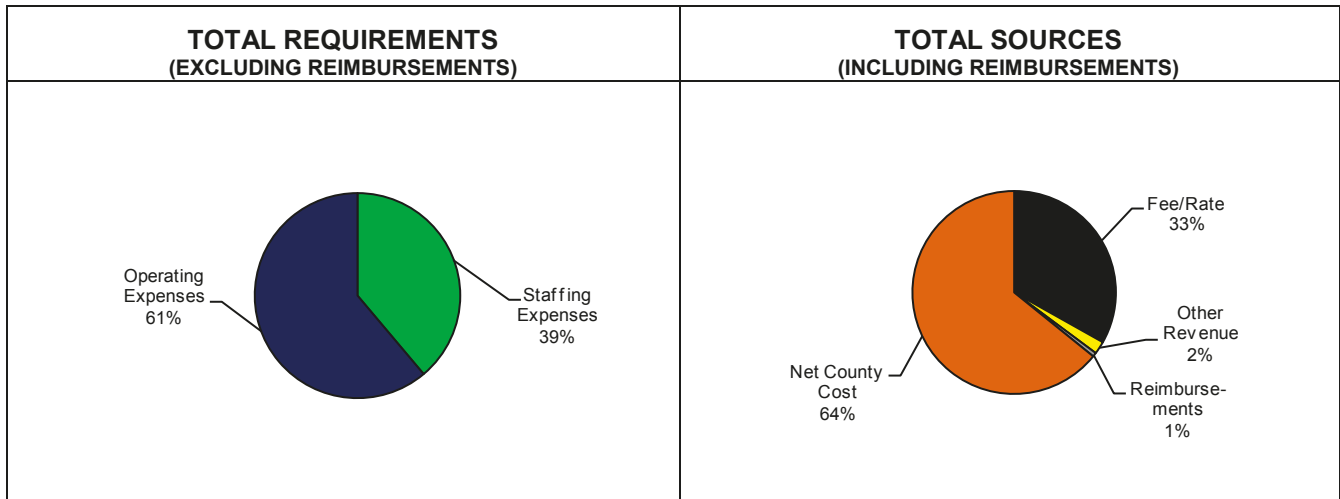
## Planning

### DESCRIPTION OF MAJOR SERVICES

The Planning Division oversees land use, housing, and community design. Planning facilitates the review, processing, and approval of applications for land use and land divisions within the County unincorporated areas; oversees General Plan implementation, updates and annual reports as required by law; maintains, updates, and interprets the Development Code; serves as the County lead for California Environmental Quality Act (CEQA) compliance, oversees the preparation of environmental reports for private and capital improvement projects; reviews and processes mining and reclamation plans in compliance with Surface Mining and Reclamation Act (SMARA); and conducts annual mine inspections to ensure adequate reclamation financial assurances for mining operations.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$7,373,220
Total Sources (Incl. Reimb.)	\$2,642,625
Net County Cost	\$4,730,595
Total Staff	29
Funded by Net County Cost	64%

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

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

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

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	1,452,249	1,732,320	2,111,326	3,016,434	2,177,629	2,866,224	(150,210)
Operating Expenses	4,860,695	3,179,318	8,843,851	6,682,597	5,906,917	4,506,996	(2,175,601)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	6,312,944	4,911,638	10,955,177	9,699,031	8,084,546	7,373,220	(2,325,811)
Reimbursements	(515,831)	(320,172)	(17,224)	(20,581)	(455,002)	(47,625)	(27,044)
Total Appropriation	5,797,113	4,591,466	10,937,953	9,678,450	7,629,544	7,325,595	(2,352,855)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	5,797,113	4,591,466	10,937,953	9,678,450	7,629,544	7,325,595	(2,352,855)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	112,040	507,999	380,000	399,892	0	(380,000)
Fee/Rate	2,550,431	2,473,615	2,350,023	3,261,034	2,473,442	2,445,000	(816,034)
Other Revenue	7,977	10,109	102,579	5,000	302,520	150,000	145,000
Total Revenue	2,558,408	2,595,764	2,960,601	3,646,034	3,175,854	2,595,000	(1,051,034)
Operating Transfers In	64,161	0	0	349,000	0	0	(349,000)
Total Financing Sources	2,622,569	2,595,764	2,960,601	3,995,034	3,175,854	2,595,000	(1,400,034)
Net County Cost	3,174,544	1,995,701	7,977,352	5,683,416	4,453,690	4,730,595	(952,821)
Budgeted Staffing*	20	26	31	31	31	29	(2)

\*Data represents final budgeted staffing

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Staffing Expenses of \$2.9 million fund 29 budgeted positions, of which 24 are regular positions and five are limited term. Operating Expenses of \$4.5 million include \$1.3 million in professional services related to the utilization of consultant services, \$634,237 for COWCAP, \$277,000 in litigation expenses for the Cadiz project that are fully reimbursed by the applicant, and \$150,000 for the preparation of a Morongo Basin Cultural Plan. Other major expenses include consultants, project expenses reimbursable by applicants, and transfers out to Land Use Services – Administration for administrative support.

Sources of \$2.6 million include \$1.5 million in revenues from applicants for project expenses and \$1.1 million in fees for current services.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$2.4 million primarily due to a reduction in the use of one-time funding for the Countywide Plan project.

Sources are decreasing by \$1.4 million primarily as a result of the completion of the second grant for the renewable energy element of the General Plan and a reduction in the number of complex projects requiring the utilization of EIR consultants after a spike in these types of projects in 2015-16.



**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Planning	31	0	-2	0	29	5	24
Total	31	0	-2	0	29	5	24

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$2.9 million fund 29 budgeted positions, of which 24 are regular positions and five are limited term. Changes in staffing include the deletion of one Contract Countywide and Community Plan Marketing Coordinator and one Contract Community Planning Coordinator. These deletions do not impact the workload relating to the General Plan Update as the workload has been shifted from staff to consultants, and the remaining work was able to be absorbed by the three existing staff.



## Building and Safety

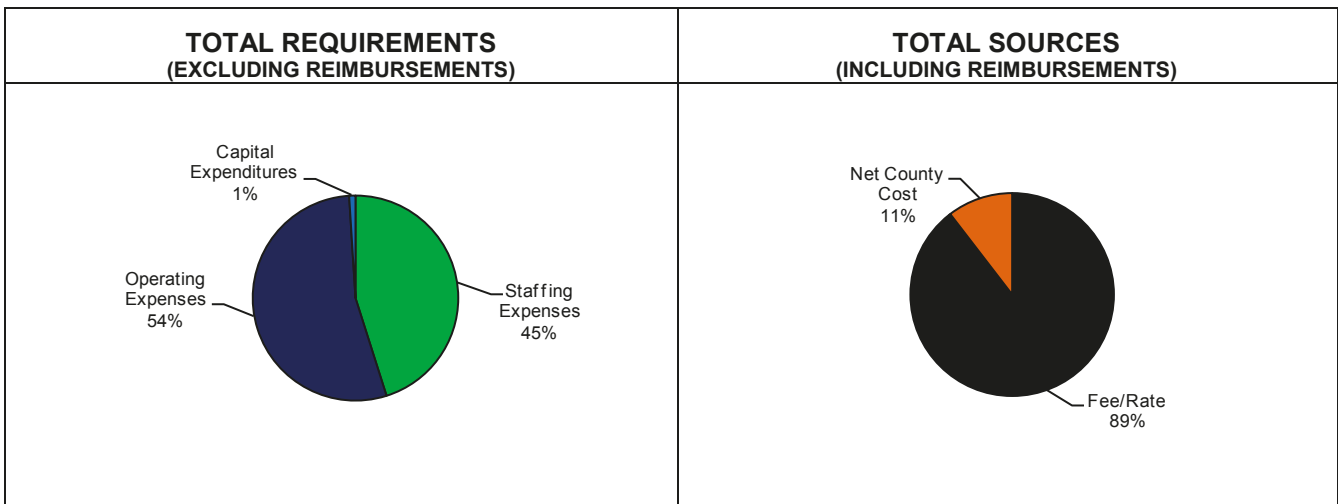
### DESCRIPTION OF MAJOR SERVICES

Building and Safety administers construction and occupancy standards to safeguard life, health, and property in the unincorporated areas of the County. The Division applies state law and County ordinances and inspects the construction, alteration, relocation, demolition, repair, occupancy, and use of buildings and structures to ensure compliance.

**Budget at a Glance**

Total Requirements (Excl. Reimb.)	\$5,349,734
Total Sources (Incl. Reimb.)	\$4,792,424
Net County Cost	\$557,310
Total Staff	23
Funded by Net County Cost	11%

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

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

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

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	1,697,028	1,444,114	1,340,231	1,904,734	1,637,580	2,413,470	508,736
Operating Expenses	1,950,030	2,607,926	3,387,203	3,943,670	3,913,023	2,883,258	(1,060,412)
Capital Expenditures	0	0	0	0	0	53,006	53,006
Total Exp Authority	3,647,058	4,052,040	4,727,434	5,848,404	5,550,602	5,349,734	(498,670)
Reimbursements			(92,624)	(28,556)	(28,176)	0	28,556
Total Appropriation	3,647,058	4,052,040	4,634,810	5,819,848	5,522,426	5,349,734	(470,114)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	3,647,058	4,052,040	4,634,810	5,819,848	5,522,426	5,349,734	(470,114)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	3,917,268	5,517,750	5,248,436	5,241,719	5,177,110	4,781,424	(460,295)
Other Revenue	7,207	2,739	18,420	14,000	75,192	11,000	(3,000)
Total Revenue	3,924,475	5,520,488	5,266,856	5,255,719	5,252,302	4,792,424	(463,295)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	3,924,475	5,520,488	5,266,856	5,255,719	5,252,302	4,792,424	(463,295)
Net County Cost	(277,417)	(1,468,448)	(632,046)	564,129	270,124	557,310	(6,819)
Budgeted Staffing*	21	21	23	21	21	23	2

\*Data represents final budgeted staffing

### MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Staffing Expenses of \$2.4 million fund 23 budgeted positions. Operating Expenses of \$2.9 million are comprised mostly of transfers out to Land Use Services – Administration for administrative support, vehicle services charges, COWCAP, and consultants.

Sources of \$4.8 million are primarily related to fees charged for permit and plan reviews.

### BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$470,114, primarily due to decreases in Operating Expenses from reduced utilization of consultants as a result of anticipated decreases in permit volume.

Sources are decreasing by \$463,295 primarily due to an anticipated decrease in permit and plan review fee volume after exceptionally high volume in 2015-16.





**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Building & Safety	21	3	-1	0	23	0	23
Total	21	3	-1	0	23	0	23

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$2.4 million fund 23 budgeted regular positions. Changes in budgeted staffing include the addition of one Supervising Building & Safety Engineer and two Building and Safety Engineers. The addition of these positions will improve the quality and consistency of plan reviews through the increased expertise of these dedicated staff. Also included is the deletion of one Contract Engineering Geologist position as a result of the workload being transferred to the Planning Division’s Engineering Geologist positions.



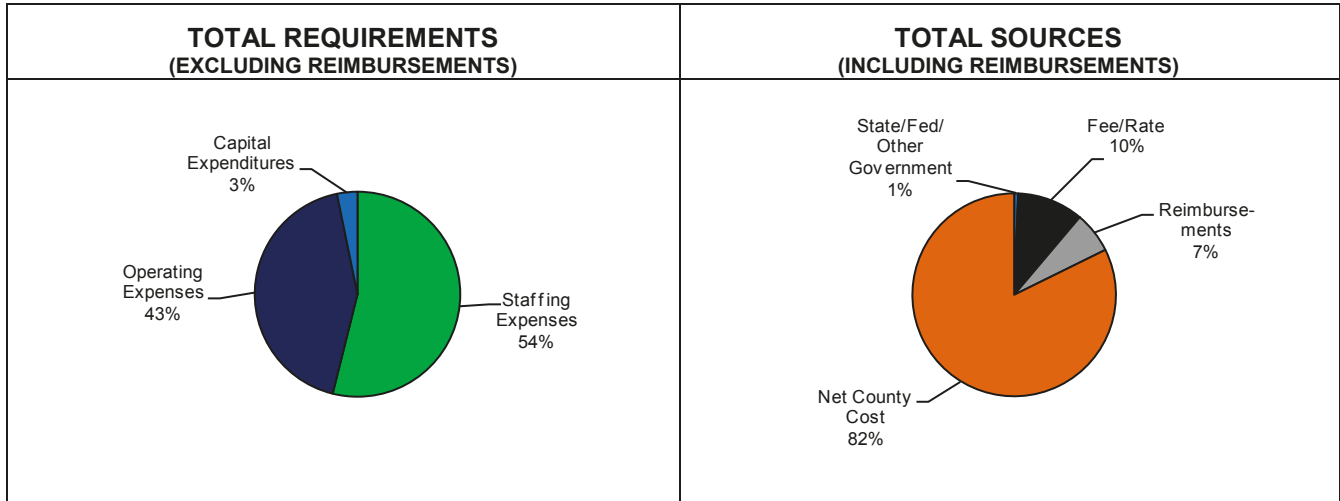
## Code Enforcement

### 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.

### 2016-17 ADOPTED BUDGET

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$6,230,337
Total Sources (Incl. Reimb.)	\$1,102,532
Net County Cost	\$5,127,805
Total Staff	35
Funded by Net County Cost	82%



## ANALYSIS OF 2016-17 ADOPTED BUDGET

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

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	2,741,668	2,969,924	2,665,772	3,459,013	2,922,007	3,357,544	(101,469)
Operating Expenses	1,853,483	2,573,586	2,713,123	3,756,467	3,035,835	2,672,789	(1,083,678)
Capital Expenditures	0	0	0	50,000	10,348	200,004	150,004
Total Exp Authority	4,595,151	5,543,510	5,378,895	7,265,480	5,968,190	6,230,337	(1,035,143)
Reimbursements	(428,149)	(346,422)	(387,232)	(674,985)	(384,523)	(407,944)	267,041
Total Appropriation	4,167,002	5,197,088	4,991,663	6,590,495	5,583,668	5,822,393	(768,102)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	4,167,002	5,197,088	4,991,663	6,590,495	5,583,668	5,822,393	(768,102)
<b>Sources</b>							
Taxes	3	32,840	3	0	3	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	39,990	0	39,990	0
Fee/Rate	478,394	599,493	568,703	752,000	681,937	654,098	(97,902)
Other Revenue	602	4,492	160,239	3,500	194,787	500	(3,000)
Total Revenue	478,999	636,825	728,945	795,490	876,727	694,588	(100,902)
Operating Transfers In	0	0	278,084	0	0	0	0
Total Financing Sources	478,999	636,825	1,007,029	795,490	876,727	694,588	(100,902)
Net County Cost	3,688,003	4,560,263	3,984,634	5,795,005	4,706,941	5,127,805	(667,200)
Budgeted Staffing*	27	28	30	33	33	35	2

\*Data represents final budgeted staffing

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Staffing Expenses of \$3.4 million fund 35 regular positions. Operating Expenses of \$2.7 million include \$123,154 in COWCAP and \$500,000 for the demolition of derelict properties. Other major expenditures include \$130,000 in graffiti abatement contracts, \$275,000 in vehicle service charges, \$150,000 in litigation expenses, \$61,000 for blight abatement, \$40,000 for illegal dumping enforcement, and \$454,046 in transfers to Land Use Services – Administration for administrative support. Sources of \$694,588 are primary related to administrative citations and home rental permits.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$768,102 primarily due to the decrease in one-time funding for the illegal dumping pilot program.

Sources are decreasing by \$100,902 primarily due to reduced administrative citation revenues from Medical Marijuana dispensary cases as a result of improved compliance outcomes earlier in the citation process and fewer compliance cases requiring advanced enforcement activities.



**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Code Enforcement	33	2	0	0	35	0	35
Total	33	2	0	0	35	0	35

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$3.4 million fund 35 budgeted regular positions. The addition of two Office Assistant III positions is necessary to provide additional clerical support in the outlying Code Enforcement offices.



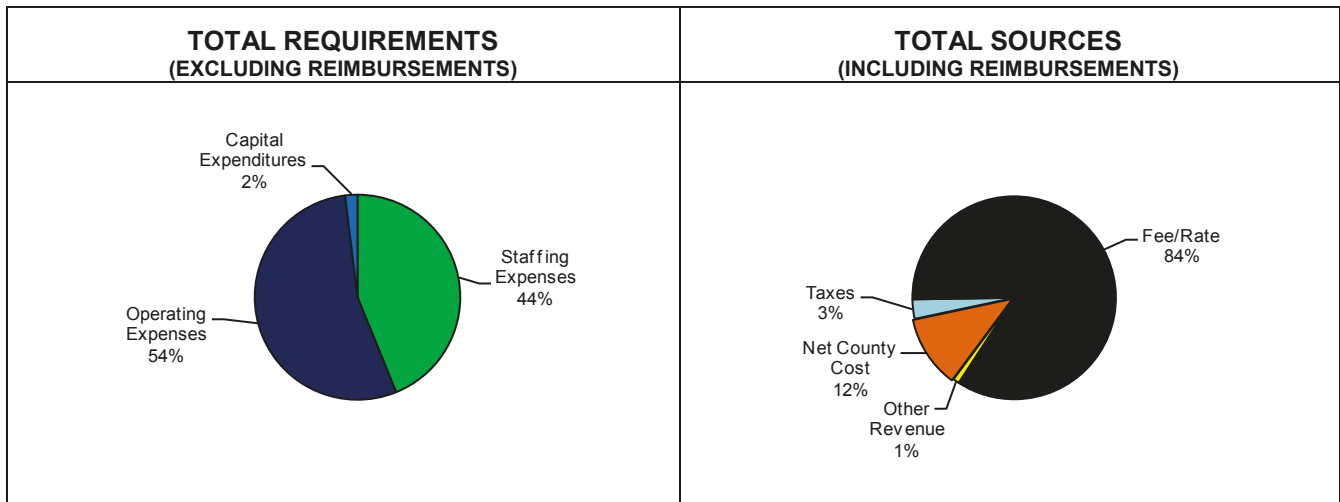
## Fire Hazard Abatement

### 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.

### 2016-17 ADOPTED BUDGET

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$2,589,266
Total Sources (Incl. Reimb.)	\$2,291,073
Net County Cost	\$298,193
Total Staff	17
Funded by Net County Cost	12%



## ANALYSIS OF 2016-17 ADOPTED 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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	805,363	795,217	779,801	995,760	738,743	1,135,850	140,090
Operating Expenses	1,042,780	1,292,679	1,269,894	1,545,023	1,334,858	1,403,416	(141,607)
Capital Expenditures	0	0	0	0	0	50,000	50,000
Total Exp Authority	1,848,143	2,087,896	2,049,695	2,540,783	2,073,601	2,589,266	48,483
Reimbursements	(2,385)	(624)	0	0	0	0	0
Total Appropriation	1,845,758	2,087,272	2,049,695	2,540,783	2,073,601	2,589,266	48,483
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,845,758	2,087,272	2,049,695	2,540,783	2,073,601	2,589,266	48,483
<b>Sources</b>							
Taxes	53,290	69,756	122,685	80,000	71,899	80,000	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	1,683,888	1,803,319	1,935,313	2,150,165	1,796,874	2,186,073	35,908
Other Revenue	157,175	74,566	12,427	25,000	40,113	25,000	0
Total Revenue	1,894,353	1,947,640	2,070,425	2,255,165	1,908,885	2,291,073	35,908
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	1,894,353	1,947,640	2,070,425	2,255,165	1,908,885	2,291,073	35,908
Net County Cost	(48,595)	139,632	(20,730)	285,618	164,716	298,193	12,575
Budgeted Staffing*	15	15	17	14	14	17	3

\*Data represents final budgeted staffing

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Staffing Expenses of \$1.1 million fund 17 budgeted positions, of which 15 are regular positions and two are limited term. Operating Expenses of \$1.4 million include \$508,806 for contract weed abatement services and \$65,000 for vehicle service charges. These expenses are necessary to identify and mitigate fire hazard risks throughout the County.

Sources of \$2.3 million are primarily from contracts with cities and fire protection districts (\$306,573), administrative citations (\$200,000), and charges to property owners for abatement services (\$1.0 million).

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$48,483 primarily due to the addition of three additional positions and two vehicles for Fire Hazard Abatement Officers to perform inspections, partially offset by a reduction in the utilization of contract weed abatement services.

Sources are increasing by \$35,908 primarily due to the addition of the Crest Forest Fire District contract.



**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Fire Hazard Abatement	14	3	0	0	17	2	15
Total	14	3	0	0	17	2	15

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$1.1 million fund 17 budgeted positions of which 15 are regular positions and two are limited term. Changes to staffing include the addition of two Fire Hazard Abatement Officers and one Office Assistant III which will enable the division to perform more inspections and provide additional clerical support to the division.



## Land Development

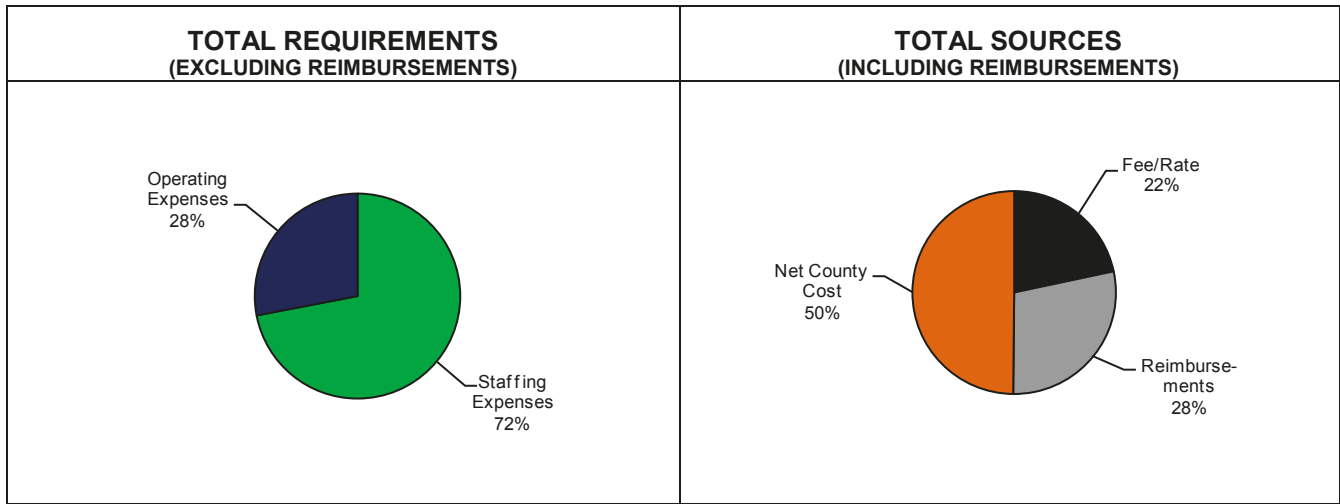
### DESCRIPTION OF MAJOR SERVICES

The Land Development division is responsible for review of local area drainage, grading plans, tentative and final maps, conditioning of new developments, and reviewing and processing improvement plans for roads and drainage facilities associated with land development projects in accordance with the San Bernardino County Development Code and General Plan within the County area.

**Budget at a Glance**

Total Requirements (Excl. Reimb.)	\$1,298,324
Total Sources (Incl. Reimb.)	\$651,112
Net County Cost	\$647,212
Total Staff	8
Funded by Net County Cost	50%

### 2016-17 ADOPTED BUDGET





## ANALYSIS OF 2016-17 ADOPTED BUDGET

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

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

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	926,966	817,417	963,838	851,765	934,491	(29,347)
Operating Expenses	0	242,936	409,325	345,187	306,669	363,833	18,646
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	0	1,169,902	1,226,741	1,309,025	1,158,434	1,298,324	(10,701)
Reimbursements	0	(116,444)	(295,943)	(292,532)	(410,485)	(370,000)	(77,468)
Total Appropriation	0	1,053,458	930,798	1,016,493	747,949	928,324	(88,169)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	1,053,458	930,798	1,016,493	747,949	928,324	(88,169)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	452,648	464,348	384,810	341,508	281,112	(103,698)
Other Revenue	0	(118)	15,152	0	(2,568)	0	0
Total Revenue	0	452,530	479,499	384,810	338,940	281,112	(103,698)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	452,530	479,499	384,810	338,940	281,112	(103,698)
Net County Cost	0	600,928	451,299	631,683	409,008	647,212	15,529
Budgeted Staffing*	0	8	8	8	8	8	0

\*Data represents final budgeted staffing

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Staffing Expenses of \$934,491 fund eight budgeted regular positions. Operating Expenses of \$363,833 include expenses for County Counsel, computer software, and transfers to Land Use Services – Administration for administrative support. Reimbursements of \$370,000 are comprised mostly of transfers from Building and Safety and from the Department of Public Works for work performed.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$88,169 primarily as a result of increased reimbursements from the Building and Safety division and the Department of Public Works for work performed. The Land Development division has improved customer service and streamlined current operating processes to the development community. This includes grading plan reviews being performed by the Land Development division for Building & Safety. Sources are decreasing by \$103,698 as a result of anticipated reductions in the volume of land development fee based applications.



**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Land Development	8	0	0	0	8	0	8
Total	8	0	0	0	8	0	8

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$934,491 fund eight budgeted regular positions. There are no staffing changes for 2016-17.



## PUBLIC WORKS

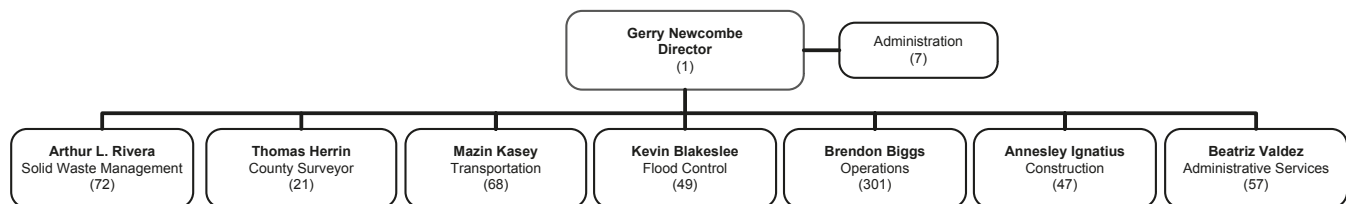
### Gerry Newcombe

#### DEPARTMENT MISSION STATEMENT

*The mission of the Department of Public Works is to enhance the quality of life for our communities by developing and maintaining public infrastructure and providing a variety of municipal services that complements our natural resources and environment.*



#### ORGANIZATIONAL CHART



#### 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Surveyor	3,281,366	2,546,047	735,319			23
Total General Fund	3,281,366	2,546,047	735,319	0	0	23
<b>Special Revenue Funds - Consolidated</b>						
Transportation	117,593,491	99,776,557		17,816,934		343
Monument Preservation	80,516	80,000		516		0
Total Special Revenue Funds	117,674,007	99,856,557	0	17,817,450	0	343
<b>Enterprise Funds</b>						
Solid Waste-Consolidated	79,966,633	85,135,177			(5,168,544)	87
Total Enterprise Funds	79,966,633	85,135,177	0	0	(5,168,544)	87
<b>Other Agencies</b>						
Flood Control District - Consolidated	101,140,862	68,018,379		33,122,483		170
Flood Control Equipment	3,920,317	2,612,000			1,308,317	0
Total Other Agencies	105,061,179	70,630,379	0	33,122,483	1,308,317	170
<b>Total - All Funds</b>	<b>305,983,185</b>	<b>258,168,160</b>	<b>735,319</b>	<b>50,939,933</b>	<b>(3,860,227)</b>	<b>623</b>



## 2015-16 MAJOR ACCOMPLISHMENTS

- Surveyor –
  - Completed a Public Works Storm Patrol interface to consolidate reports from County staff in the field, US weather warnings, United States Geological Survey stream gauges and other weather related Geographic Information Systems (GIS) data into a common operational web GIS platform.
  - Continued to expand services for GIS support, with projects performed for Public Works and other County departments.
  - Continued work on preservation of survey monumentation work for all Transportation and Flood Control projects administered.
- Solid Waste –
  - Completed three Capital Improvement Projects at Mid-Valley Sanitary Landfill (Partial Final Closure Construction of Unit 1; Phase 6 & 7 Liner Construction of Unit 3; and a Soil Vapor Extraction System).
  - Completed major improvements to landfill gas extraction systems at Colton, Mid-Valley, San Timoteo, and Victorville Sanitary Landfills.
  - Obtained regulatory approvals of three regional water quality control boards, resulting in \$140,000 per year savings in water quality monitoring costs.
  - Received approval of the Environmental Impact Report for the expansion of the Landers Sanitary Landfill.
  - Received 460 completed commercial business surveys, providing information on the types and level of diversion programs being conducted by this sector.
  - Implemented the use of 100 roll-off bins to be used for community clean ups throughout the unincorporated areas of the County.
  - Added three new community partners to the Beverage Container Recycling Grant Program.
- Transportation –
  - Received a \$3.1 million design grant from the Federal Highway Bridge Program (HBP) for nine bridges along National Trails Highway.
  - Received a \$360,000 design grant from the Federal Highway Bridge Program (HBP) for the Adena Ditch Bridge along National Trails Highway.
  - Reconstructed 3.92 miles of North Bay Road - \$2.3 million.
  - Reconstructed 2.90 miles of Jurupa and Cactus Avenues - \$2.0 million.
  - Applied chip seals to 131.43 miles of roadway - \$6.0 million.
  - Applied overlays to 30.08 miles of roadway - \$7.2 million.
  - Applied fog seals to 21.15 miles of roadway - \$400,000.
  - Invested \$493,000 in preparatory work for future chip seal projects.
  - Completed widening the Yates Road portion of the Yucca Loma Corridor project in the Spring Valley Lakes area - \$11.7 million.
- Flood Control –
  - Executed an agreement with the City of Fontana for the City to pass-through approximately \$9.9 million of Proposition 1E grant funding from the State Department of Water Resources as the City's contribution toward the West Fontana Channel project. The project is in the design phase and is estimated to cost \$38.4 million.
  - Received approval from the State Department of Safety of Dams (DSOD) for the construction of Cactus Basin No. 3 and awarded a construction contract for \$12.4 million. The project is currently in the construction phase and is estimated to cost \$17.0 million.
  - Completed Phase I of the Laverne Avenue drainage improvement project, which is a cooperative agreement project with the City of Barstow. The District's share of cost of \$2.3 million.
  - Executed a funding agreement with the City of Ontario for the improvement of Francis Street Storm Drain. The project is currently under construction and the District's share of cost is \$8.2 million.
  - Received accreditation from the Federal Emergency Management Agency as part of the levee certification program for following levees: Twin Creek, Waterman, Lynwood, and Muscoy Groin #2.
  - Initiated the DSOD approval process on the following dams: Bandicoot, Amethyst and Cactus Basin No. 4.



- Assisted the Regional Parks Department with the rehabilitation and repair of their Yucaipa Regional Park channel.
- Completed 31 priority projects in preparation for the El Nino storm season in facilities such as the Santa Ana River, San Timoteo Creek, Rialto Channel, City Creek and Wilson Creek.
- Completed a joint repair project with the City of Yucaipa on Wildwood Basins and assumed responsibility for the future maintenance and operations of Wildwood Basins.

## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Cost per standard mile of chip seal road preservation treatment (staff)	\$45,288	\$45,000	\$33,348	\$45,000
STRATEGY	Increase efficiency in the use of labor, equipment and materials in delivery of roadway preservation projects.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of flood control basins cleaned out to full capacity before rainy season	99%	99%	99%	99%
STRATEGY	Maximize utilization and efficiency of flood control facilities for flood protection and water conservation.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Develop a long-term budget plan which brings County operations into both fiscal and programmatic balance, including full funding of reserves for infrastructure and operating system maintenance and replacement.	Contingency dollars spent as a percentage of contract cost	1.90%	2.00%	2.2%	2.00%
STRATEGY	Increase efficient use of financial resources by ensuring department construction projects are completed on time and within budget.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Develop a long-term budget plan which brings County operations into both fiscal and programmatic balance, including full funding of reserves for infrastructure and operating system maintenance and replacement.	Percentage of construction projects completed on time	92%	85%	89%	85%
STRATEGY	Increase efficient use of financial resources by ensuring department construction projects are completed on time and within budget.					



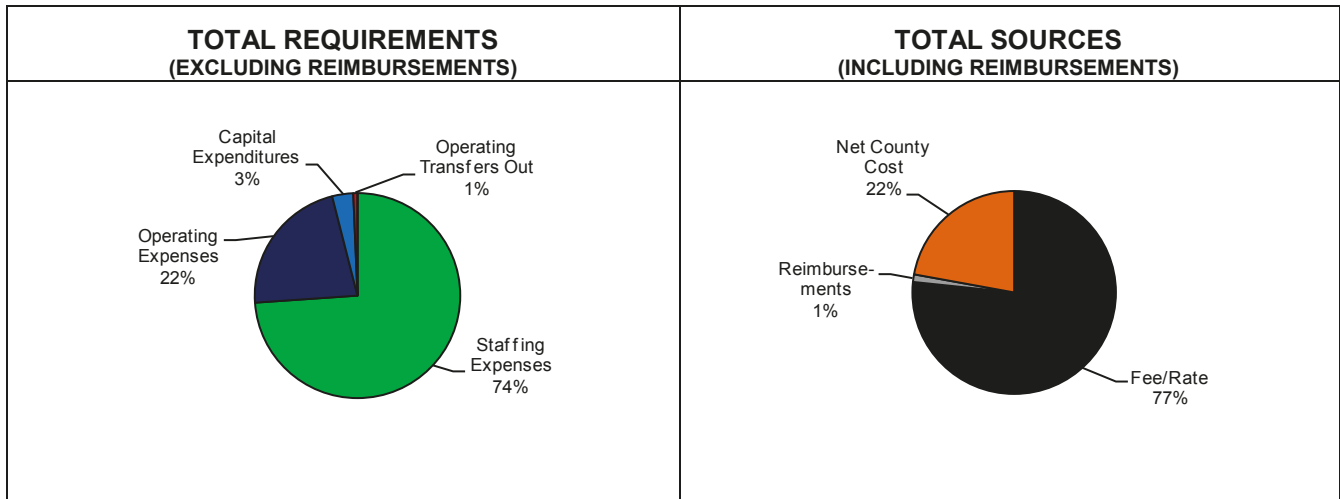
## Surveyor

### DESCRIPTION OF MAJOR SERVICES

The function of the County Surveyor is to review subdivision maps as prescribed by state law, prepare legal descriptions and maps, perform design and construction surveys for various County departments, assist the public in matters relating to land boundaries, and ensure that sound surveying is used in the preparation of maps and plans for project development within the County. The County Surveyor ensures these maps and plans conform to conditions of approval, local ordinances, standards for development, and state laws. Field crews perform boundary and construction surveys for other County departments and are responsible for perpetuation of controlling survey monuments. The County Surveyor also maintains the integrity of the Countywide Geographic Information Services Parcel Basemap.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$3,321,366
Total Sources (Incl. Reimb.)	\$2,586,047
Net County Cost	\$735,319
Total Staff	23
Funded by Net County Cost	22%

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Operations and Community Services  
DEPARTMENT: Public Works - Surveyor  
FUND: General

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	2,790,927	2,753,960	2,329,391	2,444,881	2,205,189	2,454,558	9,677
Operating Expenses	541,864	770,760	548,215	718,372	623,957	734,908	16,536
Capital Expenditures	59,710	129,483	0	181,400	175,735	110,000	(71,400)
Total Exp Authority	3,392,501	3,654,203	2,877,606	3,344,653	3,004,881	3,299,466	(45,187)
Reimbursements	(69,395)	(29,271)	(36,535)	(111,628)	(27,794)	(40,000)	71,628
Total Appropriation	3,323,106	3,624,932	2,841,071	3,233,025	2,977,087	3,259,466	26,441
Operating Transfers Out	0	0	0	10,524	10,524	21,900	11,376
Total Requirements	3,323,106	3,624,932	2,841,071	3,243,549	2,987,611	3,281,366	37,817
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	3,150,330	3,100,786	2,314,319	2,502,650	2,414,970	2,546,022	43,372
Other Revenue	9,473	371	22,915	25	3,014	25	0
Total Revenue	3,159,803	3,101,157	2,337,235	2,502,675	2,417,984	2,546,047	43,372
Operating Transfers In	0	0	0	0	75,728	0	0
Total Financing Sources	3,159,803	3,101,157	2,337,235	2,502,675	2,493,712	2,546,047	43,372
Net County Cost	163,303	523,775	503,836	740,874	493,899	735,319	(5,555)
Budgeted Staffing*	26	25	25	23	23	23	0

\*Data represents final budgeted staffing

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Requirements of \$3.3 million include primarily \$2.5 million in Staffing Expenses to fund 23 positions, Operating Expenses of \$734,908 and Capital Expenditures of \$110,000. Significant Operating Expenses include COWCAP, vehicle charges, central services, and transfers to fund administration and fiscal support provided by the Transportation Division and the Flood Control District. Capital Expenditures of \$110,000 will fund two Trimble receivers and a microfiche scanner/printer which are needed to replace aging equipment that is no longer serviceable.

Sources of \$2.5 million include fees charged to customers for field surveys, review of subdivision maps, and the preparation of legal descriptions and maps.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and Sources are increasing slightly. The most notable change is a decrease in Capital Expenditures of \$71,400 offset by a decrease in Reimbursements of \$71,628 related to a one-time purchase in 2015-16 of a Trimble Drone which was funded by the Solid Waste Division and the Flood Control District. For 2016-17, the department's planned Capital purchases are lower than 2015-16 and are not reimbursable.

Net County Cost is decreasing by \$5,555 primarily due to a reduction in one-time funding for costs associated with processing old Record of Surveys.



**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Surveyor Administration	1	0	0	0	1	0	1
Office Section	10	0	0	0	10	1	9
Field Section	10	0	0	0	10	0	10
Administrative Services	2	0	0	0	2	0	2
<b>Total</b>	<b>23</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>23</b>	<b>1</b>	<b>22</b>

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$2.5 million fund 23 budgeted positions of which 22 are regular positions and 1 is a limited term position. There are no changes to Budgeted Staffing.





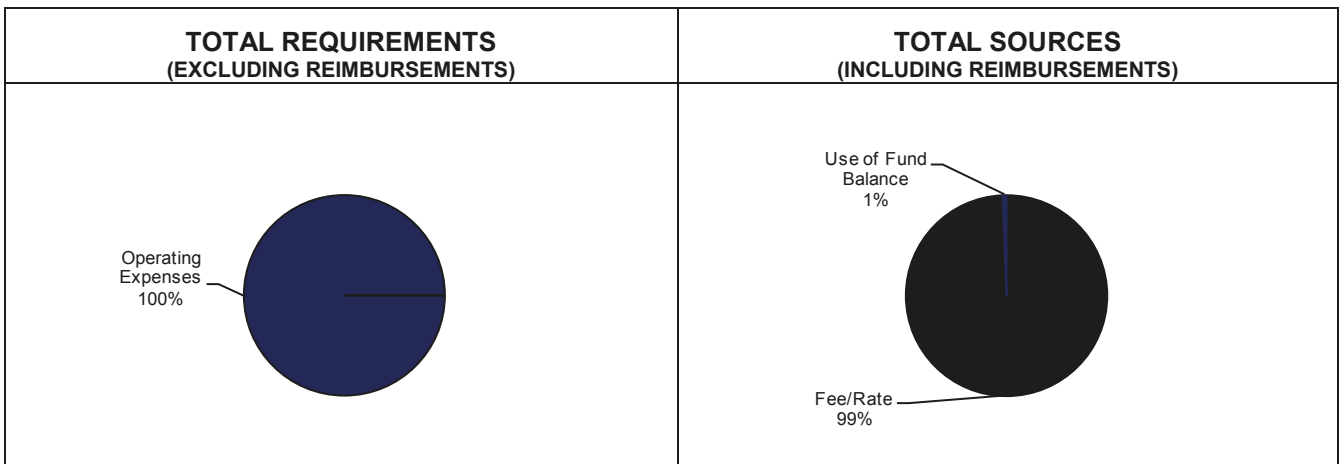
## Monument Preservation

### DESCRIPTION OF MAJOR SERVICES

The Survey Monument Preservation budget unit was established to account for expenses incurred related to the retracement of 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 and historic subdivision lines. The services related to this budget unit are funded by a \$10 fee charged to the public for filing or recording specific types of grant deeds conveying real property.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$80,516
Total Sources (Incl. Reimb.)	\$80,000
Use of/ (Contribution to) Fund Balance	\$516
Total Staff	0

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

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

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	17,550	0	52,297	80,561	411	80,516	(45)
Capital Expenditures	0	0	0	0	0	0	0
<b>Total Exp Authority</b>	<b>17,550</b>	<b>0</b>	<b>52,297</b>	<b>80,561</b>	<b>411</b>	<b>80,516</b>	<b>(45)</b>
Reimbursements	0	0	0	0	0	0	0
<b>Total Appropriation</b>	<b>17,550</b>	<b>0</b>	<b>52,297</b>	<b>80,561</b>	<b>411</b>	<b>80,516</b>	<b>(45)</b>
Operating Transfers Out	0	0	0	0	0	0	0
<b>Total Requirements</b>	<b>17,550</b>	<b>0</b>	<b>52,297</b>	<b>80,561</b>	<b>411</b>	<b>80,516</b>	<b>(45)</b>
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	60,120	64,760	64,110	70,411	80,230	80,000	9,589
Other Revenue	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>60,120</b>	<b>64,760</b>	<b>64,110</b>	<b>70,411</b>	<b>80,230</b>	<b>80,000</b>	<b>9,589</b>
Operating Transfers In	0	0	0	0	0	0	0
<b>Total Financing Sources</b>	<b>60,120</b>	<b>64,760</b>	<b>64,110</b>	<b>70,411</b>	<b>80,230</b>	<b>80,000</b>	<b>9,589</b>
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(42,570)	(64,760)	(11,813)	10,150	(79,819)	516	(9,634)
Available Reserves				115,065		204,518	89,453
<b>Total Fund Balance</b>				<b>125,215</b>		<b>205,034</b>	<b>79,819</b>
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

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

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Operating Expenses of \$80,516 are for services specifically related to retracement or re-monument surveys. Sources of \$80,000 are from fees charged to the public for filing or recording specific types of grant deeds conveying real property. Fund Balance of \$516 will be used to fund one-time expenditures.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Sources are increasing by \$9,589 based on the current year revenue trend.

## ANALYSIS OF FUND BALANCE

Fund Balance of \$516 is planned to be used to fund one-time expenditures in 2016-17. The monument preservation services are provided based on availability of staff resources and the available fund balance. Available Reserves of \$204,518 is being set aside for future services.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



## DPW – Transportation Special Revenue Funds - Consolidated

### DESCRIPTION OF MAJOR SERVICES

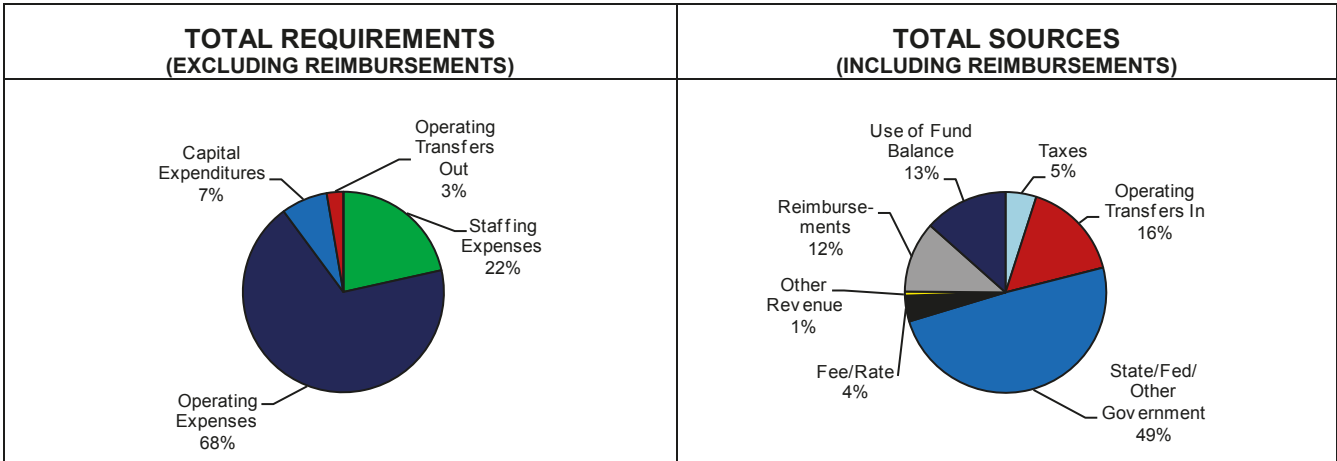
The Transportation division is responsible for the operation, maintenance, and improvement of the County’s Maintained Road System (Road System) that currently includes approximately 2,550 miles of roadways. Additional activities include administration, planning, design, construction, environmental management, and traffic operations.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$132,789,757
Total Sources (Incl. Reimb.)	\$114,972,823
Use of/ (Contribution to) Fund Balance	\$17,816,934
Total Staff	343

Operations and routine maintenance activities include patching and crack filling of asphalt pavement, grading of 421 miles of unpaved roads, shoulder maintenance, snowplowing of over 500 miles of mountain roads, traffic signal maintenance at 88 intersections, roadside weed abatement in urban areas, traffic sign and pavement striping maintenance, storm repairs and cleanup, maintenance of 380 bridges and thousands of concrete box and metal pipe culverts, as well as maintenance of drainage facilities such as inlets, ditches, dikes, and gutters. Maintenance functions are provided through 13 yard districts with regional facilities located to best service the 20,000 square-mile area of the County.

Road System improvements include roadway resurfacing, reconstruction, and other pavement improvement projects that further the County’s goal of maintaining the pavement in good or better condition. Other services include construction of bridges, traffic signals, widening and infrastructure projects, including new roads, freeway interchanges, and railroad grade separations, in addition to seeking and securing other state and federal funding for construction projects.

### 2016-17 ADOPTED BUDGET



### ANALYSIS OF 2016-17 ADOPTED BUDGET

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

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	28,153,395	29,000,383	25,187,400	28,167,163	25,153,956	28,570,213	403,050
Operating Expenses	74,313,532	72,274,471	58,577,893	107,596,182	51,842,840	90,776,645	(16,819,537)
Capital Expenditures	4,246,050	4,655,084	4,751,154	6,294,955	2,971,414	9,903,000	3,608,045
Total Exp Authority	106,712,977	105,929,938	88,516,447	142,058,300	79,968,210	129,249,858	(12,808,442)
Reimbursements	(15,297,971)	(17,659,771)	(16,994,222)	(30,072,653)	(16,864,311)	(15,196,266)	14,876,387
Total Appropriation	91,415,006	88,270,167	71,522,225	111,985,647	63,103,899	114,053,592	2,067,945
Operating Transfers Out	5,158,358	629,116	111,399	410,661	355,761	3,539,899	3,129,238
Total Requirements	96,573,364	88,899,283	71,633,624	112,396,308	63,459,660	117,593,491	5,197,183
<b>Sources</b>							
Taxes	6,880,906	6,293,699	5,986,421	6,405,581	8,771,881	6,567,918	162,337
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	50,740,447	75,539,535	62,435,379	47,645,444	44,341,325	65,458,388	17,812,944
Fee/Rate	8,973,013	9,348,611	8,305,520	2,515,433	4,648,474	5,531,784	3,016,351
Other Revenue	5,993,955	953,632	1,600,879	2,058,045	1,201,679	864,018	(1,194,027)
Total Revenue	72,588,321	92,135,477	78,328,200	58,624,503	58,963,359	78,422,108	19,797,605
Operating Transfers In	11,797,291	5,100,429	5,925,918	18,764,937	18,764,937	21,354,449	2,589,512
Total Financing Sources	84,385,612	97,235,906	84,254,118	77,389,440	77,728,296	99,776,557	22,387,117
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	12,187,752	(8,336,623)	(12,620,494)	35,006,868	(14,268,636)	17,816,934	(17,189,934)
Available Reserves				47,108,668		79,635,451	32,526,783
Total Fund Balance				82,115,536		97,452,385	15,336,849
Budgeted Staffing*	354	345	341	341	341	343	2

\*Data represents final budgeted staffing

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

### DETAIL OF 2016-17 ADOPTED BUDGET

2016-17

	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
<b>Special Revenue Funds</b>					
Road Operations	102,731,394	87,211,203	15,520,191	41,675,627	343
Measure I	10,942,969	9,406,375	1,536,594	21,247,684	0
Facilities Development Plans	1,323,924	722,333	601,591	1,760,873	0
Regional Development Mitigation Plan	2,595,204	2,436,646	158,558	14,951,267	0
Total Special Revenue Funds	117,593,491	99,776,557	17,816,934	79,635,451	343

**Road Operations** include \$102.7 million in Requirements including \$28.6 million in Staffing Expenses to fund 343 positions; \$77.0 million in Operating Expenses primarily includes professional services, equipment usage, and materials purchases for road construction and maintenance projects, vehicle maintenance, and transfers for labor/equipment usage within all Department of Public Works divisions which are fully offset by reimbursements of \$15.2 million. Remaining Requirements consist of Capital Expenditures (\$9.9 million) which include \$4.0 million to purchase land and right-of-way needed for road construction projects and \$5.9 million to replace heavy equipment needed for daily road operations and maintenance and Operating Transfers Out (\$2.5 million) which are being transferred to the equipment fund to fund future equipment replacements. Major road construction projects include: realignment and reconstruction of Needles Highway in the Needles area, and Green Tree Boulevard



Connection in the Spring Valley Lake area, which is in the design phase; multi-year structural improvements to 127 historically significant bridges on National Trails Highway, design and/or right of way activities on Interstate 10 at Cedar Avenue interchange project, Baker Boulevard bridge at the Mojave River and Yermo Road bridge at the Manix wash; reconstruction of Garnet Street bridge at Mill Creek; construction of Phase III of the trail system on the Santa Ana River; and \$22.2 million in pavement improvement and preservation projects.

Sources of \$87.2 million include \$35.2 million in Gas Tax, \$25.7 million in State, Federal and Other Governmental Revenue for pavement improvement and capital construction projects, and \$21.0 million in Operating Transfers In, of which \$18.3 million is Discretionary General Funding for pavement improvement and capital projects. Additional sources of \$5.3 million include revenue from miscellaneous reimbursements for services to outside agencies, sales of fixed assets for fully depreciated equipment, road permit and inspection fees, and interest earnings.

The use of \$15.5 million of Fund Balance consists of one-time expenditures for carried over projects and one-time expenditures for future equipment purchases to replace aging equipment. Because of the reduction and volatility of Gas Tax allocations and other funding sources, ongoing Discretionary General Funding assistance has been necessary to reduce severe impacts to the Road System until additional funding sources are identified.

**Measure I** has Requirements of \$10.9 million which fund pavement preservation and improvement projects of \$10.1 million, intersection improvements of \$256,600, bridge replacement of \$450,000, and bike path reconstruction of \$143,000. Major pavement preservation projects include: \$3.9 million of surface seals including Fort Irwin Road in the North Desert Area, Spring Valley Lake and various chip seal projects in the San Bernardino Mountains Area; and \$6.2 million of reconstruction projects including Etiwanda Avenue and Randall Avenue in the Fontana area, Park Boulevard in the Joshua Tree area, and Luna Road in the Victorville area.

Sources of \$9.4 million include Measure I sales tax, interest earnings, reimbursements from Regional Development Mitigation Funds and contributions from the State of California and San Bernardino Associated Governments for the Trona Bike Path in the Trona area, Arrowbear Drive in the Arrowbear area, and Park Boulevard in the Joshua Tree area. Fund Balance of \$1.5 million is being used for the projects noted above.

**Facilities Development Plans** has Requirements of \$1.3 million for Operating Expenses for the design of Shadow Mountain Road in the Helendale/Oro Grande Area and the Rock Springs Road Widening and Bridge over the Mojave River in the Southeast Apple Valley area. Sources of \$722,333 consist of anticipated development fees and estimated interest earnings. Fund Balance of \$601,591 is being used for design activities of the capital projects noted above.

**Regional Development Mitigation Plan** has Requirements of \$2.6 million for Operating Expenses to reimburse the development share portion of projects advanced by Road Operations and Measure I, primarily the Slover Avenue widening project. Sources of \$2.4 million include reimbursement from San Bernardino Associated Governments for the public local share of various road projects, development fees and a small amount of interest earnings. Fund Balance of \$158,558 is being used to reimburse the County's development contribution towards capital projects.

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Requirements of \$117.6 million consist of Staffing Expenses of \$28.6 million; Operating Expenses of \$90.8 million, predominantly for capital and pavement improvement projects (\$57.7 million), equipment and material usage for maintenance activities (\$11.2 million), administrative functions (\$6.8 million), and transfers of \$14.6 million which are offset by Reimbursements (\$15.2 million) as they fund internal labor and equipment usage; and Capital Expenditures of \$9.9 million for heavy equipment replacement and right of way purchases.

Sources of \$99.8 million include \$65.5 million from Gas Tax and State, Federal and Other Government Sources for capital projects; \$21.3 million in Operating Transfers In, which include \$18.3 million in Discretionary General Funding for pavement improvement and capital projects, \$2.0 million transferred to the equipment fund, and \$1.0



million in transfers from the Regional Development Mitigation Plan for the developer's share of various projects for contributions for capital and pavement improvement projects; \$6.6 million from Measure I sales tax; and \$6.4 million from miscellaneous revenue including miscellaneous reimbursements for services to outside agencies, sales of fixed assets for fully depreciated equipment, road permit and inspection fees, and interest earnings.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$5.2 million primarily due to an increase in Capital Expenditures (\$3.6 million) for heavy equipment purchases, an increase in Operating Transfers Out (\$3.1 million) and a decrease of \$16.8 million in Operating Expenses partially offset by a \$14.9 million decrease in Reimbursements as a result of a reduction in projects funded by Measure I and the Facilities and Regional Development Mitigation Plans.

Sources are increasing by \$22.4 million primarily due to a \$19.1 million increase in revenue from the state, federal and other governmental agencies for road construction projects, offset by a decrease of \$1.3 million in Gas Tax received from the state, and a \$2.0 million increase in miscellaneous revenue for project related expenses. A \$2.6 million increase in Operating Transfers In includes cash transferred within the Transportation division primarily to fund future equipment purchases, offset by a decrease in Discretionary General Funding of \$500,000, from \$18.8 million to \$18.3 million. This decrease is the result of the following: the ongoing Discretionary General Funding allocation for pavement improvement projects increased by \$5.4 million, from \$8.8 million to \$14.2 million, while the one-time allocation for replacement of heavy equipment purchases decreased by \$5.9 million.

## ANALYSIS OF FUND BALANCE

Use of Fund Balance of \$17.8 million is for one-time expenditures of \$15.8 million from revenues that are dedicated to, and reserved for, the construction of transportation projects and \$2.0 million for one-time expenditures for future equipment purchases to replace aging equipment, which are necessary for maintenance activities to keep the Road System investment from deteriorating. Due to the reduction and volatility of Gas Tax allocations and other funding sources, ongoing Discretionary General Funding assistance has been necessary to reduce severe impacts to the Road System until additional funding sources are identified. Furthermore, the remaining Available Fund Balance Reserves of \$79.6 million are set aside for one-time expenditures as follows: capital projects of \$70.3 million, equipment replacement of \$8.7 million, and technology systems improvements of \$575,955.

## 2016-17 POSITION SUMMARY\*

Division	2015-16				2016-17		Limited	Regular
	Final Staffing	Adds	Deletes	Re-Orgs	Adopted			
Administration	5	0	0	0	5	0	5	
Design	24	0	0	0	24	1	23	
Planning	18	1	0	1	20	1	19	
Traffic	24	0	0	0	24	0	24	
Operations	186	0	0	3	189	44	145	
Contracts/Inspections	20	0	0	-2	18	3	15	
Traffic Operations Services	25	0	0	-3	22	1	21	
Administrative Services	16	1	-1	0	16	1	15	
Permits	8	0	0	1	9	1	8	
Information Technology Services	7	0	0	0	7	2	5	
Budget/Revenue Claiming	7	1	0	0	8	2	6	
Environmental Management	1	0	0	0	1	1	0	
<b>Total</b>	<b>341</b>	<b>3</b>	<b>-1</b>	<b>0</b>	<b>343</b>	<b>57</b>	<b>286</b>	

\*Detailed classification listing available in Appendix D.



## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$28.6 million fund 343 budgeted positions of which 286 are regular positions and 57 are limited term positions. This includes a net increase of two positions.

A total of three positions were added to the budget (two regular and one limited term):

- Public Works Engineer II (regular) in the Transportation Planning section to assist with planning, programming and budgeting of transportation projects.
- Systems Accountant II (regular) in the Administrative Services section to support and perform systems upgrades of the multiple accounting systems in use.
- Transportation Analyst II (limited term) in the Administrative Services section to assist with billing activities for various projects due to vacancies.

One vacant limited position has been deleted:

- Contract Accountant III is no longer necessary because the Accela Project and other ongoing accounting systems related projects are now assigned to a regular position.



## Solid Waste Enterprise Funds - Consolidated

### DESCRIPTION OF MAJOR SERVICES

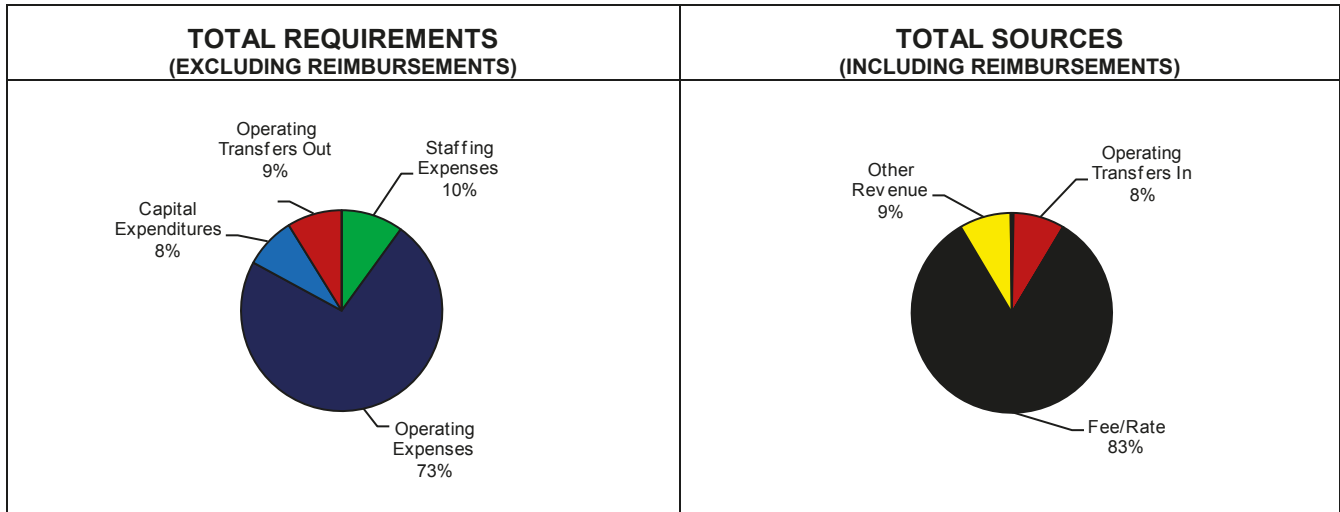
The Solid Waste Management Division (SWMD) provides for the operation and management of the County's solid waste disposal system, which consists of five regional landfills, nine transfer stations, and 34 closed landfills or disposal sites. SWMD also administers the County's solid waste franchise program, which authorizes and regulates trash collection by private haulers in the County unincorporated area, and state mandated waste diversion and recycling programs.

**Budget at a Glance**

Total Requirements (Excl. Reimb.)	\$80,132,414
Total Sources (Incl. Reimb.)	\$85,300,958
Use of / (Contribution To) Net Position	(\$5,168,544)
Total Staff	87

SWMD performs capital improvement projects for site enhancements and expansions; closures of landfills; environmental mitigation, and operations, maintenance, and monitoring (OM&M) of landfill environmental control systems. In addition, the Division operates current programs to help mitigate issues that may arise from operations and management of County owned landfills or transfer stations. These programs are the Household Hazard Waste Program for unincorporated County communities and the Host Cities Program for six host cities with a County landfill or transfer station within its boundary or sphere of influence.

### 2016-17 ADOPTED BUDGET





## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Operations and Community Services  
 DEPARTMENT: Public Works - Solid Waste Management  
 FUND: Solid Waste Enterprise Funds Consolidated

BUDGET UNIT: EAA, EAB, EAC, EAL, EWD, EAN, IDA  
 FUNCTION: Public Ways and Facilities  
 ACTIVITY: Public Ways

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A) Change From Prior Year Final Budget
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	
<b>Requirements</b>							
Staffing Expenses	6,486,789	6,989,496	6,869,541	7,748,938	7,297,436	8,004,636	255,698
Operating Expenses	85,597,992	50,256,405	56,544,863	67,517,501	57,620,948	58,456,138	(9,061,363)
Capital Expenditures	1,079,216	4,678,879	3,643,579	7,836,000	1,158,455	6,608,500	(1,227,500)
Total Exp Authority	93,163,997	61,924,780	67,057,983	83,102,439	66,076,839	73,069,274	(10,033,165)
Reimbursements	(43,474)	(69,931)	(101,202)	(133,575)	(160,562)	(165,781)	(32,206)
Total Appropriation	93,120,523	61,854,849	66,956,781	82,968,864	65,916,277	72,903,493	(10,065,371)
Operating Transfers Out	34,002,942	10,467,120	7,000,000	10,550,000	7,369,441	7,063,140	(3,486,860)
Total Requirements	127,123,465	72,321,969	73,956,781	93,518,864	73,285,718	79,966,633	(13,552,231)
<b>Sources</b>							
Taxes	220,863	247,413	248,388	205,000	215,196	233,000	28,000
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	1,750,845	671,436	78,500	0	89,741	78,000	78,000
Fee/Rate	57,782,418	59,544,160	75,769,677	75,107,250	76,654,139	70,675,380	(4,431,870)
Other Revenue	2,419,018	8,280,920	11,062,359	2,057,600	2,688,081	7,098,797	5,041,197
Total Revenue	62,173,144	68,743,929	87,158,924	77,369,850	79,647,157	78,085,177	715,327
Operating Transfers In	32,003,142	10,550,000	7,000,000	10,550,000	7,305,000	7,050,000	(3,500,000)
Total Financing Sources	94,176,286	79,293,929	94,158,924	87,919,850	86,952,157	85,135,177	(2,784,673)
<b>Net Position</b>							
Use of / (Contribution to) Net Position**	32,947,179	(6,971,960)	(20,202,144)	5,599,014	(13,666,439)	(5,168,544)	(10,767,558)
Est. Net Position Available						(11,293,479)	
Total Est. Unrestricted Net Position						(16,462,023)	
Budgeted Staffing*	81	82	83	86	86	87	1

\*Data represents final budgeted staffing

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

Note: Unlike governmental funds, the 2015-16 Final Budget and 2015-16 Actual columns do not include information on Estimated Net Position Available or Total Estimated Unrestricted Net Position because GAAP requires that internal service and enterprise funds include line items such as depreciation, which are not budgeted, in the Net Position calculation.

## DETAIL OF 2016-17 ADOPTED BUDGET

	2016-17				
	Requirements	Sources	Use of / (Contribution to) Net Position	Estimated Net Position Available	Staffing
<b>Enterprise Funds</b>					
Operations Fund (Fund EAA)	57,000,763	64,883,243	(7,882,480)	0	87
Site Closure and Maintenance Fund (Fund EAB)	100,000	723,193	(623,193)	0	0
Site Enhancement, Expansion & Acquisition Fund (Fund EAC)	2,651,799	3,570,260	(918,461)	0	0
Environmental Fund (Fund EAL)	13,971,471	9,395,746	4,575,725	0	0
Environmental Mitigation Fund (Fund EWD)	6,242,600	6,512,735	(270,135)	0	0
Earned Leave Fund (Fund IDA)	0	50,000	(50,000)	0	0
Total Enterprise Funds	79,966,633	85,135,177	(5,168,544)	0	87

Note: Negative Net Position is not allocated between funds.



## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

**Operations Fund** includes Requirements of \$57.0 million for operation of the County's solid waste disposal system. This includes \$8.0 million for Staffing Expenses that fund 87 budgeted positions. Operating Expenses of \$39.2 million consists primarily of \$35.2 million for Services and Supplies (including \$30.8 million for the landfill operations contract and \$4.4 million for other professional services needed to maintain the County's disposal sites) and other charges of \$4.0 million (including \$2.4 million for landfill waste payments to the Board of Equalization, \$500,000 set aside for potential legal settlements, and \$1.1 million in other operating expenses). Remaining Requirements consist of Capital Expenditures (\$2.9 million) and Operating Transfers Out (\$6.9 million transferred to the Environmental Fund for capital projects and operations, maintenance and monitoring of landfill environmental control systems). Sources of \$64.9 million includes funds generated from landfill gate fees, special land use assessments, solid waste franchise fees, royalty agreements, land leases, and interest earned on fund balance. This fund will contribute \$7.9 million to Net Position primarily due to a planned \$5.0 million one-time sale of surplus property and reduction in operating costs.

**Site Closure and Maintenance Fund** includes Requirements of \$100,000 for on-call professional engineering services. Sources of \$723,193 include allocated landfill gate fees and special assessments that support closure activities, and interest earnings. This fund will contribute \$623,193 to Net Position.

**Site Enhancement, Expansion and Acquisition Fund** includes Requirements of \$2.7 million for the Barstow Landfill Perimeter Fencing, the San Timoteo Landfill Liner project, the Landers Landfill Lateral Expansion, and the Storm Water Drainage Basin and Unit 4 Liner Design projects at Mid-Valley Landfill. Sources of \$3.6 million are from allocated landfill gate fees that support expansion activities and interest earnings. This fund will contribute \$918,461 to Net Position.

**Environmental Fund** includes Requirements of \$14.0 million for the following projects: \$1.8 million for the Barstow and Big Bear Landfills for construction of Landfill Gas Extraction Systems; \$1.5 million for the closed Heaps Peak Disposal Site for East Slope Stabilization mitigation; \$8.9 million for the Countywide landfill gas and groundwater OM&M per Title 5 and Title 27 regulations; and \$1.8 million for other projects, including \$957,000 for the closed Lenwood-Hinkley Landfill and Yucaipa Disposal Site for construction of Groundwater Treatment Systems. Sources of \$9.4 million are from allocated landfill gate fees (\$2.4 million) and Operating Transfers In from the Operations Fund (\$7.0 million). This fund will use \$4.6 million of Net Position to fund capital improvement projects.

**Environmental Mitigation Fund** includes Requirements of \$6.2 million for payments to six host cities with a landfill or transfer station in their sphere of influence or within incorporated city limits for addressing solid waste facilities impact on local communities. Sources of \$6.5 million are from allocated landfill gate fees. This fund will contribute \$270,135 to Net Position.

**Closure and Post-Closure Maintenance Fund** is not expected to have any required Financial Assurance activity for 2016-17.

**Solid Waste Management Earned Leave Fund** includes Sources of \$50,000 in Operating Transfers In from the Operations Fund as a set aside of approximately one-twentieth of the unfunded liability for employees' earned leave balances. This fund will contribute \$50,000 to Net Position.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$13.6 million. Significant changes includes a net decrease in Operating Expenses of \$9.1 million primarily due to a decrease of import tonnage and a negative Cost of Living Adjustment (COLA) for contracted operational rates, a \$1.2 million decrease in Capital Expenditures, and a \$3.5 million decrease in Operating Transfers Out due to less overall operating requirements and environmental costs.



Sources are decreasing by \$2.8 million. This is primarily due to a \$4.4 million decrease in gate fees primarily due to decreased import tonnage offset by an increase of \$5.0 million for a one-time sale of surplus property, and a \$3.5 million decrease to Operating Transfers In due to less overall operating requirements and environmental costs.

## ANALYSIS OF NET POSITION

Unrestricted Net Position is anticipated to increase by \$5.2 million from an estimated deficit of \$16.5 million to an estimated deficit of \$11.3 million due to the reduction of operating costs, the delay of capital improvement projects, and a \$5.0 million one-time sale of surplus property.

It is the division's intent to use Net Position to fund only capital improvement project costs that exceed available annual operating revenues. Net Position does not fund ongoing operations. The SWMD will have approximately \$97.7 million in short-term assets, such as cash, and long-term settlement receivables used to support the operations of the system. The Division is estimating its Unrestricted Net Position to be in deficit by \$11.3 million at June 30, 2017 due to the inclusion of an estimated \$151.2 million of long-term landfill liabilities for pollution remediation obligations, post-closure maintenance, earned leave and net pension liability, which excludes future closure construction liabilities of \$59.5 million which are funded and set aside as Restricted Net Position. These liabilities do not come due within the current year and represent future costs that will be funded with future revenue. While the unrestricted net asset position is negative due to these long-term obligations, the SWMD has sufficient operating funds to support ongoing operations of the system. The 10-year financial forecast projects fully funding the current portion of these liabilities, including ongoing operating expenses. Additionally, the SWMD continues to reduce ongoing expenses by (when cost effective) performing maintenance activities in house and continues to seek opportunities for additional import tonnage to increase revenue.

## 2016-17 POSITION SUMMARY\*

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Administration	6	0	0	0	6	0	6
Special Projects	8	0	0	0	8	1	7
Operations and Scales	36	0	0	0	36	0	36
Engineering	21	1	0	0	22	0	22
Administrative Services	12	0	0	0	12	0	12
Information Technology Services	3	0	0	0	3	0	3
Total	86	1	0	0	87	1	86

\*Detailed classification listing available in Appendix D.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$8.0 million fund 87 budgeted positions of which 86 are regular positions and one is a limited term position. Budgeted staffing is increasing by one Public Works Engineer II to perform duties related to regulatory permitting requirements and coordinating internal procedures for approval more effectively than contracted consultant services, resulting in the division being able to meet program and capital project implementation timelines.



## San Bernardino County Flood Control District - Consolidated

### DESCRIPTION OF MAJOR SERVICES

The San Bernardino County Flood Control District (District) was created in 1939 under special state legislation. Since its inception, the District has developed an extensive system of flood control and water conservation facilities, including dams, conservation basins, debris basins, channels and storm drains. The purpose of these facilities is to intercept and convey flood flows through and away from developed areas of the County, as well as to promote water conservation and improved water quality.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$117,591,678
Total Sources (Incl. Reimb.)	\$84,469,195
Use of/ (Contribution to) Fund Balance	\$33,122,483
Total Staff	170

The District covers the entire County, including all of the incorporated cities. The District is divided into six geographic flood zones (in recognition of the different characteristics and flood control needs in various areas). Zone 1 encompasses the County's West End, from the Los Angeles and Riverside County lines to West Fontana. Zone 2 encompasses the central area of the San Bernardino Valley easterly of Zone 1 to approximately the Santa Ana River and City Creek demarcations. Zone 3 covers the East end of San Bernardino Valley, east of Zone 2. Zone 4 covers the Mojave River Valley region, from the San Bernardino Mountains to Silver Lakes. Zone 5 primarily includes the San Bernardino mountains. Zone 6 encompasses the remainder of the County not covered by other zones. The District has also established a Countywide administrative zone (Zone 7).

The District's principal functions are as follows:

**Flood Protection on Major Streams:** In cooperation with the federal government, and through its own projects, the District conducts programs for channel and levee construction, floodwater retention, and debris basin maintenance. Programs or projects are often done in cooperation with the incorporated cities, the U.S. Army Corps of Engineers, and the U.S. Bureau of Reclamation.

**Water Conservation:** The District operates and maintains water conservation basins and spreading grounds. Water from 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.

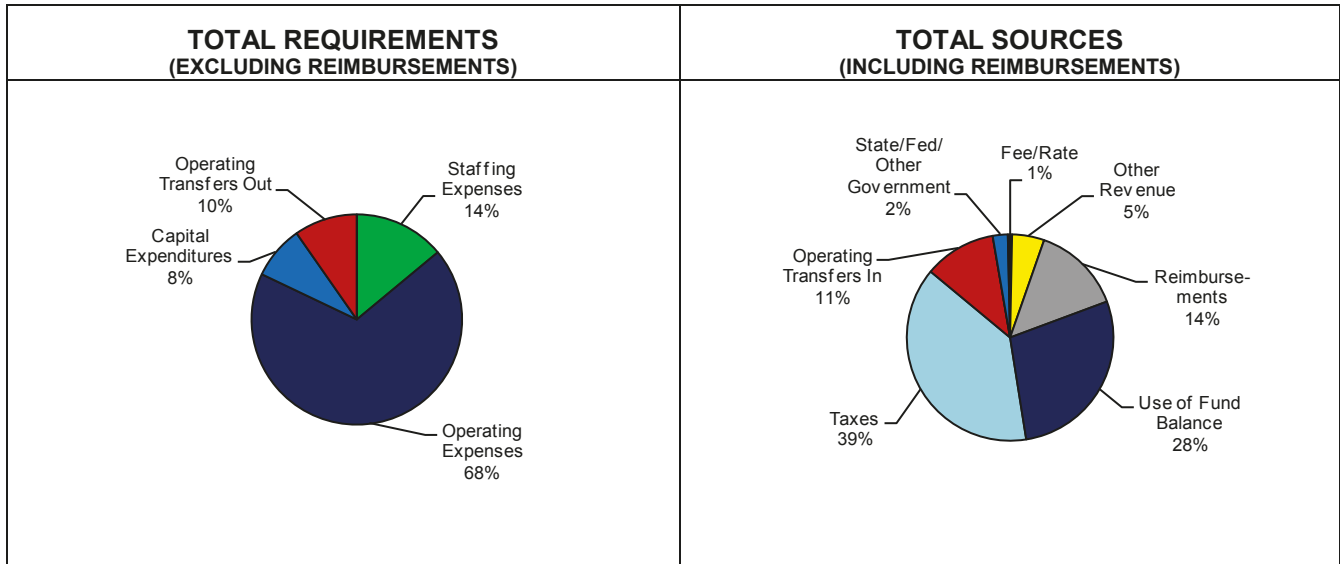
**Facility Maintenance:** The District has a proactive maintenance program for its facilities. Regular inspections of the storm drains, channels, and basins are made as required by various state and federal agencies.

**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, District operations staff regularly patrol and monitor District facilities and perform flood fighting operations and emergency repairs as needed. The District also maintains telemetry systems for monitoring rainfall and runoff and dispatches storm patrols as dictated by the projected severity of a storm. The District has access to a weather satellite data delivery system to provide state-of-the-art weather information. The system provides advance warning of major storm activity. During the non-storm season, the flood operations staff performs routine maintenance of flood control facilities.



**2016-17 ADOPTED BUDGET**



**ANALYSIS OF 2016-17 ADOPTED BUDGET**

GROUP: Operations and Community Services  
 DEPARTMENT: Public Works-Flood Control District  
 FUND: Consolidated

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	13,393,032	13,479,022	13,493,019	15,137,551	14,166,579	16,419,616	1,282,065
Operating Expenses	41,241,614	47,704,012	43,790,822	101,236,041	68,333,312	80,106,101	(21,129,940)
Capital Expenditures	163,184	1,481,205	7,922	7,762,631	1,866,681	9,667,684	1,905,053
Total Exp Authority	54,797,830	62,664,239	57,291,763	124,136,223	84,366,572	106,193,401	(17,942,822)
Reimbursements	(13,588,422)	(13,392,910)	(14,268,750)	(16,031,251)	(14,305,949)	(16,450,816)	(419,565)
Total Appropriation	41,209,408	49,271,329	43,023,013	108,104,972	70,060,623	89,742,585	(18,362,387)
Operating Transfers Out	8,911,024	6,231,215	7,093,645	9,512,028	8,007,151	11,398,277	1,886,249
Total Requirements	50,120,432	55,502,544	50,116,658	117,617,000	78,067,774	101,140,862	(16,476,138)
<b>Sources</b>							
Taxes	38,785,707	40,793,120	43,554,376	42,045,300	46,017,624	45,315,452	3,270,152
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	3,975,617	5,025,892	3,761,936	3,187,491	5,995,012	2,767,476	(420,015)
Fee/Rate	1,407,106	586,280	715,203	481,030	658,542	774,400	293,370
Other Revenue	23,583,086	2,660,378	16,017,862	5,006,025	11,724,136	5,922,234	916,209
Total Revenue	67,751,516	49,065,670	64,049,377	50,719,846	64,395,314	54,779,562	4,059,716
Operating Transfers In	10,211,024	7,539,515	8,393,645	11,570,400	10,125,531	13,238,817	1,668,417
Total Financing Sources	77,962,540	56,605,185	72,443,022	62,290,246	74,520,845	68,018,379	5,728,133
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(27,842,108)	(1,102,641)	(22,326,364)	55,326,754	3,546,929	33,122,483	(22,204,271)
Available Reserves				54,916,038		69,950,864	15,034,826
Total Fund Balance				110,242,792		103,073,347	(7,169,445)
Budgeted Staffing*	158	150	162	166	166	170	4

\*Data represents final budgeted staffing

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



## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Requirements of \$101.1 million include the following: Staffing Expenses of \$16.4 million to fund 170 budgeted positions; Operating Expenses of \$80.1 million consisting primarily of professional services for construction projects (\$34.1 million), operations and maintenance activities (\$10.5 million), debt service (\$11.0 million), administrative functions (\$7.0 million), and transfers out for internal administrative transfers between the District's zones and other divisions within Public Works (\$17.5 million) which is partially offset by \$16.5 million in Reimbursements. Capital Expenditures of \$9.7 million are primarily to purchase right of way for construction projects. Operating Transfers Out of \$11.4 million are primarily for internal administrative cash transfers between the District's zones.

Sources of \$68.0 million include the following: \$45.3 million in Property Taxes; \$2.8 million in Other Governmental Revenue to partially fund Seven Oaks Dam maintenance and the NPDES program; \$13.2 million in Operating Transfers In which includes \$11.2 million in internal administrative cash transfers between funds as reflected above, and \$2.0 million in Discretionary General Funding for the NPDES program and the Rimforest Drainage project; and Fee/Rate and Other Revenue of \$6.7 million primarily from litigation settlements to partially fund the Cactus Basin #3 project.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$16.5 million. Reductions include a decrease of \$21.1 million in Operating Expenses for debt service due to the use of one-time funds to finance the refunding of the District's Judgement Obligation Bonds Series A (\$9.9 million) and professional services for construction projects (\$11.2 million). These reductions are partially offset by an increase of \$1.9 million in Capital Expenditures to purchase right-of-way for construction projects and an increase of \$1.9 million in Operating Transfers Out for internal administrative transfers.

Sources are increasing by \$5.7 million primarily due to an anticipated increase in property tax revenue and land sales.

## ANALYSIS OF FUND BALANCE

Over the years, fund balance has been increasing due to delayed capital improvement projects as a result of environmental clearance delays from regulatory agencies. Fund balance usage of \$33.1 million is anticipated for the following projects planned for construction: Patton Basin Levee Certification Restoration Project; Mojave River Levee; Sand Creek/Warm Creek Confluence; Santa Ana River Flood Wall Repair; and Etiwanda Channel Repair; San Sevaive Levee Certification; and waterline relocations for Bandicoot and Amethyst Basins. The remaining available fund balance reserves of \$70.0 million are set aside for future planned capital projects and the potential need for responding to emergency storm events. Fund balance is only used for one-time expenditures.

## 2016-17 POSITION SUMMARY\*

Division	2015-16				2016-17		Limited	Regular
	Final Staffing	Adds	Deletes	Re-Orgs	Adopted			
Administration	3	0	0	0	3	0	3	
Water Resources	10	0	0	1	11	0	11	
Environmental Management/NPDES	27	2	0	-1	28	1	27	
Flood Design	23	0	0	0	23	1	22	
Seven Oaks Dam	2	0	0	0	2	0	2	
Administrative Services	5	0	-1	0	4	0	4	
Flood Planning	13	0	0	0	13	2	11	
Permits	11	1	0	0	12	0	12	
Operations	69	0	0	0	69	5	64	
Budget/Revenue Claiming	2	0	0	0	2	0	2	
Information Technology	1	2	0	0	3	0	3	
Total	166	5	-1	0	170	9	161	

\*Detailed classification listing available in Appendix D.





## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$16.4 million fund 170 budgeted positions of which 161 are regular positions and nine are limited term positions. This includes a net increase of four regular positions.

A total of five regular positions are being added to the budget as follows:

- Automated Systems Analyst I in the Information Technology section to support existing technology assets while performing analysis to implement new systems.
- Business Systems Analyst II in the Information Technology section to provide analysis and support related to the implementation of multiple enterprise business systems and long-term technology planning.
- Cultural Resources Specialist in the Environmental Management section to provide stability and consistency with the cultural resources component of the environmental process for projects.
- Engineering Technician III in the Permits section to perform office work and video van inspections in order to allow existing Engineering Technician IV staff to focus on performing higher level duties of permit review and facility inspections.
- Supervising Planner in the Environmental Management section to provide supervision of staff and the oversight of the complex environmental requirements necessary for capital improvement projects.

One vacant regular position is being deleted from the budget as follows:

- Fiscal Assistant in the Administrative Services section is no longer necessary due to streamlining business processes and redistributing workload among existing staff.



### CAPITAL IMPROVEMENT PROJECTS IN 2016-17 ADOPTED BUDGET

The following Capital Improvement projects are included in the 2016-17 budget:

# Proj.	Location/ Address	District	Project Name-Description	Fund	Total Project Budget	New Projects	Carryover Balances	2016-17 Adopted Requirements
1	Highland	District 3	Sand Creek/Warm Creek Confluence	RFF	5,023,500	-	4,040,797	4,040,797
2	Rialto	District 5	Cactus Basin #3	RFF	18,530,682	-	10,589,124	10,589,124
3	Highland	District 3	Elder Creek and Plunge Creek Restoration	RFL	10,334,121	-	539,724	539,724
4	Twentynine Palms	District 3	Donnell Basin	RFV	7,587,131	-	483,399	483,399
5	Victorville	District 1	Mojave River Levee - Phase II	RFQ	2,740,584	-	1,891,735	1,891,735
6	Victorville	District 1	Amethyst Basin	RFQ	12,410,158	-	3,546,864	3,546,864
7	Rimforest	District 2	Rimforest Drainage	RFT	7,687,369	-	907,837	907,837
8	Hesperia	District 1	Bandicoot Basin	RFQ	24,878,875	-	1,617,770	1,617,770
9	Yucaipa	District 3	Wilson Creek Channel	RFL	1,063,721	-	650,877	650,877
10	Apple Valley	District 1	Desert Knolls Wash - Phase III	RFQ	11,153,589	-	560,700	560,700
11	Rialto	District 5	Rialto Channel at Riverside Avenue	RFF	8,217,273	-	28,567	28,567
12	San Bernardino	District 5	29th Street Basin Levee Certification Restoration Project	RFF	392,885	-	65,190	65,190
13	San Bernardino	District 5	Patton Basin Levee Certification Restoration Project	RFF	1,991,512	-	1,705,565	1,705,565
14	Rialto	District 5	Cactus Basin #4 & #5	RFF	28,409,862	-	738,241	738,241
15	Rialto	District 5	Rialto Channel from Willow Avenue to Etiwanda Avenue	RFF	40,175,011	-	76,627	76,627
16	Fontana	District 2	West Fontana Channel - Entire System	RFA/ RFF	38,662,604	-	2,145,866	2,145,866
17	Ontario	District 4	Francis Street Storm Drain	RFA	8,244,887	-	6,181,653	6,181,653
18	Hesperia	District 1	Oak Hills Basin	RFQ	38,904,897	-	1,975,250	1,975,250
19	Ontario	District 4	West State Street Storm Drain - Segment 3B	RFA	11,400,000	-	806,646	806,646
20	Barstow	District 3	Avenue I - Barstow Project	RFQ	3,272,394	-	500,203	500,203
21	Chino Hills	District 4	English Channel	RFA	4,370,000	-	601,218	601,218
22	San Bernardino	District 5	Del Rosa Channel	RFF	33,166,133	10,000	-	10,000
23	Redlands	District 3	San Timoteo Creek - Reach 3B Levee Repair	RFA	405,223	409,777	-	409,777
24	San Bernardino	District 3	Santa Ana River Wall Repair	RFL	647,225	620,000	-	620,000
25	Victorville	District 1	Seneca Basin	RFQ	10,865,620	10,000	-	10,000
26	Rancho Cucamonga	District 4	San Sevaine Channel Flood Wall Extension	RFA	300,000	50,000	-	50,000
27	Rancho Cucamonga	District 4	San Sevaine Levee Certification	RFA	838,750	793,722	-	793,722
28	Fontana	District 2	West Fontana Channel - Hickory Basin to Banana Basin	RFA	8,500,000	100,000	-	100,000
29	Fontana	District 2	Etiwanda Channel Invert Repair	RFA	1,420,000	1,420,000	-	1,420,000
<b>TOTAL 2016-17 CIP BUDGET FOR FLOOD CONTROL DISTRICT</b>					<b>341,594,006</b>	<b>3,413,499</b>	<b>39,653,853</b>	<b>43,067,352</b>

\* Funded with County Discretionary General Funding

Expenses associated with these Major Improvements consist primarily of right-of-way acquisition expenses, consultants for design or geotechnical services, labor, and construction costs. Of the total Capital Improvement project expenditures budgeted for 2016-17 of \$43.1 million, \$9.7 million is budgeted in the Capital Expenditures line in the Analysis of 2016-17 Adopted Budget, with the remaining expenditures budgeted under Staffing Expenses and Operating Expenses.





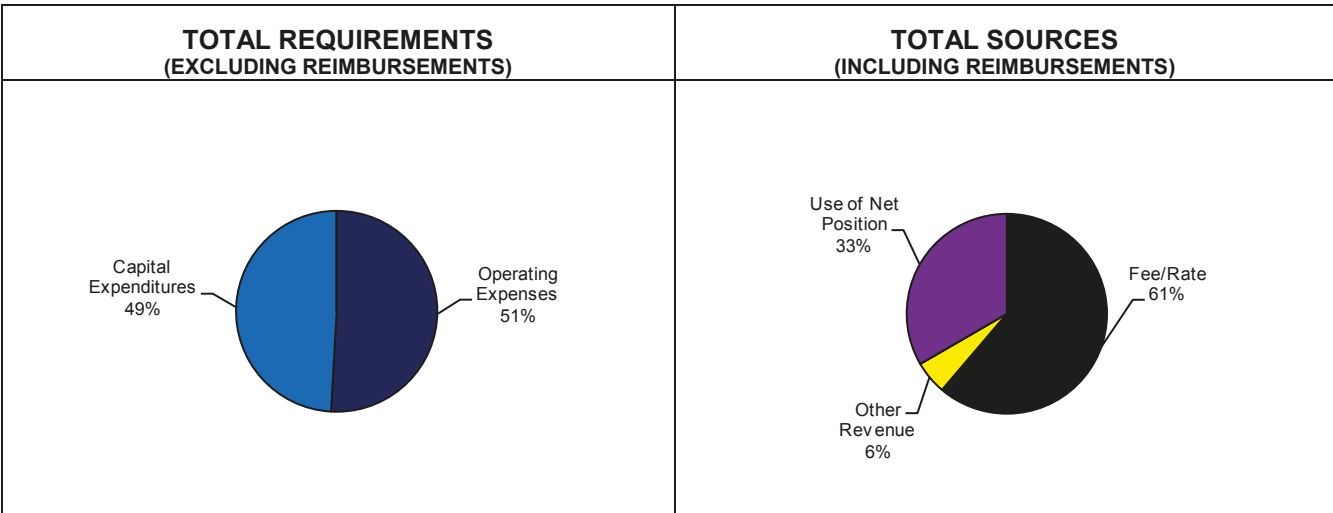
## Flood Control Equipment

### 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	
Total Requirements (Excl. Reimb.)	\$3,920,317
Total Sources (Incl. Reimb.)	\$2,612,000
Use of / (Contribution To) Net Position	\$1,308,317
Total Staff	0

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Operations and Community Services  
 DEPARTMENT: Public Works-Flood Control District  
 FUND: Equipment

BUDGET UNIT: ICA 097  
 FUNCTION: Flood Control  
 ACTIVITY: Equipment Management

	2012-13	2013-14	2014-15	2015-16	2015-16	2016-17	Change From
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	1,588,387	1,579,616	1,730,479	2,145,850	1,634,693	1,995,317	(150,533)
Capital Expenditures	622,759	557,613	918,710	3,426,350	2,540,693	1,925,000	(1,501,350)
Total Exp Authority	2,211,146	2,137,229	2,649,189	5,572,200	4,175,386	3,920,317	(1,651,883)
Reimbursements	0	0	0	(70,000)	(29,533)	0	70,000
Total Appropriation	2,211,146	2,137,229	2,649,189	5,502,200	4,145,853	3,920,317	(1,581,883)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,211,146	2,137,229	2,649,189	5,502,200	4,145,853	3,920,317	(1,581,883)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	2,478,788	1,855,141	2,136,020	2,187,070	2,728,688	2,400,000	212,930
Other Revenue	34,973	31,894	199,097	146,500	176,842	212,000	65,500
Total Revenue	2,513,761	1,887,035	2,335,117	2,333,570	2,905,530	2,612,000	278,430
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	2,513,761	1,887,035	2,335,117	2,333,570	2,905,530	2,612,000	278,430
<b>Net Position</b>							
Use of/ (Contribution to) Net Position**	(302,615)	250,194	314,072	3,168,630	1,240,323	1,308,317	(1,860,313)
Est. Net Position Available						2,599,909	
Total Est. Unrestricted Net Position						3,908,226	
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

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

Note: Unlike governmental funds, the 2015-16 Final Budget and 2015-16 Actual columns do not include information on Estimated Net Position Available or Total Estimated Unrestricted Net Position because GAAP requires that internal service and enterprise funds include line items such as depreciation, which are not budgeted, in the Net Position calculation.

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Requirements of \$3.9 million consist primarily of Operating Expenses (\$2.0 million) for motor pool and maintenance charges, equipment repairs, and Capital Expenditures (\$1.9 million) to purchase vehicles.

Sources of \$2.6 million include the District's heavy equipment fleet rates and revenue from the sale of surplus equipment and vehicles.

Unrestricted Net Position of \$1.3 million is being used to fund one-time Capital Expenditures.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$1.6 million to reflect a reduction in vehicle purchases.



## **ANALYSIS OF NET POSITION**

The budget includes a \$1.3 million use of Unrestricted Net Position for one-time Capital Expenditures. In order to reduce the amount of net position used every year, a consultant is currently analyzing and will present a recommendation on a new usage rate that will provide additional on-going revenue to support the increased costs of maintenance and repairs and the cost of replacing outdated units. However, in order to comply with state requirements for internal services funds and since the capital assets have exceeded their useful life, the Net Position is anticipated to decrease by approximately \$3.5 million over the next two years.

## **STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.



## REAL ESTATE SERVICES

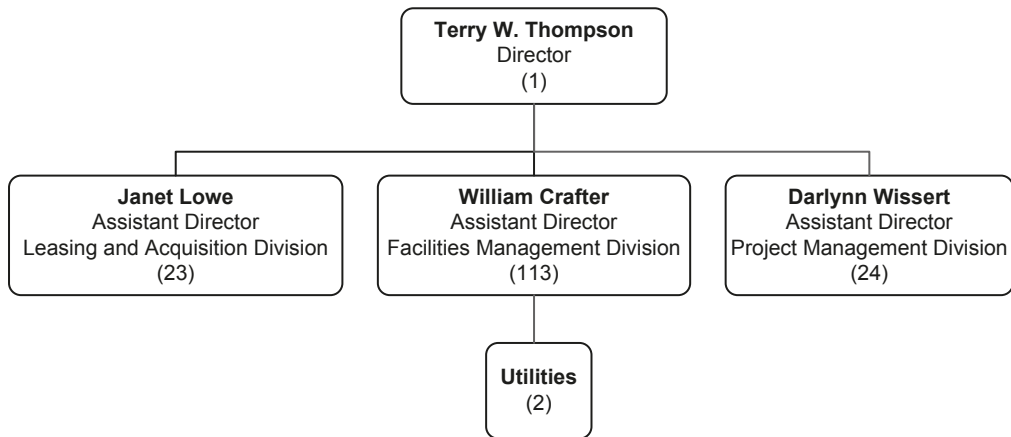
Terry W. Thompson

### DEPARTMENT MISSION STATEMENT

*The Real Estate Services Department is committed to providing an outstanding level of customer service to all of the County of San Bernardino departments and agencies that rely on us for their leasing, property and facilities management, acquisitions and dispositions, and project management of commercial real estate property throughout the County. We endeavor to maximize value, seek cost effective solutions, and be efficient, proactive, and responsive to the commercial real estate needs of the County.*



### ORGANIZATIONAL CHART



### 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Real Estate Services	1,315,417	1,315,417	0			24
Rents and Leases	1,130,994	1,130,994	0			0
Courts Property Management	1,873,885	1,873,885	0			0
Project Management Division	0	0	0			24
Facilities Management Division	17,273,477	17,065,477	208,000			113
Utilities	19,585,889	253,268	19,332,621			2
<b>Total General Fund</b>	<b>41,179,662</b>	<b>21,639,041</b>	<b>19,540,621</b>			<b>163</b>
<b>Special Revenue Funds</b>						
Chino Agricultural Preserve	2,641,030	484,596		2,156,434		0
<b>Total Special Revenue Funds</b>	<b>2,641,030</b>	<b>484,596</b>		<b>2,156,434</b>		<b>0</b>
<b>Total - All Funds</b>	<b>43,820,692</b>	<b>22,123,637</b>	<b>19,540,621</b>	<b>2,156,434</b>	<b>0</b>	<b>163</b>



## 2015-16 MAJOR ACCOMPLISHMENTS

### Leasing and Acquisition

- Completed a total of 37 new lease deals and 79 renewal lease deals, totaling in excess of 1.5 million square feet of space on behalf of 26 County departments.
- Completed a lease agreement for 44,190 square feet of office space for Human Services in North San Bernardino, scheduled to open in early 2017.
- Acquired four office buildings totaling 127,655 square feet for various County Departments as follows:
  - 15,768 square foot office building in Barstow and 18,869 square foot office building in San Bernardino for the Probation Department.
  - 48,440 square foot office complex in Colton for consolidation of Sheriff programs.
  - 44,578 square foot office building in downtown San Bernardino for the Public Defender and other County uses.

### Project Management

- Completed 143 projects of varying size and locations, with total project budgets of approximately \$45.0 million.
- Completed projects supporting the local economy and maximizing job creation with approximately \$16.3 million in construction payroll and \$2.2 million in consultant and management fees.
- Improved the safety, health and social service needs of County residents through the completion of capital projects for Arrowhead Regional Medical Center (ARMC), Sheriff's facilities, Parks, Libraries, Museums and other County departments. Major projects completed included:
  - ARMC Sterile Processing Decontamination Plumbing, Breathing Air Systems Upgrade, and the Cath Lab Suite Replacement.
  - Sheriff's Crime Lab Expansion, Training Center Expansion, Glen Helen Rehabilitation Center Video Camera Installation.
  - Calico Ghost Town Off Highway Vehicle Campground Hook-ups.
  - Yucaipa Regional Park Restroom Rehabilitation.
  - Redlands Museum Education Center Flooring and Association Building Roof and Siding Replacement
  - 268 Hospitality Building Improvements for ATC consolidation.
  - 303 3<sup>rd</sup> Street Building Remodel for District Attorney.
  - 41 weatherization projects, which included roofing system maintenance and repair, roof replacement, exterior sealing and siding replacement, retention basin restoration, storm water pump replacements, and erosion control improvements.

### Facilities Management

- Developed and implemented a formal MOU between the Facilities Management Division (FMD) and the Sheriff for FMD maintenance responsibilities, expanding the level of service for West Valley Detention Center, Central Detention Center and to include High Desert Detention Center into FMD Maintenance responsibilities.
- Improved efficiency and service through streamlining Work Request processes and processed over 25,500 Work Requests.
- Collaborated with various departments to improve building security access and lighting in view of the recent terrorist attack within the County.



**DEPARTMENT PERFORMANCE MEASURES**

<b>COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.</b>	Number of Preventative Maintenance tasks completed	8,489	9,000	11,286	9,360
<b>STRATEGY</b>	Increase number of preventative maintenance tasks for County equipment and building systems to extend useful life					
<b>COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.</b>	Percentage of lease renewal processes initiated not later than 6 months prior to the termination date	100%	100%	100%	100%
<b>STRATEGY</b>	Renew leases or relocate County departments prior to the lease termination date					
<b>COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.</b>	Percentage of relocation processes initiated not later than 18 months prior to the termination date	100%	100%	100%	100%
<b>STRATEGY</b>	Renew leases or relocate County departments prior to the lease termination date					
<b>COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.</b>	Reduction in electricity usage (kilowatt hours - kWh)	493,341	970,000	669,014	600,000
<b>STRATEGY</b>	Continue to implement and build upon strategies developed under the County's energy partnership with SCE					
<b>COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.</b>	Reduction in electricity costs	\$70,917	\$145,000	\$100,352	\$90,000
<b>STRATEGY</b>	Continue to implement and build upon strategies developed under the County's energy partnership with SCE					
<b>COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.</b>	Incentives received from energy saving measures	\$364,378	\$775,000	\$423,511	\$160,000
<b>STRATEGY</b>	Continue to implement and build upon strategies developed under the County's energy partnership with SCE					
<b>COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.</b>	Percentage of projects completed within one year of annual budget approval	71%	90%	75%	85%
<b>STRATEGY</b>	Complete capital projects on schedule					



## Real Estate Services

### DESCRIPTION OF MAJOR SERVICES

The Real Estate Services Department (RES D) consists of the Leasing and Acquisition Division, Project Management Division, and the Facilities Management Division.

The Leasing/Property Management section negotiates and administers revenue and expenditure leases on behalf of County departments. Revenue leases allow for the use of County-owned facilities, generally at County parks and airports, to generate revenue to offset expenses incurred to provide such facilities to residents and users. Expenditure leases provide space in leased facilities throughout the County for departments and their employees to support the delivery of services in locations convenient to the residents served. In addition, this section is responsible for the property management of court facilities within the County and the County-owned land and dairy facilities in the Chino Agricultural Preserve.

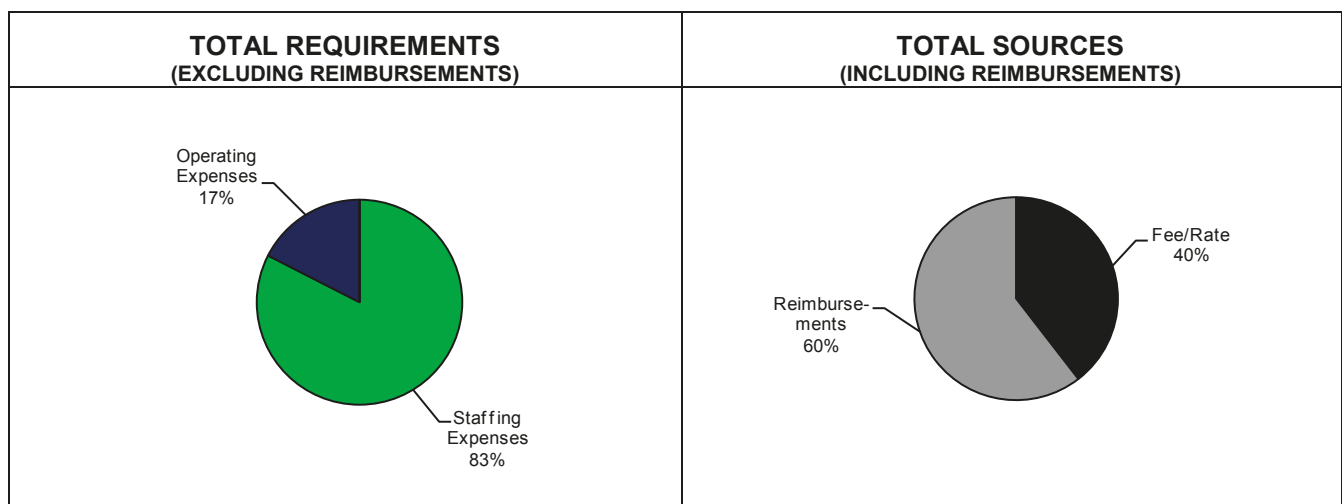
Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$3,326,959
Total Sources (Incl. Reimb.)	\$3,326,959
Net County Cost	\$0
Total Staff	24
Funded by Net County Cost	0%

The Acquisition/Appraisal section provides appraisal, acquisition, and relocation assistance for County departments and, upon request, to other agencies including San Bernardino 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 section also acquires land and facilities for various functions and disposes of property determined to be surplus to the County's needs.

The Project Management Division provides planning and implementation of design and construction projects for County departments. These projects are administered from conceptual design through construction to completion and close-out.

The Facilities Management Division serves the public by providing quality custodial, grounds and maintenance services that enable County departments and staff to effectively meet the expectations of their employees and customers.

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Operations and Community Services  
 DEPARTMENT: Real Estate Services  
 FUND: General

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	2,456,624	2,527,520	2,361,329	2,679,149	2,507,786	2,745,389	66,240
Operating Expenses	311,174	313,709	434,530	605,496	578,896	581,570	(23,926)
Capital Expenditures	0	0	79,988	0	0	0	0
Total Exp Authority	2,767,798	2,841,229	2,875,847	3,284,645	3,086,682	3,326,959	42,314
Reimbursements	(1,612,260)	(1,639,570)	(1,876,070)	(2,030,854)	(1,891,099)	(2,011,542)	19,312
Total Appropriation	1,155,538	1,201,659	999,777	1,253,791	1,195,583	1,315,417	61,626
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,155,538	1,201,659	999,777	1,253,791	1,195,583	1,315,417	61,626
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	1,244,450	1,214,215	1,160,426	1,253,791	1,308,919	1,315,417	61,626
Other Revenue	41,826	0	1,762	0	130	0	0
Total Revenue	1,286,276	1,214,215	1,162,188	1,253,791	1,309,049	1,315,417	61,626
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	1,286,276	1,214,215	1,162,188	1,253,791	1,309,049	1,315,417	61,626
Net County Cost	(130,738)	(12,556)	(162,411)	0	(113,466)	0	0
Budgeted Staffing*	23	23	26	24	24	24	0

\*Data represents final budgeted staffing

Note: Real Estate Services is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County's operating departments, central service departments do not pay COWCAP charges. Not included in this budget is \$81,009 which represents Real Estate Services' share of costs of other central service departments, such as Human Resources.

### MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Staffing Expenses of \$2.7 million fund 24 positions and make up a majority of Real Estate Services Department's expenditures within this budget unit. Operating Expenses of \$581,570 fund services and supplies, central services, travel, and transfers. Reimbursements of \$2.0 million are from the Project Management Division and Facilities Management Division for department overhead for shared administrative and fiscal staff, and from the Rents budget for administration of expenditure leases (based on 3% of annual lease costs in excess of \$36,000). Sources of \$1.3 million are for billable labor hours for leases with annual lease costs less than \$36,000 and for acquisition and appraisal services billed at an hourly rate.

### BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$61,626 primarily due to an increase in Staffing Expenses as a result of negotiated salary increases. This increase is offset by a decrease in Operating Expenses due to a reduction of equipment purchases. Sources are increasing by \$61,626 primarily due to additional billable labor hours charged to departments.





**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Administrative and Fiscal	8	0	0	0	8	0	8
Leasing and Acquisition Division	16	0	0	0	16	0	16
Total	24	0	0	0	24	0	24

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$2.7 million fund 24 budgeted regular positions. There is no change to budgeted staffing.



## Rents and Leases

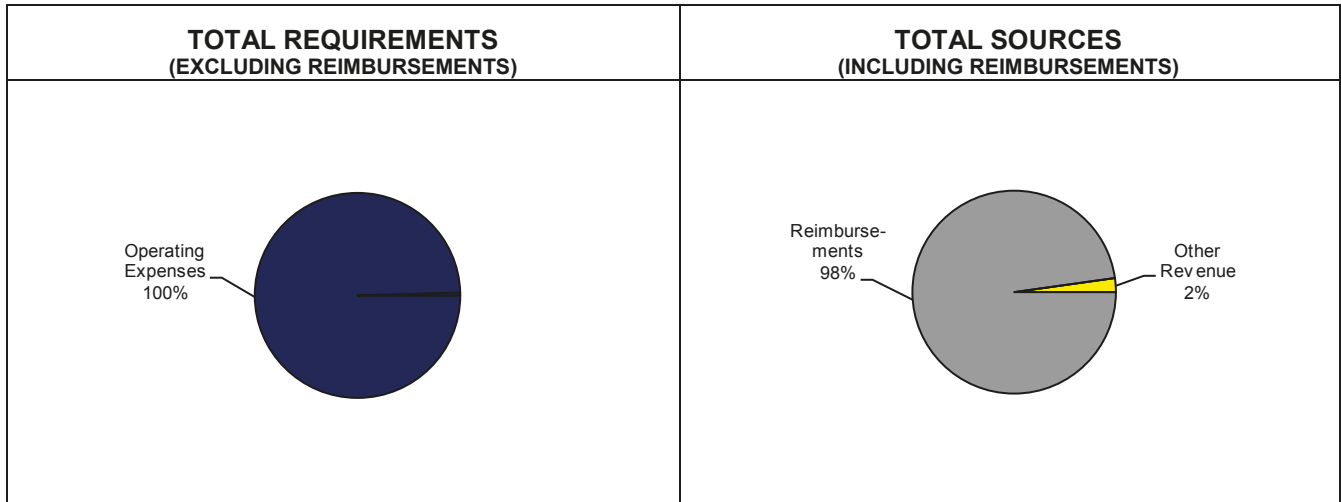
### DESCRIPTION OF MAJOR SERVICES

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

**Budget at a Glance**

Total Requirements (Excl. Reimb.)	\$50,697,360
Total Sources (Incl. Reimb.)	\$50,697,360
Net County Cost	\$0
Total Staff	0
Funded by Net County Cost	0%

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

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

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	42,928,640	44,441,205	48,712,171	50,329,249	49,775,003	50,476,360	147,111
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	42,928,640	44,441,205	48,712,171	50,329,249	49,775,003	50,476,360	147,111
Reimbursements	(42,022,549)	(43,406,267)	(47,833,107)	(49,436,143)	(48,673,244)	(49,566,366)	(130,223)
Total Appropriation	906,091	1,034,938	879,064	893,106	1,101,759	909,994	16,888
Operating Transfers Out	627,822	1,150,000	93,307	50,178	7,317	221,000	170,822
Total Requirements	1,533,913	2,184,938	972,371	943,284	1,109,076	1,130,994	187,710
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	75	252	76	0	225	0	0
Other Revenue	1,807,514	2,332,451	1,030,677	943,284	1,075,818	1,130,994	187,710
Total Revenue	1,807,589	2,332,703	1,030,753	943,284	1,076,043	1,130,994	187,710
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	1,807,589	2,332,703	1,030,753	943,284	1,076,043	1,130,994	187,710
Net County Cost	(273,676)	(147,765)	(58,382)	0	33,033	0	0
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

Note: Real Estate Services – Rents and Leases is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County’s operating departments, central service departments do not pay COWCAP charges. Not included in this budget is \$58,594 which represents Real Estate Services – Rents and Leases’ share of costs of other central service departments, such as Human Resources.

### MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Operating Expenses of \$50.5 million primarily include rent and lease payments paid to landlords. In addition, expenditures include transfers to Facilities Management for operating expenses of non-billable vacant and tenant space, transfers to Real Estate Services for property lease management, and transfers to the Sheriff/Coroner/Public Administrator for the 303 W. 3<sup>rd</sup> Street Office Building security costs. Reimbursements of \$49.6 million represent payments from County departments for lease payments and administrative fees. Sources of \$1.1 million are primarily from lease payments received from tenants in County-owned facilities and vending machine revenue.

### BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$187,710 primarily due to an increase of Operating Transfers Out for a capital improvement project for tenant improvements to space leased by Loma Linda University in connection with their exercise of an option to extend the term of the lease at 268 Hospitality Lane in San Bernardino. Sources are increasing by \$187,710, primarily due to modifications to the revenue lease with Teddy Bear Tymes and a new revenue lease with Inland Empire Autism Spectrum.

### STAFFING CHANGES AND OPERATIONAL IMPACT

There are no staffing costs associated with this budget unit.



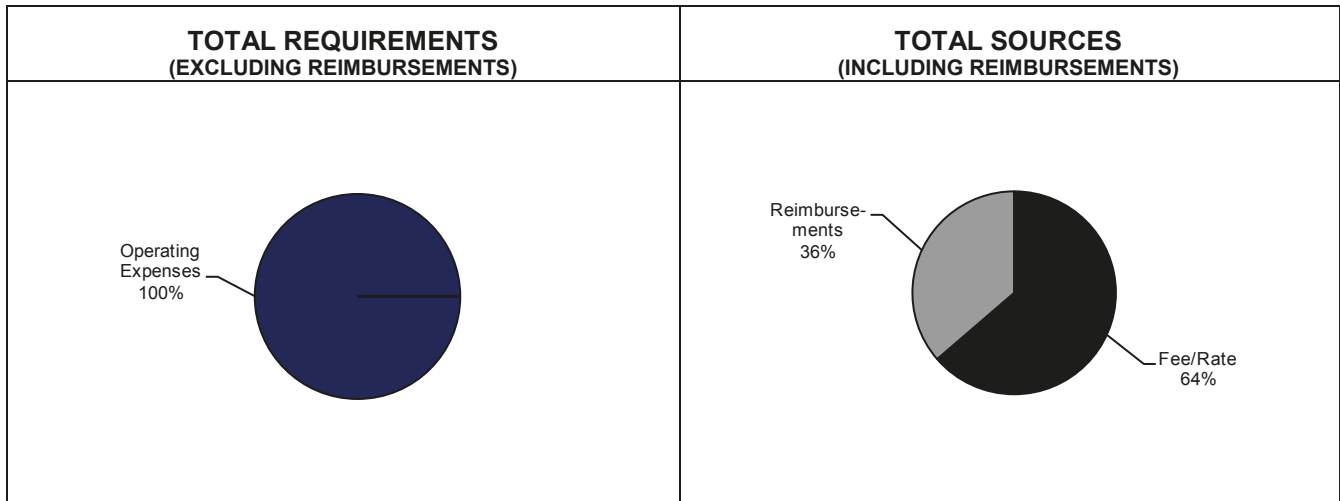
## Courts Property Management

### DESCRIPTION OF MAJOR SERVICES

The Trial Court Facilities Act of 2002, SB 1732, required the transfer of responsibility for funding and operation of trial court facilities from all counties to the State of California on behalf of the Judicial Council of California (JCC). In addition, as each transfer occurred, the County and JCC entered into an agreement that defined whether the County or the JCC manages the operations and maintenance of the building. This budget unit is used to manage and account for reimbursements from the JCC for maintenance, utilities, insurance, overhead expenditures and work order requests for space occupied by the local court in County-managed facilities. This budget unit is also used to manage and account for payments to the JCC for costs associated with the space occupied by County departments in JCC-managed facilities.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$2,943,027
Total Sources (Incl. Reimb.)	\$2,943,027
Net County Cost	\$0
Total Staff	0
Funded by Net County Cost	0%

### 2016-17 ADOPTED BUDGET



**ANALYSIS OF 2016-17 ADOPTED BUDGET**

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

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	3,526,603	3,155,526	3,452,621	3,285,952	3,285,170	2,943,027	(342,925)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	3,526,603	3,155,526	3,452,621	3,285,952	3,285,170	2,943,027	(342,925)
Reimbursements	(1,106,595)	(1,050,484)	(1,217,348)	(1,221,011)	(1,226,911)	(1,069,142)	151,869
Total Appropriation	2,420,008	2,105,042	2,235,273	2,064,941	2,058,259	1,873,885	(191,056)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,420,008	2,105,042	2,235,273	2,064,941	2,058,259	1,873,885	(191,056)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	2,420,008	2,102,852	2,237,942	2,064,941	2,058,260	1,873,885	(191,056)
Other Revenue	0	37,716	0	0	0	0	0
Total Revenue	2,420,008	2,140,568	2,237,942	2,064,941	2,058,260	1,873,885	(191,056)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	2,420,008	2,140,568	2,237,942	2,064,941	2,058,260	1,873,885	(191,056)
Net County Cost	0	(35,526)	(2,669)	0	(1)	0	0
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

**MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET**

This budget unit acts as a clearinghouse between County departments and the JCC for management of court facilities. Operating Expenses of \$2.9 million include maintenance and utility costs of \$1.3 million for space occupied by County departments in JCC-managed court facilities and \$1.6 million for the JCC’s share of operations, maintenance, utility and administrative costs in County-managed court facilities. Reimbursements of \$1.1 million are from the Facilities Management and Utilities budgets for County maintenance and utility costs in JCC-managed court facilities. Sources of \$1.9 million represent the JCC’s share of operations, maintenance, utility, administrative, and insurance costs for County-managed court facilities.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements and Sources are decreasing by \$191,056 due to a decrease in operations and maintenance costs primarily as a result of transferring ownership of the Chino Courthouse to the City of Chino.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.



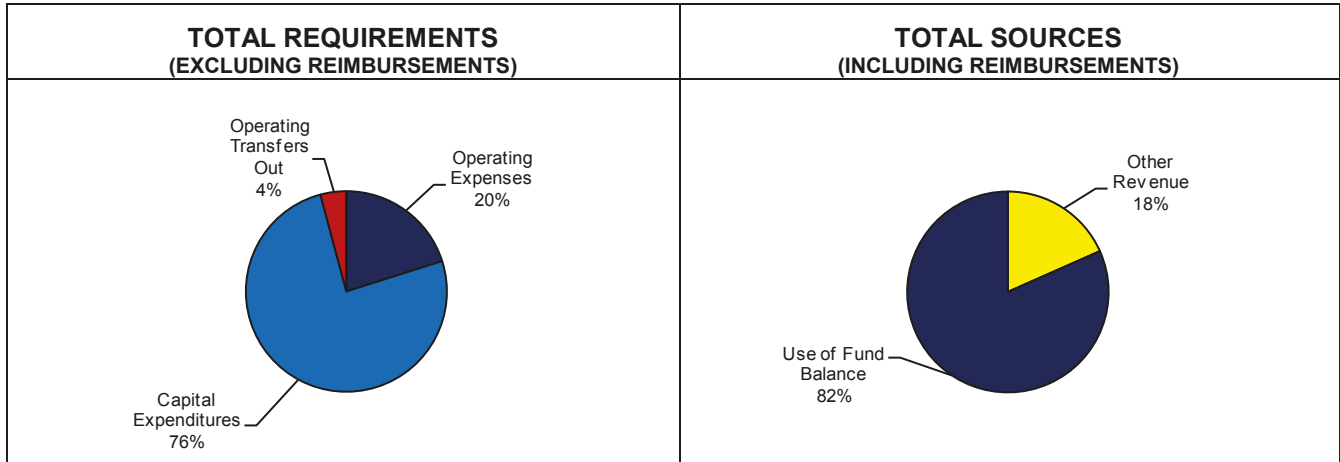
## Chino Agricultural Preserve

### DESCRIPTION OF MAJOR SERVICES

The Real Estate Services Department administers a special revenue fund to continue the Agricultural Land Acquisition and Preservation Program under the California Wildlife, Coastal, and Parkland Conservation Act (Proposition 70). The department is responsible for negotiating and managing leases for the properties acquired and developing recommendations for the ultimate use/disposition of these properties. Property management activities include arranging for all ordinary and emergency repairs and improvements necessary to preserve and maintain the properties in their present condition and improve operating efficiency, or altering them to enhance lease potential and/or comply with lease requirements. Expenditures are fully funded through revenues received from the lease of acquired properties.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$2,641,030
Total Sources (Incl. Reimb.)	\$484,596
Use of/ (Contribution to) Fund Balance	\$2,156,434
Total Staff	0

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

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

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	275,922	325,732	209,943	340,771	275,766	531,030	190,259
Capital Expenditures	0	0	0	1,500,000	0	2,000,000	500,000
Total Exp Authority	275,922	325,732	209,943	1,840,771	275,766	2,531,030	690,259
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	275,922	325,732	209,943	1,840,771	275,766	2,531,030	690,259
Operating Transfers Out	0	0	0	89,000	80,214	110,000	21,000
Total Requirements	275,922	325,732	209,943	1,929,771	355,980	2,641,030	711,259
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	700	0	1,050	0	0
Other Revenue	601,734	6,879,007	526,695	501,516	13,027,531	484,596	(16,920)
Total Revenue	601,734	6,879,007	527,395	501,516	13,028,581	484,596	(16,920)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	601,734	6,879,007	527,395	501,516	13,028,581	484,596	(16,920)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(325,812)	(6,553,275)	(317,452)	1,428,255	(12,672,601)	2,156,434	728,179
Available Reserves				14,568,046		26,522,462	11,954,416
Total Fund Balance				15,996,301		28,678,896	12,682,595
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

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

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Operating Expenses of \$531,030 represents the cost to maintain County Dairies, such as utility costs associated with vacant properties, property management charges, County Counsel, audit fees, professional services, and maintenance charges. Capital Expenditures of \$2.0 million represent the anticipated cost to acquire easement interests over 47 acres of replacement land near Prado Regional Park in Chino planned to be improved at a later date with expanded recreational vehicle (RV) parking for Prado Regional Park using Proposition 70 funds. Operating Transfers Out of \$110,000 represent a capital improvement project to clean-up trash on dairy sites. Sources of \$484,596 include revenue anticipated from the leasing of dairy properties and interest revenue. Reserves of \$26.5 million are planned to be used at a later date for Proposition 70 approved improvements.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$711,259 primarily due to an increase in anticipated capital expenditures to acquire easement interests and the cost of an audit of this special revenue fund. Sources are decreasing by \$16,920 due to a decrease in tenant rent revenue from the sale of one of the dairies.

## ANALYSIS OF FUND BALANCE

The Use of Fund Balance of \$2.2 million is for one-time costs related to the acquisition of easement rights over 47 acres near Prado Regional Park in Chino.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



## Project Management Division

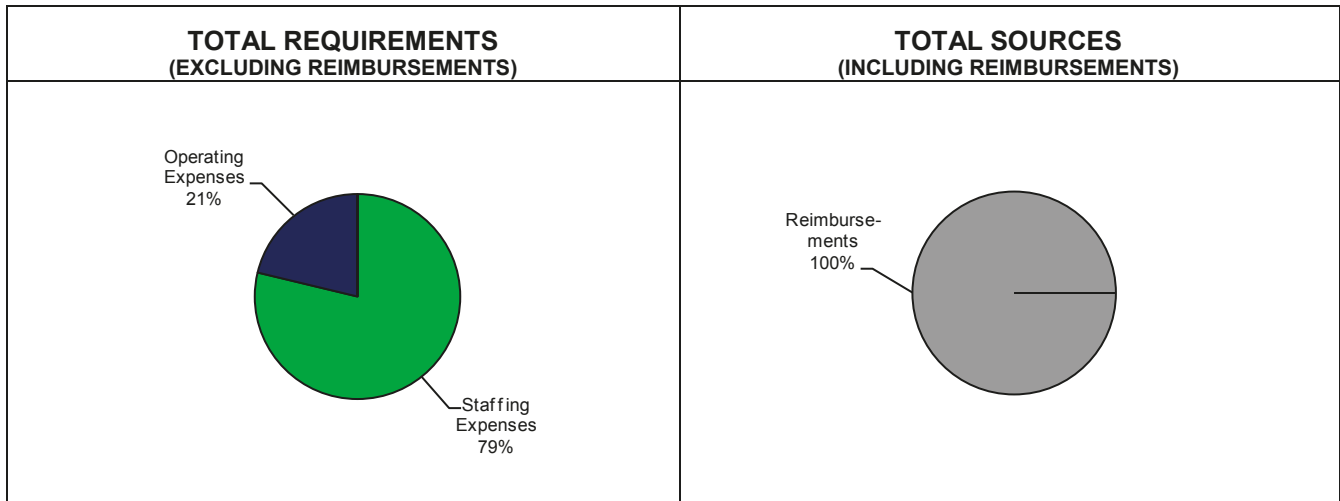
### DESCRIPTION OF MAJOR SERVICES

The Project Management Division (PMD) 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. PMD collaborates with County departments and County Finance and Administration to develop the scope, schedule and budget for these projects. Following approval of the project elements, PMD administers the projects from conceptual design through construction to completion and close-out.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$3,092,334
Total Sources (Incl. Reimb.)	\$3,092,334
Net County Cost	\$0
Total Staff	24
Funded by Net County Cost	0%

As a competitive public service organization, PMD 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.

### 2016-17 ADOPTED BUDGET





**ANALYSIS OF 2016-17 ADOPTED BUDGET**

GROUP: Operations and Community Services  
 DEPARTMENT: Real Estate Services  
 FUND: General

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

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	2,003,957	2,106,223	2,019,315	2,237,387	2,149,780	2,435,639	198,252
Operating Expenses	378,562	243,895	377,643	594,318	556,397	656,695	62,377
Capital Expenditures	53,000	38,574	0	27,000	26,698	0	(27,000)
Total Exp Authority	2,435,519	2,388,692	2,396,958	2,858,705	2,732,875	3,092,334	233,629
Reimbursements	(2,470,129)	(2,357,756)	(2,376,077)	(2,858,705)	(2,799,182)	(3,092,334)	(233,629)
Total Appropriation	(34,610)	30,936	20,881	0	(66,307)	0	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	(34,610)	30,936	20,881	0	(66,307)	0	0
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	1,185	0	0	0	0	0	0
Other Revenue	56,103	0	2,569	0	0	0	0
Total Revenue	57,288	0	2,569	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	57,288	0	2,569	0	0	0	0
Net County Cost	(91,898)	30,936	18,312	0	(66,307)	0	0
Budgeted Staffing*	19	21	22	22	22	24	2

\*Data represents final budgeted staffing

Note: Real Estate Services – Project Management is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County’s operating departments, central service departments do not pay COWCAP charges. Not included in this budget is \$24,938 which represents Real Estate Services – Project Management’s share of costs of other central service departments, such as Human Resources.

**MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET**

Staffing Expenses of \$2.4 million fund 24 positions and make up a majority of PMD’s expenditures within this budget unit. Operating Expenses of \$656,695 fund services and supplies, central services, travel, and transfers to the Information Services Department for support and to the Real Estate Services Department for overhead. Reimbursements of \$3.1 million are for project management and inspection services provided by PMD staff on capital projects.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements (excluding Reimbursements) are increasing by \$233,629 primarily due to the addition of a Staff Analyst II position and a part-time contract Project Executive. Additionally, Operating Expenses are increasing due to an adjustment of overhead charges due to the reorganization of the PMD as a division of the Real Estate Services Department. Reimbursements of \$3.1 million are increasing due to an increase in billable hours and the addition of a part-time Project Executive. The total departmental expenditure authority is fully reimbursed from services provided to the Capital Improvement Program.



**2016-17 POSITION SUMMARY\***

Division	2015-16				2016-17		
	Final Staffing	Adds	Deletes	Re-Orgs	Adopted	Limited	Regular
Administration and Fiscal	8	1	0	0	9	0	9
Project Management	11	1	0	0	12	1	11
Project Inspection	3	0	0	0	3	0	3
<b>Total</b>	<b>22</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>24</b>	<b>1</b>	<b>23</b>

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$2.4 million fund 23 budgeted regular positions and one limited term position. This includes the addition of a Staff Analyst II position to assist with contract administration and a part-time contract Project Executive to work on specific projects fully reimbursed by the CIP.



## Facilities Management Division

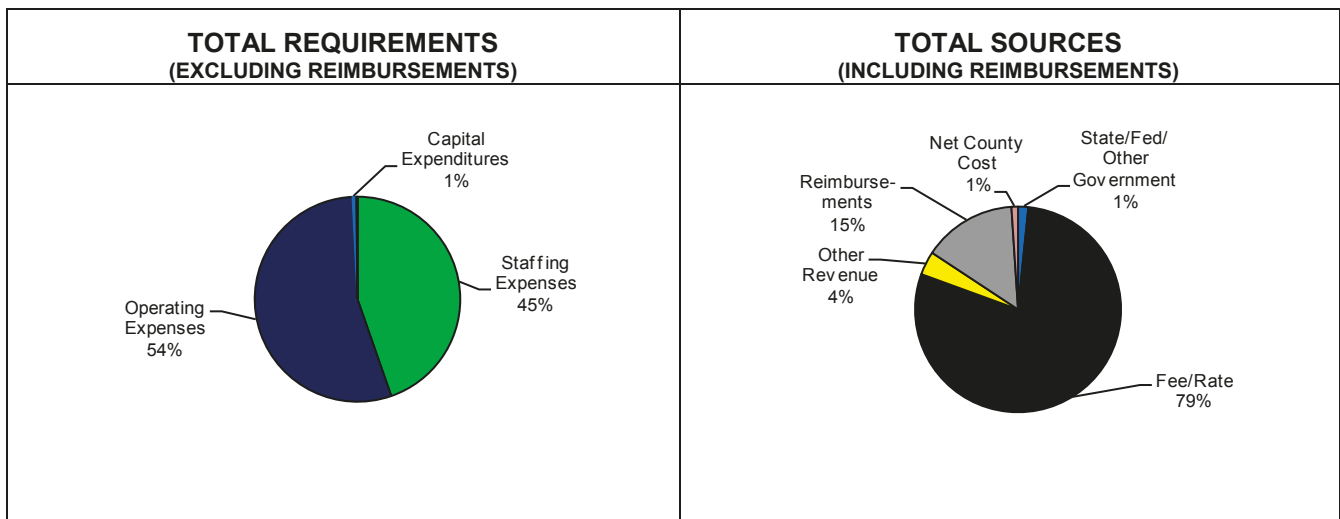
### DESCRIPTION OF MAJOR SERVICES

The Facilities Management Division (FMD) provides routine maintenance, grounds, and custodial services to ensure County facilities are well maintained, including 24 hours per day – seven days per week emergency building maintenance. Services also include repairing building structures, equipment, and fixtures.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$20,246,619
Total Sources (Incl. Reimb.)	\$20,038,619
Net County Cost	\$208,000
Total Staff	113
Funded by Net County Cost	1%

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

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

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

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	7,743,227	8,422,233	7,687,188	8,400,721	8,245,615	9,043,849	643,128
Operating Expenses	8,061,333	9,119,159	9,526,641	11,070,386	11,022,419	11,045,470	(24,916)
Capital Expenditures	0	0	77,073	0	0	117,300	117,300
Total Exp Authority	15,804,560	17,541,392	17,290,902	19,471,107	19,268,034	20,206,619	735,512
Reimbursements	(2,994,605)	(3,195,967)	(3,357,483)	(3,131,064)	(2,922,957)	(2,973,142)	157,922
Total Appropriation	12,809,955	14,345,425	13,933,419	16,340,043	16,345,077	17,233,477	893,434
Operating Transfers Out	4,095	0	0	45,000	45,000	40,000	(5,000)
Total Requirements	12,814,050	14,345,425	13,933,419	16,385,043	16,390,077	17,273,477	888,434
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	1,203,715	915,695	331,768	325,000	317,104	325,000	0
Fee/Rate	11,161,422	11,562,527	12,373,972	14,840,043	14,806,307	15,988,477	1,148,434
Other Revenue	1,918,135	1,079,940	1,577,560	1,012,000	1,391,401	752,000	(260,000)
Total Revenue	14,283,272	13,558,162	14,283,300	16,177,043	16,514,812	17,065,477	888,434
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	14,283,272	13,558,162	14,283,300	16,177,043	16,514,812	17,065,477	888,434
Net County Cost	(1,469,222)	787,263	(349,881)	208,000	(124,735)	208,000	0
Budgeted Staffing*	106	110	102	111	111	113	2

\*Data represents final budgeted staffing

Note: Real Estate Services – Facilities Management is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County's operating departments, central service departments do not pay COWCAP charges. Not included in this budget is \$321,230 which represents Real Estate Services – Facilities Management's share of costs of other central service departments, such as Human Resources.

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Staffing Expenses of \$9.0 million fund 113 positions and include the majority of FMD's expenditure authority. Operating Expenses of \$11.0 million fund contracts for grounds, maintenance, and custodial services; materials for repairs and maintenance of County facilities and equipment; and vehicles, tools, supplies, systems development charges, overhead, and administrative costs. Reimbursements of \$3.0 million and Sources of \$17.1 million are from County departments, the Judicial Council of California, and local courts who are billed for services provided.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$888,434 primarily due to the addition of two positions, a capital improvement project to increase security, and fixed asset purchases consisting of three trucks and equipment.

Sources are increasing by \$888,434 primarily due to an increase in basic service charges to County departments for grounds, custodial, and maintenance services, including rate increases in each service division, offset by a reduction in Other Revenue, to reflect a decrease in work order requests from departments.



**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Administration	8	0	0	1	9	0	9
Custodial	33	0	0	0	33	0	33
Grounds	4	0	0	0	4	0	4
Maintenance	66	2	0	-1	67	0	67
Total	111	2	0	0	113	0	113

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$9.0 million fund 113 budgeted regular positions. This includes the addition of two positions: one Office Assistant III that will assist maintenance supervisors to allow more time in the field and one Facilities Project Manager that will manage minor capital improvement projects which were previously handled by the Project Management Division. Also, an Office Assistant II was moved from Maintenance to Administration.



## Utilities

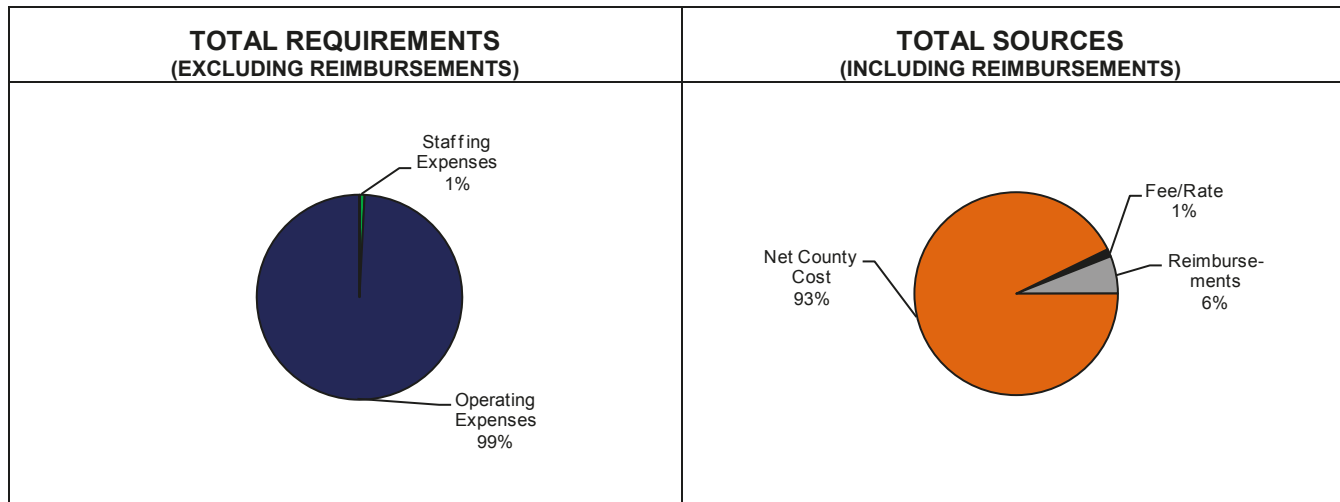
### DESCRIPTION OF MAJOR SERVICES

The County's utilities budget unit funds the cost of electricity, natural and propane gas, water, sewer, refuse disposal, and other related costs for County-owned and leased facilities.

#### Budget at a Glance

Total Requirements (Excl. Reimb.)	\$20,832,429
Total Sources (Incl. Reimb.)	\$1,499,808
Net County Cost	\$19,332,621
Total Staff	2
Funded by Net County Cost	93%

### 2016-17 ADOPTED BUDGET



### ANALYSIS OF 2016-17 ADOPTED BUDGET

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

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A) Change From Prior Year Final Budget
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	
<b>Requirements</b>							
Staffing Expenses	152,064	164,163	160,809	183,928	157,799	166,452	(17,476)
Operating Expenses	17,624,452	19,698,984	18,521,900	21,911,859	19,067,542	20,665,977	(1,245,882)
Capital Expenditures	0	126,600	166,523	50,000	(6,552)	0	(50,000)
Total Exp Authority	17,776,516	19,989,747	18,849,232	22,145,787	19,218,789	20,832,429	(1,313,358)
Reimbursements	(1,411,052)	(1,118,760)	(1,233,598)	(1,251,246)	(1,366,784)	(1,246,540)	4,706
Total Appropriation	16,365,464	18,870,987	17,615,634	20,894,541	17,852,005	19,585,889	(1,308,652)
Operating Transfers Out	125,543	0	0	0	0	0	0
Total Requirements	16,491,007	18,870,987	17,615,634	20,894,541	17,852,005	19,585,889	(1,308,652)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	125,543	0	0	0	0	0	0
Fee/Rate	312,040	328,510	176,242	347,495	281,584	253,268	(94,227)
Other Revenue	30,019	40,723	55,749	0	3,272	0	0
Total Revenue	467,602	369,233	231,991	347,495	284,856	253,268	(94,227)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	467,602	369,233	231,991	347,495	284,856	253,268	(94,227)
Net County Cost	16,023,405	18,501,754	17,383,643	20,547,046	17,567,149	19,332,621	(1,214,425)
Budgeted Staffing*	2	2	2	2	2	2	0

\*Data represents final budgeted staffing



**MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET**

Operating Expenses of \$20.7 million represent utility costs for County facilities and constitute the largest portion of the expenses. Staffing Expenses of \$166,452 constitute the remainder of the expenses for this budget unit. Sources of \$253,268 are from utility costs passed on to customers and third parties that occupy County-owned space.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are decreasing by \$1.3 million due to excluding Glen Helen Water System’s highline cost, lower sewer costs from a new County agreement with the Inland Empire Utilities Agency, transfer of the Chino Courthouse to the City of Chino, anticipated decrease in Southern California Edison electricity rates, and lower central services cost. Capital Expenditures are decreasing by \$50,000 due to completing enhancements to the Utilities Payment System and the Archibus, Environmental and Risk Management module.

Sources are decreasing by \$94,227 for utility costs passed on to customers and third parties that occupy County-owned space. Net County Cost is decreasing by \$1.2 million due to lower utility costs for County facilities occupied by General Fund departments.

**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Utilities	2	0	0	0	2	0	2
Total	2	0	0	0	2	0	2

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$166,452 fund two regular positions. There is no change in budgeted staffing.



## REGIONAL PARKS

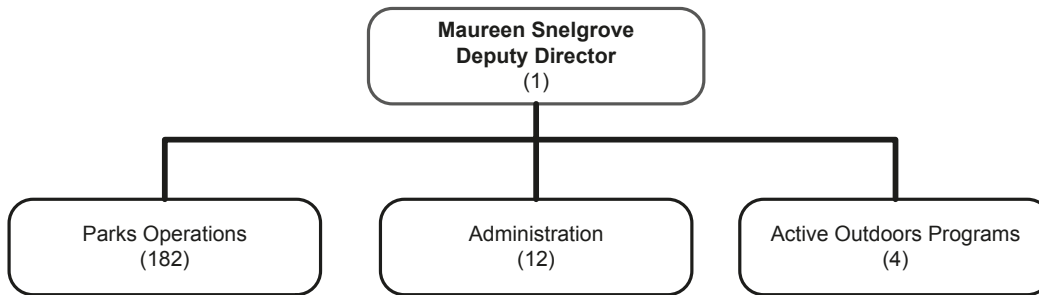
Maureen A. Snelgrove

### DEPARTMENT MISSION STATEMENT

*Regional Parks Department ensures diversified recreational opportunities for the enrichment of County residents and visitors while protecting the County's natural, cultural, historical and land resources.*



### ORGANIZATIONAL CHART



### 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Regional Parks	9,891,178	7,612,000	2,279,178			195
Total General Fund	9,891,178	7,612,000	2,279,178	0	0	195
<b>Special Revenue Funds</b>						
Regional Parks - Consolidated	4,795,381	3,664,840		1,130,541		0
Total Special Revenue Funds	4,795,381	3,664,840	0	1,130,541	0	0
<b>Enterprise Funds</b>						
Active Outdoors	40,761	28,855			11,906	4
Total Enterprise Funds	40,761	28,855	0	0	11,906	4
<b>Total - All Funds</b>	<b>14,727,320</b>	<b>11,305,695</b>	<b>2,279,178</b>	<b>1,130,541</b>	<b>11,906</b>	<b>199</b>

### 2015-16 MAJOR ACCOMPLISHMENTS

- Operationally realigned staffing and work assignments at Mojave Narrows Regional Park to create a more valuable experience for customers.
- Successfully negotiated a subcontract between the City of Needles and the County for the delivery of Lower Colorado Water Supply to Moabi Regional Park for use on non-federal lands.
- Concluded the initial phase of operational park assessments. This process has identified areas of critical concern regarding deferred maintenance, the need for standardization of staff scheduling and work flows.





**DEPARTMENT PERFORMANCE MEASURES**

<b>COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Develop a long-term budget plan which brings County operations into both fiscal and programmatic balance, including full funding of reserves for infrastructure and operating system maintenance and replacement.</b>	Level of ongoing County General Fund support received.	\$3.2 million	\$2.0 million	\$2.1 million	\$2.0 million
<b>STRATEGY</b>	Enhance and develop new amenities that will enhance the park experience for patrons, which generate additional revenues hence less reliance on the County General Fund.					
<b>STRATEGY</b>	Continue to streamline park operations and identify supply cost inefficiencies using preventative maintenance measures to reduce ongoing repair costs.					
<b>COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.</b>	<b>NEW</b>	N/A	N/A	N/A	110,000
<b>STRATEGY</b>	Continue to offer special events and increase promotion of Calico Regional Park to travel agents and international tour agencies, and track tour bus visits.	Number of tourist visitors to Regional Parks.				
<b>STRATEGY</b>	Promote camping at Regional Parks to domestic and international travelers, maximizing current non-peak periods, and track camping reservations by non-county residents.					
<b>COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.</b>	<b>NEW</b>	56	N/A	59	63
<b>STRATEGY</b>	Promote Regional Parks as venues for special events to event organizers and outside organizations needing open space and facilities.	Number of special events.				
<b>STRATEGY</b>	Increase number of department sponsored events and programs at Regional Parks.					



## Regional Parks

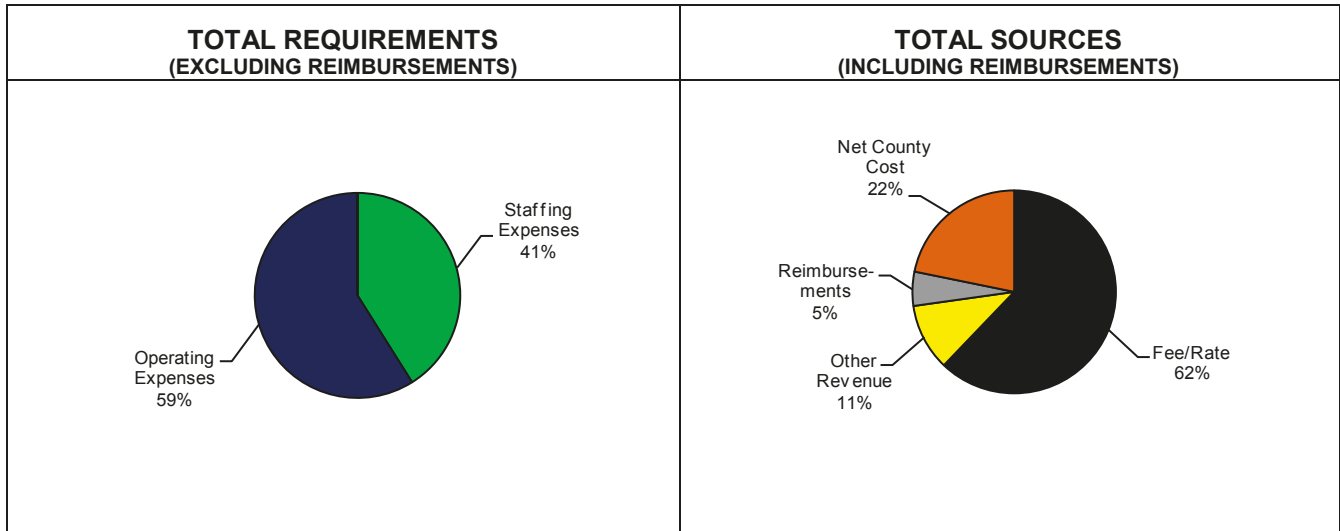
### DESCRIPTION OF MAJOR SERVICES

The Regional Parks Department is responsible for the operation and maintenance of nine regional parks located throughout the County. These parks, which encompass 8,668 acres, are as follows: Prado (Chino), Cucamonga-Guasti (Ontario), Glen Helen (San Bernardino), Mojave River Forks (Summit Valley), Mojave Narrows (Victorville), Moabi (Needles), Lake Gregory (Crestline), Yucaipa, and Calico Ghost Town (Yermo). Visitors to County parks enjoy open space, walking trails, camping, swimming, fishing, picnicking, equestrian activities and other recreational opportunities. The department hosts cultural, educational and special events through the use of park resources and contractual agreements with private and non-profit organizations. Park special events include Civil War Days and Halloween Haunt at Calico Ghost Town and Huck Finn at Cucamonga-Guasti. Educational programs include the Environmental Science Day Camp at Yucaipa and Junior Fishing Workshops at multiple parks.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$10,459,978
Total Sources (Incl. Reimb.)	\$8,180,800
Net County Cost	\$2,279,178
Total Staff	195
Funded by Net County Cost	22%

The department is also responsible for maintaining 17.8 miles of open, accessible and usable trails through the County Trails Program. Additionally, the department oversees operation of the Morongo Wildlife Preserve in Morongo Valley, administers leases with the operators of Lake Gregory Regional Park, San Manuel Amphitheater and Moabi Regional Park, and manages concession contracts that offer amenities to park users.

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Operations and Community Services  
DEPARTMENT: Regional Parks  
FUND: General

BUDGET UNIT: AAA CCP  
FUNCTION: Recreation and Cultural  
ACTIVITY: Recreation Facilities

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	5,408,959	5,637,957	5,373,601	4,691,111	4,389,483	4,297,447	(393,664)
Operating Expenses	5,832,788	5,557,737	6,858,423	6,651,191	6,575,606	6,162,531	(488,660)
Capital Expenditures	6,684	0	0	0	0	0	0
Total Exp Authority	11,248,431	11,195,694	12,232,024	11,342,302	10,965,089	10,459,978	(882,324)
Reimbursements	(817,577)	(743,001)	(955,262)	(666,768)	(588,625)	(568,800)	97,968
Total Appropriation	10,430,854	10,452,693	11,276,762	10,675,534	10,376,464	9,891,178	(784,356)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	10,430,854	10,452,693	11,276,762	10,675,534	10,376,464	9,891,178	(784,356)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	5,517,926	6,426,810	6,327,868	6,835,927	6,568,152	6,500,000	(335,927)
Other Revenue	1,213,944	1,331,831	1,460,534	1,248,493	1,397,915	1,112,000	(136,493)
Total Revenue	6,731,870	7,758,641	7,788,402	8,084,420	7,966,067	7,612,000	(472,420)
Operating Transfers In	941,864	85	29,420	486,936	336,936	0	(486,936)
Total Financing Sources	7,673,734	7,758,726	7,817,822	8,571,356	8,303,003	7,612,000	(959,356)
Net County Cost	2,757,120	2,693,967	3,458,940	2,104,178	2,073,461	2,279,178	175,000
Budgeted Staffing*	259	252	232	205	205	195	(10)

\*Data represents final budgeted staffing

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Staffing Expenses of \$4.3 million are budgeted for personnel to oversee administration, operations and maintenance of the County's nine regional parks, County trails system, and various special events/programs. Operating Expenses of \$6.2 million include \$3.3 million in COWCAP charges and other costs for stocking fish at park lakes, turf maintenance contracts (Prado, Cucamonga-Guasti, Yucaipa, Mojave Narrows, and Glen Helen Regional Parks), supplies for general maintenance and special projects, aquatic facility supplies, office supplies, interchange fees for credit card usage, advertising park events/amenities, restroom supplies, and insurance. Sources of \$7.6 million represent fees from camping, fishing, park entrance, swimming, facility use and special events, as well as revenue from concessionaire and partnership agreements.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$784,356 reflecting the department's continued review of staffing levels and the provision of park service. The \$393,664 reduction in Staffing Expenses is primarily the result of a net decrease in budgeted staffing as further explained in the "Staffing Changes and Operational Impact" section. The \$488,660 decrease in Operating Expenses is primarily due to a \$268,160 decrease in insurance costs, \$120,644 decrease in security services and a \$125,000 decrease in fees paid to Urban Parks for managing Lake Gregory offset by increase in COWCAP charges.

Sources are decreasing by \$959,356 due to a \$486,936 decrease in Operating Transfers In from Regional Parks Consolidated Special Revenue Funds for one-time park expenses incurred in 2015-16, \$335,927 decrease in park and recreation fees primarily due to an operational review of swim complexes, a \$138,953 decrease in rents and concessions driven by a forecasted decrease in sales by contracted concessionaires, and a slight increase in Other Revenue.



The \$175,000 increase in Net County Cost is due to \$300,000 of one-time funding for the Prado Regional Park Master Plan offset by a decrease of \$125,000 in one-time funding received in 2015-16 for the final year of the Lake Gregory Management fee paid to the operator per the current agreement.

**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Administration	18	0	-5	0	13	0	13
Parks Operations	187	0	-5	0	182	134	48
Total	205	0	-10	0	195	134	61

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$4.3 million fund 195 budgeted positions of which 61 are regular positions and 134 are limited term positions.

The budget reflects a decrease of 10 budgeted positions as follows:

- Deletion of six vacant regular positions (one Revenue and Development Manager, one Staff Analyst II, one Fiscal Specialist, one Park Planner III, one Fiscal Assistant and one Office Assistant III). Four of these positions have been vacant for the majority of 2015-16, so the department is anticipating a negligible impact on administrative and operational functions.
- Deletion of four vacant limited term Public Service Employee positions.



## Regional Parks Special Revenue Funds - Consolidated

### DESCRIPTION OF MAJOR SERVICES

**County Trails System** was established by the Board of Supervisors and assigned to the Regional Parks Department as the steward charged with the development, operation and maintenance of regional trails throughout the County. This budget unit was established to follow compliance requirements for federal and state grant funding used in the development and construction of the trail system.

Currently, the Department has developed seven miles of the Santa Ana River Trail, linking to Riverside County and offering users over 22 miles on contiguous trail along the Santa Ana River.

**Budget at a Glance**

Total Requirements (Excl. Reimb.)	\$4,820,381
Total Sources (Incl. Reimb.)	\$3,689,840
Use of/ (Contribution to) Fund Balance	\$1,130,541
Total Staff	0

**San Manuel Amphitheater** was established to account for lease payments received annually from the operators of the San Manuel Amphitheater at Glen Helen Regional Park. Each year, 70% of this revenue is transferred to the County General Fund to fund the cost of the amphitheater’s debt service payment.

**Amphitheater Improvements at Glen Helen** was established to provide for improvements to the San Manuel Amphitheater at Glen Helen Regional Park. These improvements are designed to maintain the amphitheater and its facilities in their current condition in order to preserve a quality entertainment experience for its visitors. This budget unit is funded jointly by deposits from the County and the operators of the amphitheater.

**Park Maintenance/Development** was established to provide for the maintenance, development and emergency repairs at all regional parks. The costs associated with this budget unit are funded through camping reservation fees.

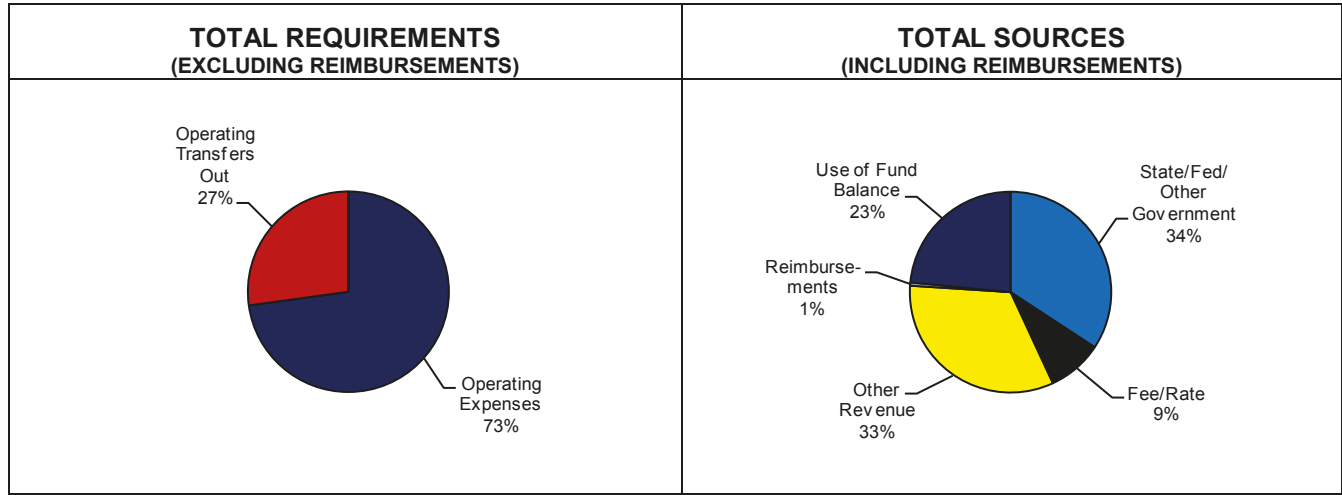
**Calico Ghost Town Marketing Services** was established to provide separate accountability and operations of marketing services for Calico Ghost Town Regional Park. A portion of revenues from Calico Ghost Town concessionaire operations and park admission fees are used to advertise and market several special events including Calico Days, Calico Ghost Haunt, Civil War, and Bluegrass in the Spring.

**Off-Highway Vehicle License Fee** was established by Off-Highway Vehicle (OHV) “in-lieu of taxes.” Fees are provided from the California State Controller’s Office based on the amount of OHV recreation in the County. The state collects these fees for each OHV identification plate sold by the Department of Motor Vehicles; four dollars from the fee of each plate goes into a pool of funds that are distributed statewide.

**Fish and Game Commission** was established to manage California’s diverse fish, wildlife, plant resources and habitats. Its primary function is to act as the liaison between the State Department of Fish and Wildlife, the County Board of Supervisors (Board), and the public. This budget unit receives funding from fines imposed on hunting, fishing, and environmental infractions, as well as from the sale of shooting maps. These funds are used by the Commission to assist qualified organizations with projects that assist in enhancing wildlife and its propagation in San Bernardino County.



**2016-17 ADOPTED BUDGET**



**ANALYSIS OF 2016-17 ADOPTED BUDGET**

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

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	2,822,805	2,494,026	2,500,397	3,967,367	2,313,266	3,509,884	(457,483)
Capital Expenditures	16,775	0	78,698	20,000	0	0	(20,000)
<b>Total Exp Authority</b>	<b>2,839,580</b>	<b>2,494,026</b>	<b>2,579,095</b>	<b>3,987,367</b>	<b>2,313,266</b>	<b>3,509,884</b>	<b>(477,483)</b>
Reimbursements	(185,000)	(33,000)	(85,000)	(30,000)	(30,000)	(25,000)	5,000
<b>Total Appropriation</b>	<b>2,654,580</b>	<b>2,461,026</b>	<b>2,494,095</b>	<b>3,957,367</b>	<b>2,283,266</b>	<b>3,484,884</b>	<b>(472,483)</b>
Operating Transfers Out	3,378,115	393,024	320,331	2,413,364	1,256,395	1,310,497	(1,102,867)
<b>Total Requirements</b>	<b>6,032,695</b>	<b>2,854,050</b>	<b>2,814,426</b>	<b>6,370,731</b>	<b>3,539,661</b>	<b>4,795,381</b>	<b>(1,575,350)</b>
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	515,914	338,868	405,522	1,351,000	508,001	1,651,000	300,000
Fee/Rate	967,342	547,527	727,950	585,480	560,849	427,020	(158,460)
Other Revenue	1,568,204	1,686,937	1,853,769	2,149,619	2,132,287	1,586,820	(562,799)
<b>Total Revenue</b>	<b>3,051,460</b>	<b>2,573,332</b>	<b>2,987,241</b>	<b>4,086,099</b>	<b>3,201,137</b>	<b>3,664,840</b>	<b>(421,259)</b>
Operating Transfers In	5,403	286	8,839	0	0	0	0
<b>Total Financing Sources</b>	<b>3,056,863</b>	<b>2,573,618</b>	<b>2,996,080</b>	<b>4,086,099</b>	<b>3,201,137</b>	<b>3,664,840</b>	<b>(421,259)</b>
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	2,975,832	280,432	(181,654)	2,284,632	338,524	1,130,541	(1,154,091)
Available Reserves				1,694,459		2,517,627	823,168
<b>Total Fund Balance</b>				<b>3,979,091</b>		<b>3,648,168</b>	<b>(330,923)</b>
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

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



## DETAIL OF 2016-17 ADOPTED BUDGET

	2016-17				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
<b>Special Revenue Funds</b>					
County Trails System (RTS)	1,003,498	602,000	401,498	522,175	0
San Manuel Amphitheater (SGH)	1,425,042	1,463,000	(37,958)	250,199	0
Amphitheater Improvements at Glen Helen (SGR)	225,000	27,020	197,980	435,332	0
Park Maintenance / Development (SPR)	953,015	838,000	115,015	580,660	0
Calico Ghost Town Marketing Services (SPS)	480,511	423,800	56,711	230,675	0
Off-Highway Vehicle License Fee (SBY)	700,585	305,000	395,585	489,974	0
Fish and Game Commission (SBV)	7,730	6,020	1,710	8,612	0
Total Special Revenue Funds	4,795,381	3,664,840	1,130,541	2,517,627	0

**County Trails System:** Requirements of \$1.0 million include \$700,000 for finalizing the design, environmental costs, and acquiring trail right-of-way for Phase III (Waterman Avenue to California Street) of the Santa Ana River Trail (SART). An additional \$300,000 is for environmental/design for Reach "A" of Phase IV of the SART from California Street to Orange Street in Redlands (3.5 miles). Sources of \$602,000 include an allocation of Proposition 84 grant funds from the Coastal Conservancy for SART-Phase III and IV funding and an allocation of Local Transportation Funds from SANBAG for Phase III. This grant revenue is contingent upon initially incurring project expenses, which may create cash flow challenges for this fund. Use of Fund Balance is to assist with the design and environmental costs of the SART.

**San Manuel Amphitheater:** Requirements of \$1.4 million include payment to the County General Fund for the annual debt service cost on the amphitheater (\$1.0 million), transfers to the Regional Parks General Fund budget unit for upkeep and management of the amphitheater (\$395,000), and a transfer to the Amphitheater Improvements at Glen Helen fund (\$25,000) as required per the lease agreement with the operators of the amphitheater. Sources of \$1.5 million include \$1.4 million in rent from the operators of the amphitheater and \$60,000 for naming rights.

**Amphitheater Improvements at Glen Helen:** Requirements of \$225,000 include \$250,000 for the provision of maintaining the amphitheater to preserve quality entertainment experiences for its visitors, partially offset by a \$25,000 reimbursement from the San Manuel Amphitheater Fund that represents the County's contribution towards improvements at the amphitheater per provisions of the lease. Sources of \$27,020 reflect a matching contribution from the operators of the amphitheater of \$25,000 per the lease agreement and \$2,020 in interest earned throughout the year. Use of Fund Balance is for various improvements to the Amphitheater.

**Park Maintenance/Development:** Requirements of \$953,015 primarily represent the cost of a state grant project for a boat wash and road repairs at Moabi Regional Park for \$834,309, and a new point of sale system at all parks for \$100,000. Sources of \$838,000 are primarily due to state aid in the amount of \$750,000 to pay for the boat wash at Moabi and \$85,000 in reservation fees collected from campers. Use of Fund Balance is for boat wash expenses due to the delay of full reimbursement from the state.

**Calico Ghost Town Marketing Services:** Requirements of \$480,511 include \$289,648 for the cost of producing park special events, \$100,000 in advertising expense and \$90,863 for salaries & benefits transfers for program manager labor. Sources of \$423,800 primarily include special event gate revenue of \$336,000 and a percentage of rent payments received from Calico concessionaires specifically for advertising totaling \$84,800.





**Off-Highway Vehicle License Fee:** Requirements of \$700,585 primarily consist of Operating Transfers Out totaling \$400,188 for new construction of cabins at the Calico OHV campground. Also, \$224,334 is budgeted as transfers for salaries and benefits related to enforcement, safety and administration of off-highway vehicle development at Calico Ghost Town and Moabi Regional Park. Sources of \$305,000 represent the amount anticipated to be received from the state for the County's portion of off-highway vehicle registrations/licensing fees. California Public Resources Code 5090.50 specifies that these funds may be used for planning, acquisition, development, maintenance, administration, operation, enforcement, restoration, and conservation of trails, trailheads, areas and other facilities associated with the use of off-highway motor vehicles, and programs involving off-highway motor vehicle safety or education. Use of Fund Balance is primarily for new construction of cabins at the Calico OHV campground.

**Fish and Game Commission:** Requirements of \$7,730 includes administrative costs and printing expenses for shooting maps. Sources of \$6,020 include revenue from fines imposed on hunting, fishing and environmental infractions in addition to sales of shooting maps. Use of Fund Balance of \$1,710 is for costs to print shooting maps in bulk to take advantage of quantity discounts. Fund Balance will be replenished over the next five years as maps are sold.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Significant budget changes for 2016-17 include the following:

- \$457,483 decrease in Operating Expenses primarily due to budgeting all park maintenance expenses in the Regional Parks General Fund budget unit instead of the Park Maintenance/Development special revenue fund.
- \$1.1 million decrease in Operating Transfers Out primarily due to a decrease in transfers to Real Estate Services – Project Management Division related to the Calico Ghost Town Off-Highway Vehicle campground "O" hook ups and to Regional Parks General Fund budget unit related to one-time park expenses in the prior year.
- \$562,799 decrease in Other Revenue due to less rent revenue earned from special events held at the San Manuel Amphitheater.
- \$300,000 increase in State/Fed/Other Government revenue primarily due to state aid to pay for the boat wash at Moabi Regional Park.

## ANALYSIS OF FUND BALANCE

The 2016-17 budget includes the Use of Fund Balance of \$1.1 million. The vast majority of fund balance being used is for one-time projects. The most significant of these projects include \$834,309 for the boat wash and road repairs at Moabi Regional Park and \$400,188 for the construction of new cabins at the Calico OHV campground.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with these budget units.





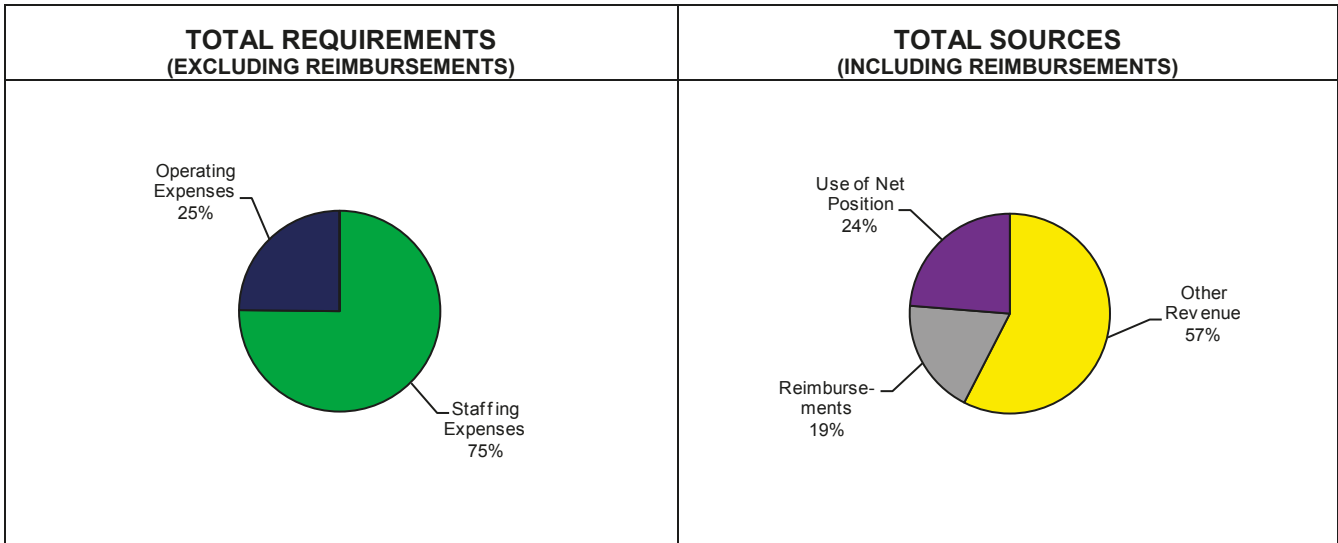
## Active Outdoors

### DESCRIPTION OF MAJOR SERVICES

The Active Outdoors Program was created to provide programs that promote a healthy outdoor lifestyle. The Environmental Science Day Camp (ESDC) is a part of this program and is offered at Yucaipa Regional Park. ESDC takes place during the traditional school year, Wednesday through Friday, and follows the State of California 4<sup>th</sup> and 5<sup>th</sup> grade science curriculum for wildlife, botany and geology. Each student attends the ESDC with their class for a full day of learning, exploration, and hiking. Other programs in addition to ESDC include the Junior Fishing Workshops, Fishing Derbies and Doggie Pool-ooza.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$50,157
Total Sources (Incl. Reimb.)	\$38,251
Use of / (Contribution To) Net Position	\$11,906
Total Staff	4

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

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

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

	2012-13	2013-14	2014-15	(A) 2015-16 Final Budget	2015-16 Actual	(B) 2016-17 Adopted Budget	(B-A) Change From Prior Year Final Budget
	Actual	Actual	Actual		Actual		
<b>Requirements</b>							
Staffing Expenses	26,534	27,043	17,264	51,333	27,810	37,702	(13,631)
Operating Expenses	24,122	23,632	17,126	28,895	16,764	12,455	(16,440)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	50,656	50,675	34,390	80,228	44,574	50,157	(30,071)
Reimbursements	0	0	(12,000)	(31,246)	(5,506)	(9,396)	21,850
Total Appropriation	50,656	50,675	22,390	48,982	39,068	40,761	(8,221)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	50,656	50,675	22,390	48,982	39,068	40,761	(8,221)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	(15,587)	9,613	25,464	24,040	20,260	28,855	4,815
Total Revenue	(15,587)	9,613	25,464	24,040	20,260	28,855	4,815
Operating Transfers In	45,000	42,109	35,000	37,322	0	0	(37,322)
Total Financing Sources	29,413	51,722	60,464	61,362	20,260	28,855	(32,507)
<b>Net Position</b>							
Use of/ (Contribution to) Net Position**	21,243	(1,047)	(38,074)	(12,380)	18,808	11,906	24,286
Est. Net Position Available						7,246	
Total Est. Unrestricted Net Position						19,152	
Budgeted Staffing*	5	4	4	6	6	4	(2)

\*Data represents final budgeted staffing

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

Note: Unlike governmental funds, the 2015-16 Final Budget and 2015-16 Actual columns do not include information on Estimated Net Position Available or Total Estimated Unrestricted Net Position because GAAP requires that internal service and enterprise funds include line items such as depreciation, which are not budgeted, in the Net Position calculation.

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Requirements include Staffing Expenses of \$37,702 and Operating Expenses of \$12,455 primarily associated with the ESDC and other Active Outdoors programs. Sources of \$28,855 are derived from anticipated vendor sponsorships and participation fees collected for these events.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$8,221 due to a reduction in Staffing Expenses and Operating Expenses in an effort to align expenditures with declining funding sources. Sources are decreasing by \$32,507 as the Park Maintenance/Development special revenue budget unit no longer supports Active Outdoors events.

## ANALYSIS OF NET POSITION

A one-time Use of Net Position of \$11,906 is planned as the department assesses the feasibility of increasing fees for participants of the Environmental Science Day Camp.



**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Active Outdoors	6	0	-2	0	4	4	0
Total	6	0	-2	0	4	4	0

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$37,702 fund four budgeted limited term Public Service Employee positions. A reduction of two Public Service Employees is the result of the department's effort to consolidate the use of staff for its educational programs and special events due to the declining funding sources.



## REGISTRAR OF VOTERS

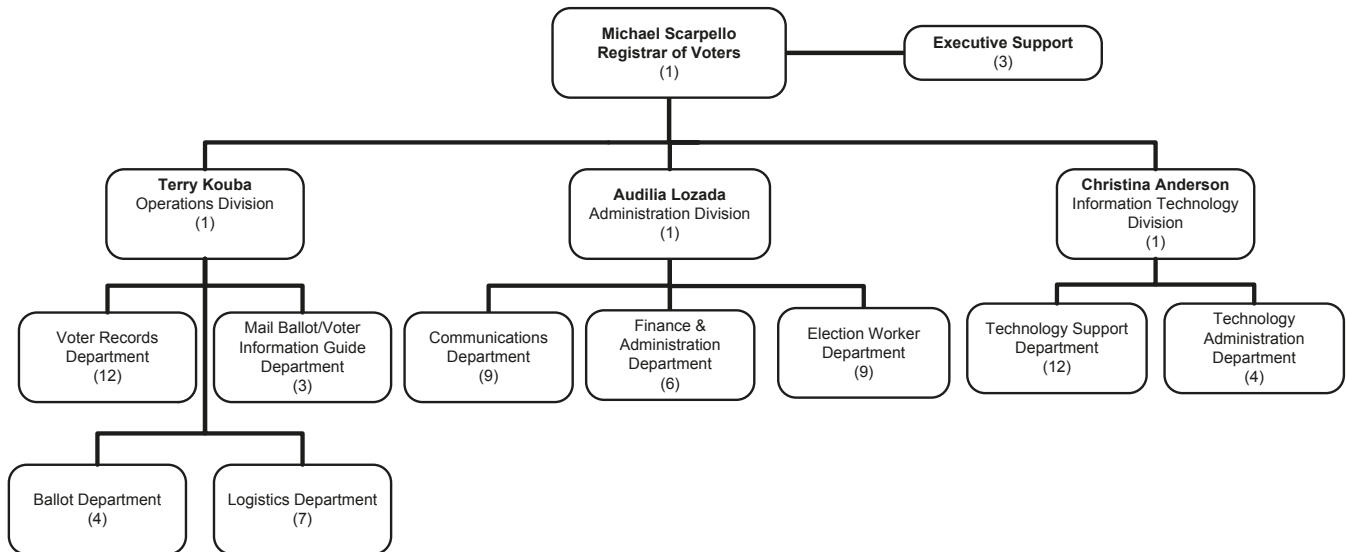
### Michael Scarpello

#### DEPARTMENT MISSION STATEMENT

*To promote the Countywide Vision, the Elections Office of the Registrar of Voters maintains accurate voter registration and election records; provides the highest quality information and customer service to the public; and conducts the County's elections in a fair, accurate, secure, transparent, and efficient manner.*



#### ORGANIZATIONAL CHART



#### 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Registrar of Voters	9,571,324	2,365,573	7,205,751			73
Total General Fund	9,571,324	2,365,573	7,205,751	0	0	73
<b>Total - All Funds</b>	9,571,324	2,365,573	7,205,751	0	0	73

#### 2015-16 MAJOR ACCOMPLISHMENTS

- Successfully conducted the November 3, 2015 Consolidated Election and five unscheduled special elections.
- Won the Election Center's Eagles Award for Outstanding Use of Technology for the development of My Elections Gateway.
- Won a NACo Award for the Elections Office's Provisional Ballot Reduction Program.
- Played a key role on the State's Business Process Committee throughout the conversion to VoteCal, California's new statewide voter registration system.



- Reviewed, revised, and documented over 300 Elections Office policies and procedures related to the conversion to VoteCal and other state mandated changes from new election laws.
- Provided significant leadership in the California Association of Clerks and Elections Officials' (CACEO) Voting Opportunities Committee in its efforts to develop Senate Bill 450, the state's new Vote by Mail and Vote Center election legislation.
- Established the Elections Office's Bilingual Advisory Group, Alternate Language Advisory Group, and Voter Accessibility Advisory committee (VAAC) to solicit feedback from community leaders to improve accessibility to voters with specific needs.

**DEPARTMENT PERFORMANCE MEASURES**

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Percentage of new or modified tasks populated and performed in EDATE (% of cumulative completion of the building the tool).	70%	75%	75%	80%
STRATEGY	Populate and perform new or modified tasks in the office's Election Deadline, Assignment and Task Engine (EDATE) to maximize effectiveness and efficiency of election operations.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Number of processes, procedures, flowcharts, and checklists reviewed.	32	120	324	100
STRATEGY	Review, revise, and document Elections Office policies, procedures, flowcharts, and checklists in the office's Election Document Change System (EDoCS).					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Number of new website customer information applications or website pages developed and released.	14	5	5	12
STRATEGY	Expand the Elections Office website by adding new applications that present personalized customer information or web pages that provide general election information.					
COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Collaborate with other agencies to help shape legislation and regulations which affect the County.	Number of national, state and regional committees of which the department is a member.	N/A	12	14	12
STRATEGY	Participate on national, state, and regional committees focused on improving election administration and shaping the future of California's elections.					



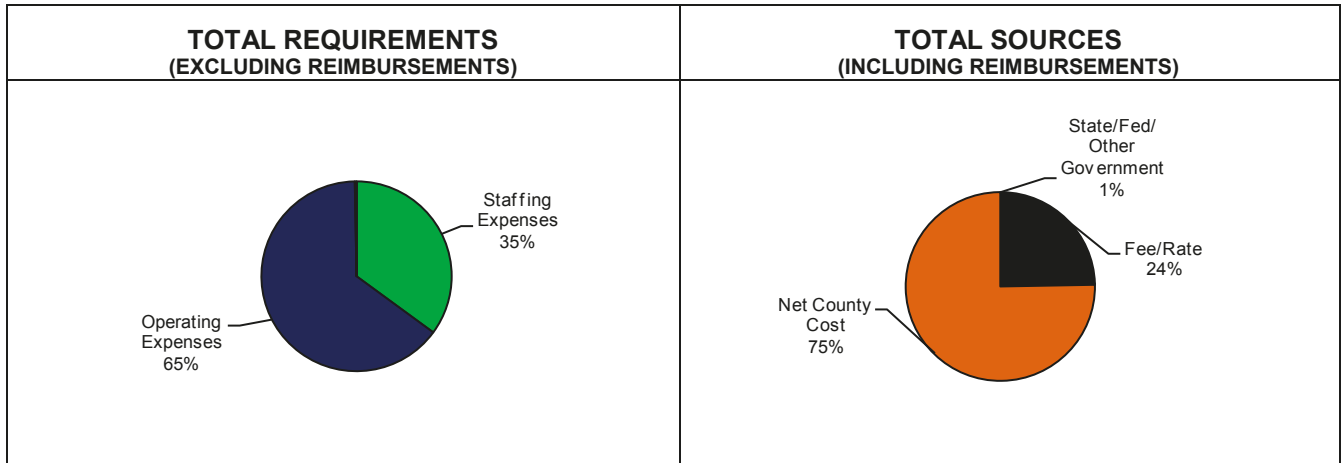
## Registrar of Voters

### DESCRIPTION OF MAJOR SERVICES

The Elections Office of the Registrar of Voters is responsible for conducting efficient and impartial elections, and providing the means by which every eligible citizen can exercise their voting rights and privileges, as provided by local ordinances and Federal and California Election codes. To support this function, the department is organized into three divisions and nine sections that are in alignment with the County's goals of improving County Government operations and operating in a fiscally-responsible and business-like manner.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$9,571,324
Total Sources (Incl. Reimb.)	\$2,365,573
Net County Cost	\$7,205,751
Total Staff	73
Funded by Net County Cost	75%

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Operations and Community Services  
 DEPARTMENT: Registrar of Voters  
 FUND: General

BUDGET UNIT: AAA ROV  
 FUNCTION: General  
 ACTIVITY: Elections

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	2,517,890	2,238,660	2,378,405	3,108,618	3,070,144	3,356,779	248,161
Operating Expenses	7,764,430	6,436,294	5,540,838	6,063,627	5,997,941	6,186,545	122,918
Capital Expenditures	7,980	189,273	40,053	155,000	84,109	28,000	(127,000)
Total Exp Authority	10,290,300	8,864,227	7,959,296	9,327,245	9,152,194	9,571,324	244,079
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	10,290,300	8,864,227	7,959,296	9,327,245	9,152,194	9,571,324	244,079
Operating Transfers Out	0	15,000	155,000	0	0	0	0
Total Requirements	10,290,300	8,879,227	8,114,296	9,327,245	9,152,194	9,571,324	244,079
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	160,086	21,809	132,348	252,123	240,946	34,000	(218,123)
Fee/Rate	2,972,380	2,534,431	2,237,149	2,093,600	2,356,529	2,310,973	217,373
Other Revenue	39,913	19,085	33,361	17,000	23,314	20,600	3,600
Total Revenue	3,172,379	2,575,325	2,402,859	2,362,723	2,620,789	2,365,573	2,850
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	3,172,379	2,575,325	2,402,859	2,362,723	2,620,789	2,365,573	2,850
Net County Cost	7,117,921	6,303,902	5,711,437	6,964,522	6,531,405	7,205,751	241,229
Budgeted Staffing*	24	27	37	73	73	73	0

\*Data represents final budgeted staffing

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Requirements of \$9.6 million enable the department to conduct one major (November 2016), one minor (December 2016), and three special elections. This includes Staffing Expenses of \$3.4 million for 73 budgeted positions, Operating Expenses of \$6.2 million, and Capital Expenditures of \$28,000. Operating Expenses primarily consist of services and supplies of \$6.0 million for routine operations and election-related expenditures (such as temporary labor, ballots, postage, poll workers and other professional services). Capital Expenditures of \$28,000 include costs for purchasing election related equipment. Sources of \$2.4 million are derived from the Secretary of State (\$30,000), Program Grant (\$4,000), the sale of services and products including maps, voter files, and certified documents (\$20,600), and election services for participating jurisdictions (\$2.3 million).

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and related sources fluctuate based on a four-year election cycle. There are two scheduled elections occurring in 2016-17 (one major Presidential General election and one minor election). In addition, Requirements and Sources include three anticipated, but unscheduled, special elections.

Requirements are increasing by \$244,079 and Sources are increasing by \$2,850, primarily due to the changes in the number and type of elections. Net County Cost increases during Presidential election years due to a surge in the number of federal and state contests that the County is not compensated for. As such, Net County Cost is increasing by \$241,229.



**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Administration Division	28	0	0	1	29	18	11
Operations Division	24	0	0	3	27	17	10
Information Technology Division	21	0	0	-4	17	10	7
Total	73	0	0	0	73	45	28

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$3.4 million fund 73 budgeted positions of which 28 are regular positions and 45 are limited term positions. There are no changes to staffing.

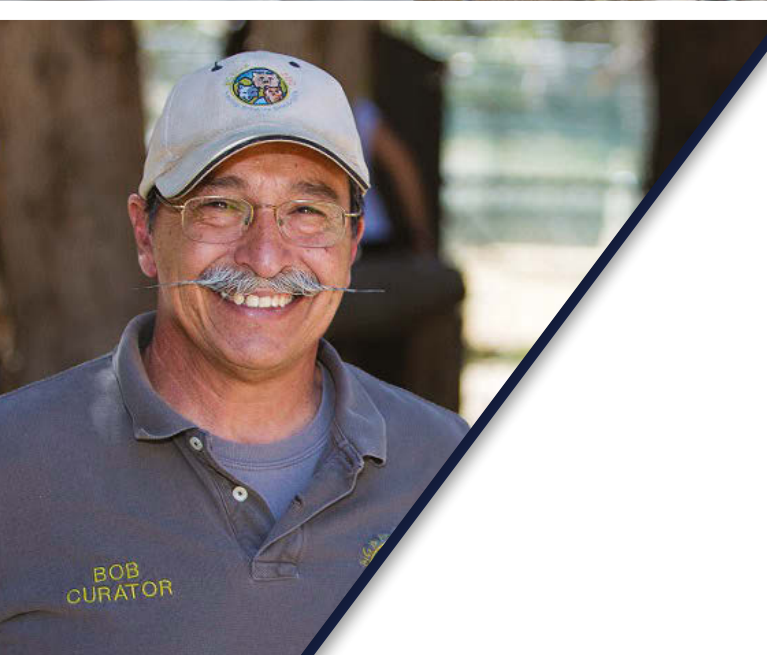






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WHERE ARE THEY?  
In the rugged mountains of  
Afghanistan, Bhutan, Chi...

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# SPECIAL DISTRICTS DEPARTMENT



**SPECIAL DISTRICTS DEPARTMENT  
SUMMARY**

	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Use of (Contribution to) Fund Balance</u>	<u>Staffing</u>
<b><u>SPECIAL REVENUE FUNDS</u></b>					
SPECIAL DISTRICTS	550				
GENERAL DISTRICTS - CONSOLIDATED	552	10,620,529	6,787,410	3,833,119	99
PARK DISTRICTS - CONSOLIDATED	560	2,151,612	1,948,805	202,807	22
BIG BEAR RECREATION AND PARK DISTRICT	567	4,010,139	3,546,136	464,003	59
BLOOMINGTON RECREATION & PARK DISTRICT	570	294,359	311,120	(16,761)	3
ROAD DISTRICTS - CONSOLIDATED	573	2,340,250	1,998,253	341,997	1
STREETLIGHT DISTRICTS - CONSOLIDATED	590	914,879	859,670	55,209	0
TOTAL SPECIAL REVENUE FUNDS		<u>20,331,768</u>	<u>15,451,394</u>	<u>4,880,374</u>	<u>184</u>
TOTAL SPECIAL REVENUE RESERVES	608	<u>3,202,580</u>	<u>660,000</u>	<u>2,542,580</u>	
<b><u>ENTERPRISE FUNDS</u></b>					
SPECIAL DISTRICTS:					
CSA 70 HAVASU LAKE	558	68,945	72,698	(3,753)	0
SANITATION DISTRICTS - CONSOLIDATED	585	8,304,318	7,785,276	519,042	0
WATER DISTRICTS - CONSOLIDATED	595	6,905,523	5,940,811	964,712	0
TOTAL ENTERPRISE FUNDS		<u>15,278,786</u>	<u>13,798,785</u>	<u>1,480,001</u>	<u>0</u>
TOTAL ENTERPRISE RESERVES	609	<u>2,840,630</u>	<u>1,762,179</u>	<u>1,078,451</u>	
<b><u>CAPITAL IMPROVEMENT PROGRAM</u></b>					
	599	44,988,331	27,722,276	17,266,055	0



## SPECIAL DISTRICTS DEPARTMENT

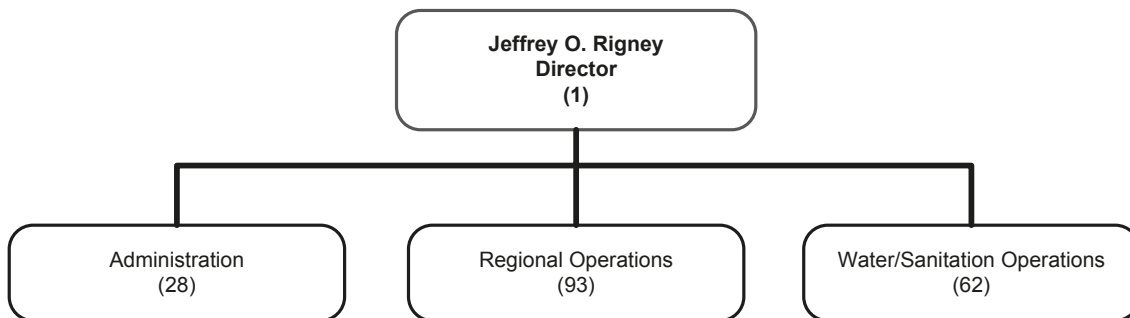
### Jeffrey O. Rigney

#### DEPARTMENT MISSION STATEMENT

*The Special Districts Department works to ensure safe, healthy, and enjoyable communities by providing customizable programs and municipal services for those who work, play, and stay in San Bernardino County.*



#### ORGANIZATIONAL CHART



#### 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>Special Revenue Funds</b>						
General Districts - Consolidated	10,620,529	6,787,410		3,833,119		99
Big Bear Valley Recreation and Park District	4,010,139	3,546,136		464,003		59
Bloomington Recreation and Park District	294,359	311,120		(16,761)		3
Park Districts - Consolidated	2,151,612	1,948,805		202,807		22
Road Districts - Consolidated	2,340,250	1,998,253		341,997		1
Streetlight Districts - Consolidated	914,879	859,670		55,209		0
Total Special Revenue Funds	20,331,768	15,451,394	0	4,880,374	0	184
<b>Enterprise Funds</b>						
CSA 70 Havasu Lake	68,945	72,698			(3,753)	0
Sanitation Districts - Consolidated	8,304,318	7,785,276			519,042	0
Water Districts - Consolidated	6,905,523	5,940,811			964,712	0
Total Enterprise Funds	15,278,786	13,798,785	0	0	1,480,001	0
<b>Total - All Funds</b>	35,610,554	29,250,179	0	4,880,374	1,480,001	184





### 2015-16 MAJOR ACCOMPLISHMENTS

- Completed a six-month Leadership course for executive staff.
- Purchased a new billing system for the Water and Sanitation Division.
- Purchased a new road grader for CSA 70 M Wonder Valley.
- Received \$400,000 in grant funding for the Desert View Recreational Trails project.
- Received \$20,000 from First 5 for the Joshua Tree Literacy Lounge.
- Received approval for a \$3.0 million grant for the Pioneer Town water project.
- Completed the following projects:
  - Several paving projects throughout the County
  - Water pipeline replacement in CSA 42 Oro Grande
  - Raccoon exhibit at the Big Bear Alpine Zoo
- Renewed Operation and Maintenance water and sanitation agreements with County Sheriff, Arrowhead Regional Medical Center, Facilities Management, and Regional Parks Departments.
- Acquired and developed a park in Lucerne Valley.
- Completed a recruitment of Treatment Plant Operator positions to ensure long-term stability.
- Implemented a mandate from the state for water conservation within all Board-governed water districts.
- Released a CFD 2006-1 Bond Issuance in the amount of \$22.5 million.

### DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of customers (with cellular-read meters) notified of new leaks within one business day of detection	N/A	100%	100%	100%
STRATEGY	Utilize new automated water meter infrastructure (cellular-read meters) to provide timely notification of leak detection analysis to customers.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.	Percentage of on-time water and sewer payments	78%	84%	80%	84%
STRATEGY	Use technology to facilitate on-time bill payments by promoting online bill payments via electronic payments.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Develop a long-term budget plan which brings County operations into both fiscal and programmatic balance, including full funding of reserves for infrastructure and operating system maintenance and replacement.	NEW	N/A	N/A	N/A	10%
STRATEGY	Assess financial stability for each District to ensure solvency and long-term operations.	Percentage of Districts with a service level masterplan				



## General Districts Special Revenue Funds - Consolidated

### DESCRIPTION OF MAJOR SERVICES

**County Service Area (CSA) 40 Elephant Mountain** was established by an act of the County of San Bernardino Board of Supervisors on August 11, 1969 to provide ten channels of ultra-high frequency (UHF) television translator service broadcast from Elephant Mountain, and five channels of very high frequency (VHF) television translator service broadcast from Newberry Springs to the 100-square-mile area encompassing Barstow, Daggett, Hinkley, Newberry Springs, and Yermo. This CSA provides service to approximately 35,000 households and is financed by property taxes and rental income.

**Budget at a Glance**

Total Requirements (Excl. Reimb.)	\$19,613,160
Total Sources (Incl. Reimb.)	\$15,780,041
Use of/ (Contribution to) Fund Balance	\$3,833,119
Total Staff	99

**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 Zone is financed by property taxes, which fund security, maintenance, replacement shrubbery, reforestation, and engineering services.

**CSA 70 DB-1 Bloomington** was established by an act of the County of San Bernardino Board of Supervisors on February 10, 2004. The Zone is responsible for the maintenance of two detention basins and four landscaped intersections. On January 23, 2004, property owners approved an annual service charge of \$520 per parcel with a 2.5% inflationary factor. The 2016-17 per parcel service charge is \$633.20.

**CSA 70 EV-1 East Valley** was established by an act of the County of San Bernardino Board of Supervisors on April 23, 1996. The Zone is responsible for the maintenance of the Alabama Street storm drain in the Redlands Citrus Plaza area. Funding for this Zone's operation is generated through a developer buy-in charge, which was received in 2008-09.

**CSA 70 DB-2 Big Bear** was established by an act of the County of San Bernardino Board of Supervisors on April 27, 2010. The Zone maintains a detention basin, open space, and storm drain conveyances to the basin. This Zone's operations are funded by an annual service charge levied on property owners within the District.

**CSA 120 North Etiwanda Preserve** was formed on July 1, 2009 as a result of Local Agency Formation Commission Resolution No. 3051. The resolution included the dissolution of CSA 70 OS-1 and OS-3. The CSA provides for the management, protection and operation of 1,202 acres of open space and mitigation property. Acreage is primarily composed of mitigated Riversidean Alluvial Fan Sage Habitat located north of Rancho Cucamonga and east of Day Creek Blvd. The CSA is primarily financed by interest income generated annually from a non-wasting endowment fund. Additional endowments are received when mitigation acreage and management responsibility is accepted by the CSA. The CSA also receives grants and other funding for operation of the open space district.

**CSA 70 TV-2 Morongo Valley** was established by an act of the County of San Bernardino Board of Supervisors on October 18, 1976 to provide nine channels of UHF television and one channel of VHF television translator service to the 38 square miles of the Morongo Valley area. This Improvement Zone provides service to approximately 2,000 households and is financed by property tax revenue.

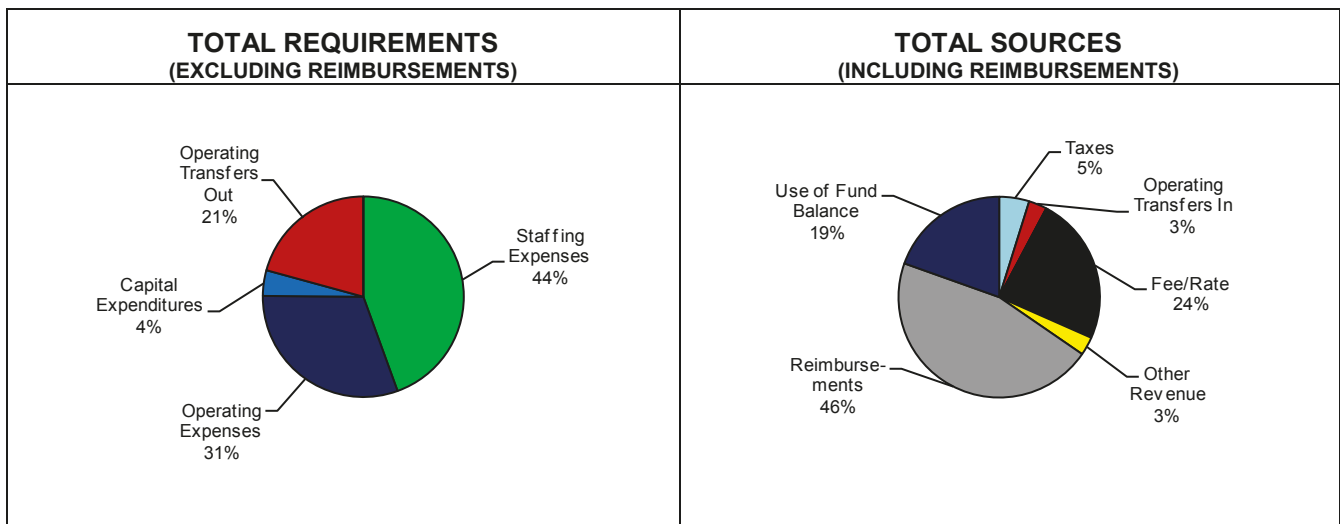


**CSA 70 TV-4 Wonder Valley** was established by an act of the County of San Bernardino Board of Supervisors on July 11, 1995 to provide eight channels of UHF television translator service broadcast from Pinto Mountain, for the direct benefit of Wonder Valley. This Zone provides service to approximately 2,000 households and is financed by a special tax of \$5 per parcel, per year on 4,839 parcels, which funds a part-time TV production assistant for community television, and a basic community television program service.

**CSA 70 TV-5 Mesa** was established by an act of the County of San Bernardino Board of Supervisors on July 11, 1995 to provide eight channels of UHF television translator service broadcast from Pinto Mountain to the 100-square-mile area encompassing Copper Mesa, Desert Heights, Flamingo Heights, Landers, and Yucca Mesa. This Zone provides service to approximately 18,000 households and is financed by a special tax of \$25 per year per improved parcel on 6,951 parcels.

**Community Facilities District (CFD 2006-1) Lytle Creek** was established by an act of the County of San Bernardino Board of Supervisors on March 13, 2007. Also, on March 13, 2007, the Board adopted an ordinance authorizing the levying of special taxes to finance the maintenance of public infrastructure. The first year of the special tax levy was 2009-10. The CFD is responsible for the maintenance of open space, and storm drain protection services in the Glen Helen area.

**2016-17 ADOPTED BUDGET**



### ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Special Districts  
 DEPARTMENT: Special Districts  
 FUND: General Districts - Consolidated

BUDGET UNIT: Various  
 FUNCTION: General  
 ACTIVITY: Legislative and Admin

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	7,265,992	7,607,690	7,593,998	8,891,353	7,789,720	8,721,038	(170,315)
Operating Expenses	4,383,885	4,113,579	4,389,823	6,779,434	4,553,742	6,013,658	(765,776)
Capital Expenditures	1,140,264	1,407,522	1,914,319	5,191,523	3,315,358	811,020	(4,380,503)
Total Exp Authority	12,790,141	13,128,791	13,898,140	20,862,310	15,658,820	15,545,716	(5,316,594)
Reimbursements	(8,530,788)	(8,289,864)	(8,655,996)	(10,007,623)	(9,379,150)	(8,992,631)	1,014,992
Total Appropriation	4,259,353	4,838,927	5,242,144	10,854,687	6,279,670	6,553,085	(4,301,602)
Operating Transfers Out	515,600	1,148,963	499,505	3,091,153	1,295,998	4,067,444	976,291
Total Requirements	4,774,953	5,987,890	5,741,649	13,945,840	7,575,668	10,620,529	(3,325,311)
<b>Sources</b>							
Taxes	923,773	949,017	965,845	929,191	1,021,564	944,900	15,709
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	220,131	20,690	39,996	45,379	52,635	48,163	2,784
Fee/Rate	2,173,503	2,143,433	2,346,394	3,935,721	2,678,169	4,637,737	702,016
Other Revenue	582,092	268,269	315,627	434,839	542,422	582,435	147,596
Total Revenue	3,899,499	3,381,409	3,667,862	5,345,130	4,294,791	6,213,235	868,105
Operating Transfers In	1,856,365	4,727,900	1,924,264	2,747,343	3,041,762	574,175	(2,173,168)
Total Financing Sources	5,755,864	8,109,309	5,592,126	8,092,473	7,336,553	6,787,410	(1,305,063)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(980,911)	(2,121,419)	149,523	5,853,367	239,115	3,833,119	(2,020,248)
Available Reserves				5,955,560		7,680,766	1,725,206
Total Fund Balance				11,808,927		11,513,885	(295,042)
Budgeted Staffing*	93	94	98	98	98	99	1

\*Data represents final budgeted staffing

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

### DETAIL OF 2016-17 ADOPTED BUDGET

2016-17

	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
<b>Special Revenue Funds</b>					
CSA 40 Elephant Mountain (Fund SIS)	357,791	336,075	21,716	1,162,435	2
CSA 70 Countywide (Fund SKV)	8,616,658	4,482,941	4,133,717	1,844,058	97
CSA 70 D-1 Lake Arrowhead (Fund SLA)	306,169	528,457	(222,288)	1,848,340	0
CSA 70 DB-1 Bloomington (Fund SLB)	57,512	45,956	11,556	101,459	0
CSA 70 EV-1 East Valley (Fund SFC)	27,579	645	26,934	180,875	0
CSA 70 DB-2 Big Bear (Fund RCU and EIB)	15,155	17,048	(1,893)	80,843	0
CSA 70 TV-2 Morongo Valley (Fund SLD)	85,920	152,058	(66,138)	1,056,409	0
CSA 70 TV-4 Wonder Valley (Fund SLF)	29,444	29,969	(525)	168,762	0
CSA 70 TV-5 Mesa (Fund SLE)	204,516	189,074	15,442	715,832	0
CFD 2006-1 Lytle Creek (Fund CXI)	32,538	45,569	(13,031)	439,324	0
CSA 120 North Etiwanda Preserve (Fund SOH)	887,247	959,618	(72,371)	82,429	0
Total Special Revenue Funds	10,620,529	6,787,410	3,833,119	7,680,766	99





**CSA 40 Elephant Mountain** includes \$357,791 in Requirements to fund one regular position and one limited-term position; television translator services operations and maintenance; and transfers for allocated indirect costs. Sources of \$336,075 are primarily from property taxes. Fund Balance of \$21,716 is used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 Countywide** includes \$8.6 million in Requirements to fund 97 positions including 93 regular and 4 limited-term positions; department-wide administrative support services; transfers for shared positions with other departments; vehicle costs; training costs; and contract services for other County departments. Other County departments for which services are provided include Regional Parks, Sheriff/Coroner/Public Administrator (Sheriff), Airports, and department-wide service agreements with Real Estate Services – Project Management Division, and Arrowhead Regional Medical Center. Also included in Requirements are Capital Expenditures for vehicle and equipment purchases, as well as improvements at Mojave Narrows. Sources of \$4.5 million are primarily from water and sanitation operations and maintenance for Regional Parks, Sheriff's Department, and Airports, and countywide engineering and lien administration revenues. Fund Balance of \$4.1 million will primarily be used as a transfer with the Lake Gregory Project to a capital improvement fund, and for a one-time loan for the Big Bear Alpine Zoo Relocation capital improvement project.

**CSA 70 D-1 Lake Arrowhead** includes \$306,169 in Requirements to fund operating and maintenance expenses for Lake Arrowhead Dam and transfers for allocated indirect costs. Sources of \$528,457 are primarily from property taxes. Contribution to Fund Balance of \$222,288 will support future operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate Fund Balance in excess of the reserve threshold.

**CSA 70 DB-1 Bloomington** includes \$57,512 in Requirements to fund operating and landscape maintenance expenses, and transfers for allocated indirect costs. Sources of \$45,956 are primarily from service charges. Fund Balance of \$11,556 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 EV-1 East Valley** includes \$27,579 in Requirements to fund maintenance for storm drain protection. Sources of \$645 is from interest revenue. Fund Balance of \$26,934 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 DB-2 Big Bear** includes \$15,155 in Requirements to fund operating and maintenance expenses for detention basin, open space, and storm drain services. Sources of \$17,048 are primarily from service charges. Contribution to Fund Balance of \$1,893 will support future operations. In 2016-17 a new fund (RCU) was created for this Zone to follow correct accounting principles and the old fund (EIB) will be inactivated.

**CSA 70 TV-2 Morongo Valley** includes \$85,920 in Requirements to fund operating and maintenance expenses for television translator services and transfers for allocated indirect costs. Sources of \$152,058 are primarily from property taxes. Contribution to Fund Balance of \$66,138 will support future operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate Fund Balance in excess of the reserve threshold.



**CSA 70 TV-4 Wonder Valley** includes \$29,444 in Requirements to fund operating and maintenance expenses for television translator services and transfers for allocated indirect costs. Sources of \$29,969 are primarily from a special tax. Contribution to Fund Balance of \$525 will support future operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate Fund Balance in excess of the reserve threshold.

**CSA 70 TV-5 Mesa** includes \$204,516 in Requirements to fund operating and maintenance expenses for television translator services, transfers for allocated indirect costs, and capital expenditures. Sources of \$189,074 are primarily from special taxes. Fund Balance of \$15,442 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CFD 2006-1 Lytle Creek** includes \$32,538 in Requirements to fund operating expenses for maintaining open spaces and storm drain protection, and transfers for allocated indirect costs. Sources of \$45,569 are primarily from special taxes. Contribution to Fund Balance of \$13,031 will support future operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate Fund Balance in excess of the reserve threshold.

**CSA 120 North Etiwanda Preserve** includes \$887,247 in Requirements to fund operating and maintenance expenses of the preserve, conservation studies, transfers for allocated indirect costs, and Operating Transfers Out for capital improvement projects. Sources of \$959,618 are primarily from Discretionary General Funding in the amount of \$500,000 for a vegetation study as well as parking lot improvements, Operating Transfers In from interest earned on the endowment trust fund, and mitigation acceptance fees. Contribution to Fund Balance of \$72,371 will support future operations.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$3.3 million primarily as a result of moving the Lake Gregory Dam project from an operating fund to a capital improvement project fund. In addition, various projects that were included in the 2015-16 budget are now complete. Sources are decreasing by \$1.3 million primarily due to moving the Lake Gregory Dam project to a capital improvement fund.

Sources include a total of \$500,000 of Net County Cost from the County General Fund for parking improvements and a vegetation and wildlife study at the North Etiwanda Preserve (CSA120).

## ANALYSIS OF FUND BALANCE

Five districts will use Fund Balance of \$4.2 million. The largest use of Fund Balance is in CSA 70 Countywide, which requires \$4.1 million, primarily as a result of moving the Lake Gregory Dam project from an operating fund to a capital improvement project fund. Additionally, it has been the department's practice that when available Fund Balance exceeds the 25% reserve threshold, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

Six districts will contribute a total of \$376,246 to Fund Balance. The majority of the increase in departmental Fund Balance is a result of inflationary increases exceeding current year expenditures. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate Fund Balance in excess of the reserve threshold.



**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Administration	26	1	-1	3	29	3	26
Regional Operations	9	2	-1	-2	8	1	7
Water/Sanitation Operations	63	2	-2	-1	62	1	61
Total	98	5	-4	0	99	5	94

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$8.7 million fund 99 budgeted positions of which 94 are regular positions and five are limited-term positions. The budget includes a net increase of one regular position. These changes will better align positions with the duties being performed within the districts.

Additions

Applications Specialist (1 regular, technical error correction)  
 BG CSA 70 Park Maintenance Worker I (1 regular, transfer in)  
 BG General Manager (1 regular, transfer in)  
 BG Public Service Employee (1 limited term)  
 Division Manager, Fiscal Services (1 regular, change in classification)

Deletions

Assistant Regional Manager (1 regular, transfer out)  
 BG Public Service Employees (2 limited term, vacant)  
 Principal Administrative Analyst (1 regular, change in classification)



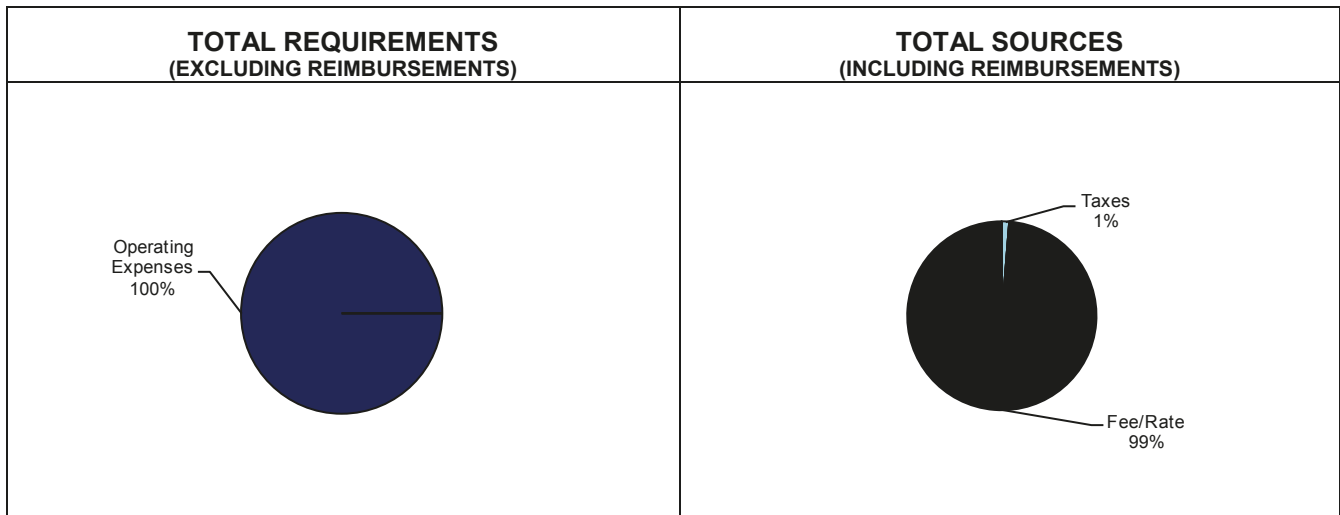
## CSA 70 HL Havasu Lake Enterprise Fund

### DESCRIPTION OF MAJOR SERVICES

County Service Area (CSA) 70, Zone HL was established by an act of the County of San Bernardino Board of Supervisors on April 1, 1990 to provide refuse collection services within the community of Havasu Lake. The CSA is funded by annual service charges assessed on property and collected through annual property taxes.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$68,945
Total Sources (Incl. Reimb.)	\$72,698
Use of / (Contribution To) Net Position	(\$3,753)
Total Staff	0

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Special Districts  
DEPARTMENT: Special Districts  
FUND: Havasu Lake

BUDGET UNIT: EJA 487  
FUNCTION: Public Ways & Facilities  
ACTIVITY: Public Facilities

	2012-13	2013-14	2014-15	2015-16	2015-16	2016-17	Change From
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	65,088	64,942	65,414	75,215	72,160	68,945	(6,270)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	65,088	64,942	65,414	75,215	72,160	68,945	(6,270)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	65,088	64,942	65,414	75,215	72,160	68,945	(6,270)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	65,088	64,942	65,414	75,215	72,160	68,945	(6,270)
<b>Sources</b>							
Taxes	357	909	3,120	909	1,566	909	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	69,491	71,738	72,308	76,293	72,758	71,738	(4,555)
Other Revenue	144	51	94	0	205	51	51
Total Revenue	69,992	72,698	75,522	77,202	74,529	72,698	(4,504)
Operating Transfers In	750	0	0	0	0	0	0
Total Financing Sources	70,742	72,698	75,522	77,202	74,529	72,698	(4,504)
<b>Net Position</b>							
Use of/ (Contribution to) Net Position**	(5,654)	(7,756)	(10,108)	(1,987)	(2,369)	(3,753)	(1,766)
Est. Net Position Available						35,171	
Total Est. Unrestricted Net Position						31,418	
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

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

Note: Unlike governmental funds, the 2015-16 Modified Budget and Estimate columns do not include information on Estimated Net Position Available or Total Estimated Unrestricted Net Position because GAAP requires that internal service and enterprise funds include line items such as depreciation, which are not budgeted, in the Net Position calculation.

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Requirements of \$68,945 include Operating Expenses for refuse services. Sources of \$72,698 primarily include user service charges.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$6,270 due to changes in refuse service costs. Sources are decreasing by \$4,504 due to a reduction in current services.

## ANALYSIS OF NET POSITION

Net position is increasing by \$3,753 in 2016-17 primarily due to a reduction in refuse service costs. This supports the department's effort of maintaining a minimum of 25% operating capital to support future operations.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



## Park Districts Special Revenue Funds – Consolidated

### DESCRIPTION OF MAJOR SERVICES

Special Districts Department provides for the management, funding, and maintenance of parks throughout the County Service Areas (CSA) and Zones. Sources are received through property taxes, state aid, federal aid and service charges.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$2,151,612
Total Sources (Incl. Reimb.)	\$1,948,805
Use of/ (Contribution to) Fund Balance	\$202,807
Total Staff	22

**CSA 20 Joshua Tree** was established by an act of the County of San Bernardino Board of Supervisors on June 1, 1964 to provide park and recreation services. Resolution 1993-22 consolidated the services of fire with streetlighting, and park and recreation. This CSA provides funding for four parks, three ball fields, one recreation center building, a water playground, a skateboard park, a 12,000 sq. ft. community center, and approximately 297 streetlights. This park CSA receives property tax revenue and a service charge of \$30 per improved parcel, per year and \$10 per unimproved parcel, per year. Currently, there are 4,408 improved parcels and 5,618 unimproved parcels.

**CSA 29 Lucerne Valley** was established by an act of the County of San Bernardino Board of Supervisors on December 30, 1964. This CSA provides park and recreation services, a cemetery, television translators, an equestrian center for local horse groups and events, and streetlighting services funded primarily by property taxes. This CSA serves approximately 3,000 residents.

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

**CSA 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. Park and recreation activities are provided for approximately 3,000 users and 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 a paved parking lot. This CSA serves approximately 10,000 park visitors annually and services are funded primarily by property taxes.

**CSA 70 M Wonder Valley** was established by an act of the County of San Bernardino Board of Supervisors on July 1, 1991 to provide park and recreation services. This park Zone is funded by a \$10 per parcel, per year service charge levied on 4,632 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 to provide park and recreation services. This park Zone is funded by a \$9 per parcel, per year special tax, which is levied on 3,539 parcels.

**CSA 70 P-8 Fontana** was established by an act of the County of San Bernardino Board of Supervisors on July 13, 1993 to provide park and recreation services as well as streetlighting services. Voters approved a service charge of \$394 per parcel for the first year. The property has been sold and the special taxes have been eliminated. The streetlight obligation is served by CSA SL-1 (Countywide) and minimal costs remain to provide decorative concrete paving in the small dirt areas. Once this project is complete the district will be dissolved.

**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. This Zone is funded by





a service charge with a maximum charge of \$500 per parcel, per year. The 2016-17 per parcel service charge is \$500, which is currently levied on 128 residential properties. There are 28 streetlights in this Zone.

**CSA 70 P-12 Montclair** was established by an act of the County of San Bernardino Board of Supervisors on February 7, 2006 to provide landscaping, graffiti removal, block wall maintenance, and streetlighting services. Voters approved an annual service charge of \$700 per parcel with a 1.5% inflationary factor. The 2016-17 per parcel service charge is \$731.98, which is currently levied on 37 parcels.

**CSA 70 P-13 El Rancho Verde** was established by an act of the County of San Bernardino Board of Supervisors on August 1, 2006 to provide ongoing maintenance costs associated with landscape improvements to the Riverside Avenue median in the unincorporated area of El Rancho Verde. Voters approved a service charge of \$146.22 per parcel, per year, which is currently levied on 509 parcels.

**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. The 2016-17 per parcel service charge is \$358.75, which is currently 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. Voters approved an annual service charge of \$388 per parcel with a 2.5% inflationary factor. The 2016-17 per parcel service charge is \$417.84, which is currently levied on 44 parcels.

**CSA 70 P-17 Bloomington** was established by an act of the County of San Bernardino Board of Supervisors on December 18, 2007 to provide landscape maintenance services and a detention basin. Voters approved an annual service charge of \$1,100 per parcel with a 2.5% inflationary factor once development is completed. No service charge is being levied for 2016-17.

**CSA 70 P-18 Randall Crossings** was established by an act of the County of San Bernardino Board of Supervisors on July 9, 2013 for the purpose of drainage and landscaping. This Zone is responsible for maintaining two catch basins, one 12" pipe and a drainage swale with landscaping. Voters approved an annual service charge of \$600 per parcel with a 2.5% inflationary factor. The 2016-17 per parcel service charge is \$646.14, which is currently levied on 20 parcels.

**CSA 70 P-19 Gregory Crossings** was established by an act of the County of San Bernardino Board of Supervisors on September 24, 2013 for the purpose of landscaping and detention basin maintenance. This Zone is responsible for maintaining a 600 foot, 72-inch culvert pipe, drain and 14,579 square feet of landscaping. Voters approved an annual service charge of \$1,320 per parcel with a 2.5% inflationary factor. The 2016-17 service charge is \$1,353, which is currently levied on 15 parcels.

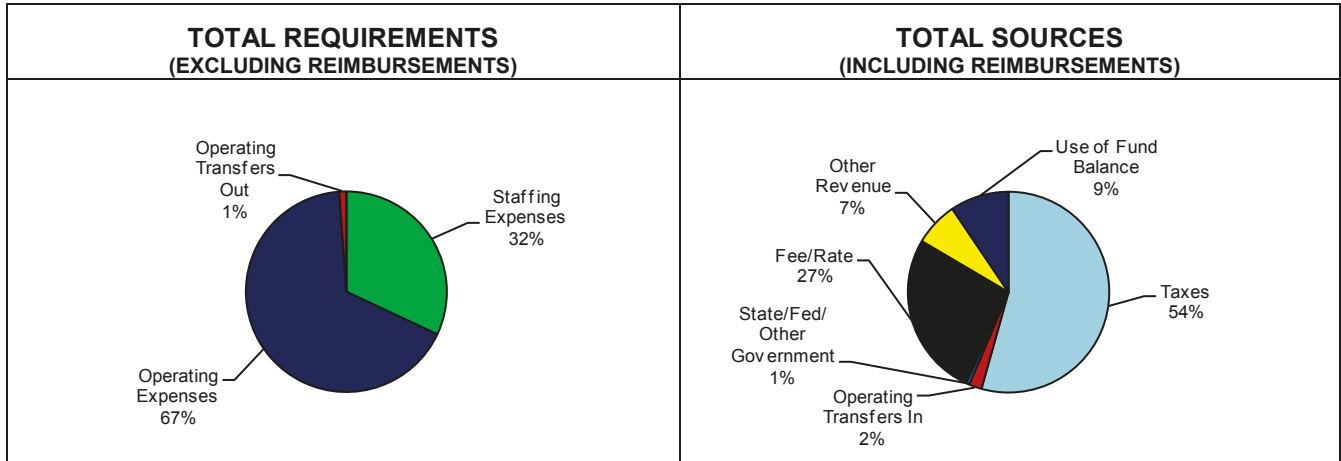
**CSA 70 P-20 Mulberry Heights** was established by an act of the County of San Bernardino Board of Supervisors on January 14, 2014 for the purpose of landscaping and drainage maintenance. This Zone is responsible for maintaining 5,385 square feet of landscaping and one 72" corrugated metal perforated pipe. Voters approved an annual service charge of \$1,050 per parcel with a 2.5% inflationary factor. The 2016-17 service charge is \$1,076.25, which is currently levied on 20 parcels.

**CSA 70 W Hinkley** was established by an act of the County of San Bernardino Board of Supervisors on April 30, 1973, to provide park services and a community center. This 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 to provide park maintenance for the roadside park in Searles Valley. This CSA serves approximately 800 park users and is primarily funded by tax revenues.



**2016-17 ADOPTED BUDGET**



**ANALYSIS OF 2016-17 ADOPTED BUDGET**

GROUP: Special Districts  
 DEPARTMENT: Special Districts  
 FUND: Park Districts - Consolidated

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	566,682	628,615	602,439	687,909	608,884	688,197	288
Operating Expenses	1,344,828	1,311,177	1,463,539	1,742,192	1,216,187	1,439,240	(302,952)
Capital Expenditures	3,882	0	43,838	7,500	(1,750)	0	(7,500)
Total Exp Authority	1,915,392	1,939,792	2,109,816	2,437,601	1,823,322	2,127,437	(310,164)
Reimbursements	(95,000)	0	(3,765)	0	(1,258)	0	0
Total Appropriation	1,820,392	1,939,792	2,106,051	2,437,601	1,822,064	2,127,437	(310,164)
Operating Transfers Out	122,563	394,569	100,000	173,536	70,000	24,175	(149,361)
Total Requirements	1,942,955	2,334,361	2,206,051	2,611,137	1,892,064	2,151,612	(459,525)
<b>Sources</b>							
Taxes	1,073,095	1,066,341	1,114,437	1,136,826	1,179,625	1,169,087	32,261
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	73,040	11,783	11,471	411,954	11,453	11,435	(400,519)
Fee/Rate	512,809	542,930	564,523	590,198	563,433	571,909	(18,289)
Other Revenue	214,508	390,419	166,298	242,468	237,352	152,380	(90,088)
Total Revenue	1,873,452	2,011,473	1,856,729	2,381,446	1,991,864	1,904,811	(476,635)
Operating Transfers In	80,046	25,046	127,386	67,649	41,546	43,994	(23,655)
Total Financing Sources	1,953,498	2,036,519	1,984,115	2,449,095	2,033,410	1,948,805	(500,290)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(10,543)	297,841	221,936	162,042	(141,346)	202,807	40,765
Available Reserves				1,108,318		1,208,897	100,579
Total Fund Balance				1,270,360		1,411,704	141,344
Budgeted Staffing*	26	22	23	23	23	22	(1)

\*Data represents final budgeted staffing

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





## DETAIL OF 2016-17 ADOPTED BUDGET

	2016-17				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
<b>Special Revenue Funds</b>					
CSA 20 Joshua Tree (Fund SGD)	795,638	728,871	66,767	32,921	9
CSA 29 Lucerne Valley (Fund SGG)	444,104	532,140	(88,036)	168,463	4
CSA 42 Oro Grande (Fund SIV)	44,711	29,843	14,868	396	1
CSA 56 Wrightwood (Fund SKD)	183,957	137,887	46,070	11,116	3
CSA 63 Oak Glen-Yucaipa (Fund SKM)	135,771	108,943	26,828	354,679	3
CSA 70 M Wonder Valley (Fund SYR)	77,808	62,067	15,741	45,084	1
CSA 70 P-6 El Mirage (Fund SYP)	60,978	39,162	21,816	0	1
CSA 70 P-8 Fontana (Fund SMK)	15,846	243	15,603	32,946	0
CSA 70 P-10 Mentone (Fund RGT)	68,324	49,225	19,099	44,242	0
CSA 70 P-12 Montclair (Fund SLL)	32,175	27,869	4,306	88,815	0
CSA 70 P-13 El Rancho Verde (Fund SLU)	84,367	72,088	12,279	94,262	0
CSA 70 P-14 Mentone (Fund RCZ)	63,692	38,670	25,022	181,579	0
CSA 70 P-16 Eagle Crest (Fund RWZ)	25,802	18,560	7,242	54,356	0
CSA 70 P-17 Bloomington (Fund SML)	0	40	(40)	9,252	0
CSA 70 P-18 Randall Crossings (Fund SMQ)	13,993	12,356	1,637	21,212	0
CSA 70 P-19 Gregory Crossings (Fund SMR)	24,380	19,858	4,522	19,907	0
CSA 70 P-20 Mulberry Heights (Fund SMT)	23,223	20,045	3,178	26,976	0
CSA 70 W Hinkley (Fund SLT)	29,093	23,888	5,205	9,506	0
CSA 82 Searles Valley (Fund SOZ)	27,750	27,050	700	13,185	0
Total Special Revenue Funds	2,151,612	1,948,805	202,807	1,208,897	22

**CSA 20 Joshua Tree** includes \$795,638 in Requirements for nine positions of which five are regular and four are limited-term positions, expenses for park and streetlight operations and maintenance, and transfers for allocated indirect costs. Sources of \$728,871 are primarily from property taxes, special assessments, and other revenue for various park services and concessions. Fund Balance of \$66,767 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 29 Lucerne Valley** includes \$444,104 in Requirements for four positions of which two are regular and two limited-term positions, expenses for park operations and maintenance costs, and transfers for allocated indirect costs. Sources of \$532,140 are primarily from property taxes, cemetery fees, and fees for park services. Contribution to Fund Balance of \$88,036 will meet 25% reserve threshold and support future operations.

**CSA 42 Oro Grande** includes \$44,711 in Requirements for one limited-term position, expenses for park operations, and transfers for allocated indirect costs. Sources of \$29,843 are primarily from property taxes. Fund Balance of \$14,868 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 56 Wrightwood** includes \$183,957 in Requirements for three limited-term positions, expenses for park operations and maintenance, and transfers for allocated indirect costs. Sources of \$137,887 include property taxes, rents, concessions, and interest. Fund Balance of \$46,070 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.



**CSA 63 Oak Glen-Yucaipa** includes \$135,771 in Requirements for three limited-term positions, expenses for park operations and maintenance, and transfers for allocated indirect costs. Sources of \$108,943 are primarily from property taxes. Fund Balance of \$26,828 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 M Wonder Valley** includes \$77,808 in Requirements for one limited-term position, expenses for park operations and maintenance, and transfers for allocated indirect costs. Sources of \$62,067 are primarily from special assessments, rents and concessions. Fund Balance of \$15,741 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 P-6 El Mirage** includes \$60,978 in Requirements for one limited-term position, expenses for park operations and maintenance, and transfers for allocated indirect costs. Sources of \$39,162 are primarily from special taxes. Fund Balance of \$21,816 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 P-8 Fontana** includes \$15,846 in Requirements for park operations and maintenance, and transfers for allocated indirect costs. Sources of \$243 are revenues from interest. Fund Balance of \$15,603 is being used to support ongoing operations. Minimal one-time costs remain to provide decorative concrete paving in the small dirt areas. Once this is complete the district will be dissolved.

**CSA 70 P-10 Mentone** includes \$68,324 in Requirements for park operations and maintenance, and transfers for allocated indirect costs. Sources of \$49,225 are primarily from service charges. Fund Balance of \$19,099 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 P-12 Montclair** includes \$32,175 in Requirements for park operations and maintenance, and transfers for allocated indirect costs. Sources of \$27,869 are primarily from special assessments. Fund Balance of \$4,306 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 P-13 El Rancho Verde** includes \$84,367 in Requirements for maintenance, and transfers for allocated indirect costs. Sources of \$72,088 are primarily from special assessments. Fund Balance of \$12,279 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 P-14 Mentone** includes \$63,692 in Requirements for maintenance, and transfers for allocated indirect costs. Sources of \$38,670 are primarily from special assessments. Fund Balance of \$25,022 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once



reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 P-16 Eagle Crest** includes \$25,802 in Requirements for maintenance, and transfers for allocated indirect costs. Sources of \$18,560 are primarily from service charges. Fund Balance of \$7,242 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 P-17 Bloomington** does not include any Requirements. Sources of \$40 is from interest. Contribution to Fund Balance of \$40 will support future operations. No service charge is being levied for 2016-17 as this is on hold pending development of the property.

**CSA 70 P-18 Randall Crossings** includes \$13,993 in Requirements for maintenance, and transfers for allocated indirect costs. Sources of \$12,356 are primarily from special assessments. Fund Balance of \$1,637 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 P-19 Gregory Crossings** includes \$24,380 in Requirements for maintenance, and transfers for allocated indirect costs. Sources of \$19,858 are primarily from special assessments. Fund Balance of \$4,522 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 P-20 Mulberry Heights** includes \$23,223 in Requirements for maintenance, and transfers for allocated indirect costs. Sources of \$20,045 are primarily from service charges. Fund Balance of \$3,178 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 W Hinkley** includes \$29,093 in Requirements for park operations and maintenance, and transfers for allocated indirect costs. Sources of \$23,888 are primarily from property taxes and an operating transfer in from CSA 70 Countywide to augment operations due to a reduction in property taxes. Fund Balance of \$5,205 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 82 Searles Valley** includes \$27,750 in Requirements for park operations and maintenance, and transfers for allocated indirect costs. Sources of \$27,050 are primarily from an annual operating transfer in from CSA 82 Searles Valley Sanitation District. Fund Balance of \$700 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.



### BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$459,525 primarily due to a reduction of Operating Expenses in order to keep various budgets aligned with decreasing revenue. In addition, Operating Transfers Out are decreasing by \$149,361 due to the completion of projects in 2015-16. Sources are decreasing by \$500,290 primarily due to the transfer of federal aid to fund conservation area improvements. This grant revenue is accounted for in a capital improvement project fund for 2016-17.

### ANALYSIS OF FUND BALANCE

Fund Balance of \$290,883 will be used to support ongoing costs for 17 park districts. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance in future years. Two park districts will contribute a total of \$88,076 to Fund Balance. Fund Balance may be allowed to build up over the 25% reserve threshold to fund significant, one-time expenditures. However, the department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to generally eliminate Fund Balance in excess of the reserve threshold.

### 2016-17 POSITION SUMMARY\*

Division	2015-16			Re-Orgs	2016-17		
	Final Staffing	Adds	Deletes		Adopted	Limited	Regular
Regional Operations	23	1	-2	0	22	15	7
Total	23	1	-2	0	22	15	7

\*Detailed classification listing available in Appendix D.

### STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$688,197 fund 22 budgeted positions of which seven are regular positions and 15 are limited-term positions. The budget includes a net decrease of one limited-term position. County Service Area 29 (Lucerne Valley) no longer has sufficient revenue to support the expense of one BG CSA 29 Public Service Employee (vacant) position. However, there will be minimal operational impact as existing staff will continue to provide the necessary support to the district. The other changes will better align positions with the duties being performed within districts.

Additions

BG Public Service Employee (1 limited term)

Deletions

BG CSA 29 Public Service Employee (1 limited term, vacant)

BG Public Service Employee (1 limited term, transfer out)



## Big Bear Valley Recreation and Park District Big Bear Alpine Zoo

### DESCRIPTION OF MAJOR SERVICES

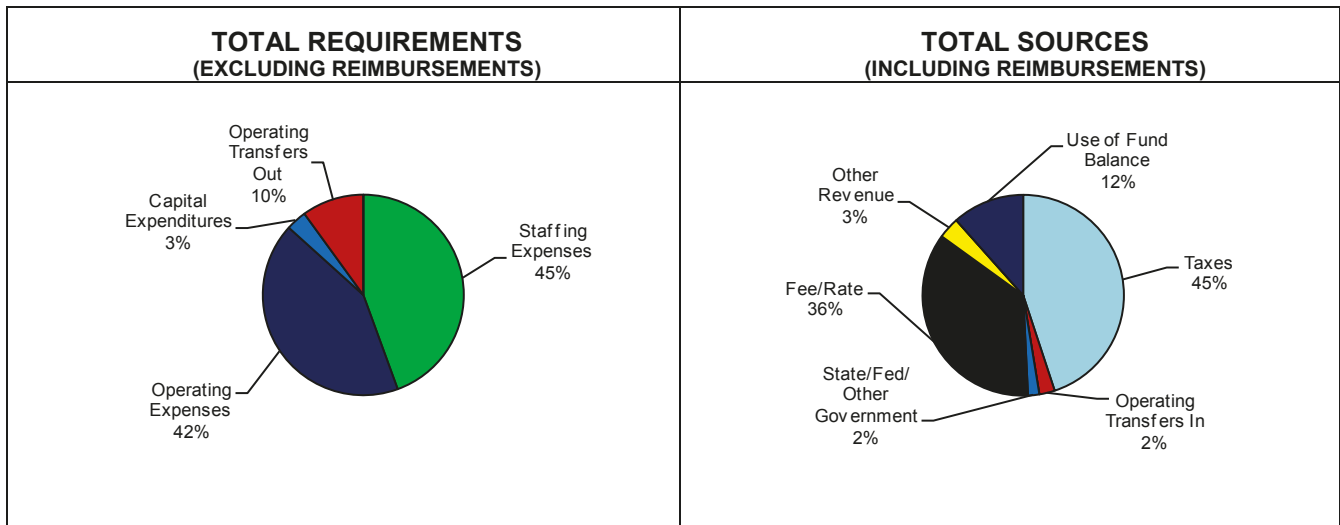
Special Districts Department provides for the management, funding, and maintenance of Big Bear Valley Recreation and Park District and Big Bear Alpine Zoo. Revenue is received through property taxes, state aid, federal aid, service charges, and fees for park services.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$4,010,139
Total Sources (Incl. Reimb.)	\$3,546,136
Use of/ (Contribution to) Fund Balance	\$464,003
Total Staff	59

**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 nine parks, several community buildings including the Big Bear Valley Senior Center, three ballfields, and a swim beach. The District serves approximately 80,000 park users and is funded by property taxes and park service fees.

**The Big Bear Alpine Zoo** is managed and funded by the Big Bear Valley Recreation and Park District and operates on 2.5 acres in the Moonridge area of Big Bear Valley. The zoo is open year round for visitors to see alpine species on exhibit. The zoo receives approximately 86,600 visitors annually.

### 2016-17 ADOPTED BUDGET



### ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Special Districts  
 DEPARTMENT: Special Districts  
 FUND: Big Bear Recreation and Park District

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	1,304,460	1,351,129	1,650,953	1,785,368	1,699,147	1,782,106	(3,262)
Operating Expenses	1,373,596	1,674,140	1,650,852	1,892,032	1,545,291	1,695,033	(196,999)
Capital Expenditures	(10,191)	40,418	102,414	120,000	0	133,000	13,000
Total Exp Authority	2,667,865	3,065,687	3,404,219	3,797,400	3,244,438	3,610,139	(187,261)
Reimbursements	(41,003)	(41,500)	(41,500)	0	(124,743)	0	0
Total Appropriation	2,626,862	3,024,187	3,362,719	3,797,400	3,119,695	3,610,139	(187,261)
Operating Transfers Out	545,412	100,000	224,800	193,902	53,902	400,000	206,098
Total Requirements	3,172,274	3,124,187	3,587,519	3,991,302	3,173,597	4,010,139	18,837
<b>Sources</b>							
Taxes	1,835,901	1,822,972	1,818,741	1,672,090	2,024,355	1,801,989	129,899
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	64,346	41,881	57,208	48,797	70,563	72,595	23,798
Fee/Rate	1,071,336	1,053,983	1,194,613	1,404,341	1,271,153	1,433,525	29,184
Other Revenue	395,571	258,525	101,808	129,612	111,432	138,027	8,415
Total Revenue	3,367,154	3,177,361	3,172,370	3,254,840	3,477,503	3,446,136	191,296
Operating Transfers In	208,000	175,532	222,187	100,000	0	100,000	0
Total Financing Sources	3,575,154	3,352,893	3,394,556	3,354,840	3,477,503	3,546,136	191,296
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(402,880)	(228,706)	192,963	636,462	(303,906)	464,003	(172,459)
Available Reserves				387,723		864,088	476,365
Total Fund Balance				1,024,185		1,328,091	303,906
Budgeted Staffing*	75	66	64	57	57	59	2

\*Data represents final budgeted staffing

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

### DETAIL OF 2016-17 ADOPTED BUDGET

	2016-17				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
<b>Special Revenue Funds</b>					
Big Bear Valley Recreation and Park District (Fund SSA)	2,642,789	2,326,712	316,077	864,088	42
Big Bear Alpine Zoo (Fund SSF)	1,367,350	1,219,424	147,926	0	17
Total Special Revenue Funds	4,010,139	3,546,136	464,003	864,088	59

**Big Bear Valley Recreation and Park District** – Requirements of \$2.6 million include Staffing Expenses to fund 42 positions of which 12 are regular positions and 30 are limited term, Operating Expenses for park and facility operations and maintenance, transfers for allocated indirect costs, Capital Expenditures for various park improvement projects including park improvements and the purchase of maintenance equipment, and Operating Transfers Out for the property tax allocation with Big Bear Alpine Zoo and to fund capital improvement projects for the zoo. Sources of \$2.3 million are primarily from property taxes, and fee/rate revenue from park programs, services, and concessions. Fund Balance of \$316,077 is being used for one-time capital asset purchases as well as to support the new zoo project. The department’s available Fund Balance exceeds the 25% reserve threshold.





**Big Bear Alpine Zoo** – Requirements of \$1.4 million includes Staffing Expenses that fund 17 positions of which 11 are regular positions and 6 are limited term; Operating Expenses for park and facility operations, maintenance, animal feed, property rental, and professional veterinary services; and transfers for allocated indirect costs. Sources of \$1.2 million are primarily from fee/rate revenue for park admissions, park services, and concessions; Operating Transfers In from Big Bear Valley Recreation and Park District for property tax allocation; and interest earned on the Big Bear Alpine Zoo capital improvement project funds to assist in property rental costs until the Zoo is able to move to its new location. Fund Balance of \$147,926 is being used for a one-time Operating Transfer Out for the new zoo project as well as to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are increasing by \$18,837 primarily due to an increase in Operating Transfers Out to fund capital improvement projects. Sources are increasing by \$191,296 primarily due to an increase in anticipated property tax revenue.

**ANALYSIS OF FUND BALANCE**

It has been the department’s practice that when available Fund Balance exceeds the 25% reserve threshold, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance for ongoing operations. Fund Balance may be allowed to build up over the 25% reserve threshold to fund significant, one-time expenditures. However, the department will then review operations in an effort to make adjustments to expenses and/or revenue in order to generally eliminate Fund Balance in excess of the reserve threshold. The Use of Fund Balance of \$464,003 is primarily for one-time capital asset purchases and capital projects.

**2016-17 POSITION SUMMARY\***

Division	2015-16				2016-17		
	Final Staffing	Adds	Deletes	Re-Orgs	Adopted	Limited	Regular
Regional Operations	57	3	-1	0	59	36	23
Total	57	3	-1	0	59	36	23

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$1.8 million fund 59 budgeted positions of which 23 are regular positions and 36 are limited-term positions. The budget includes a net increase of two positions. This includes a net increase of one regular position and one limited-term position. These changes will better align positions with the duties being performed within the district.

Additions

- Assistant Regional Manager (1 regular, transfer in)
- BG Big Bear P&R Recreation Superintendent (1 regular)
- BG Public Service Employee (1 limited term)

Deletions

- BG General Manager (1 regular, transfer out)



## Bloomington Recreation and Park District

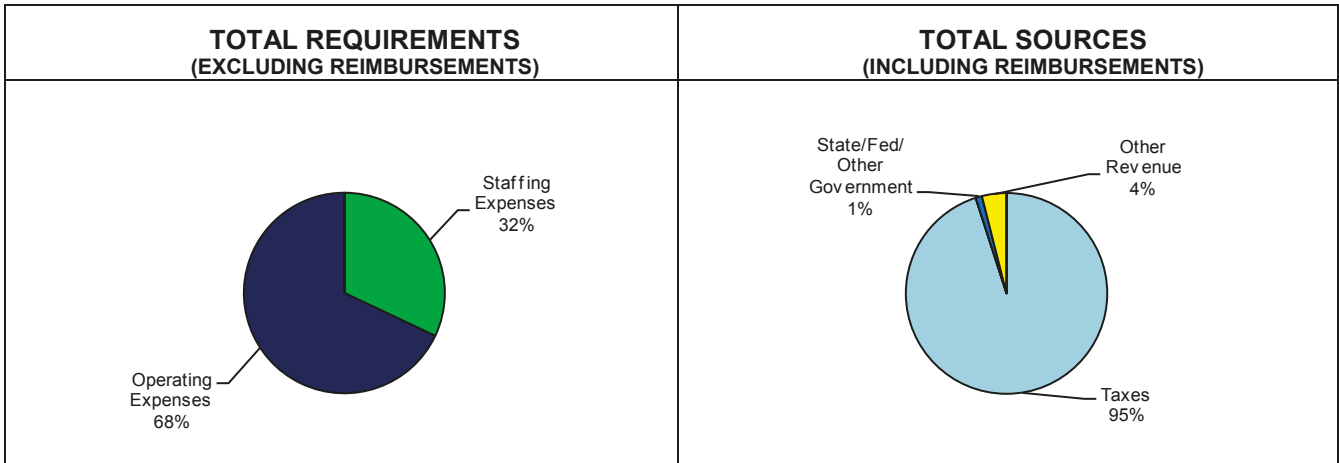
### DESCRIPTION OF MAJOR SERVICES

The Special Districts Department provides for the management, funding, and maintenance of Bloomington Recreation and Park District (District). Revenue is received through property taxes, state aid, federal aid, service charges, and fees for park services.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$294,359
Total Sources (Incl. Reimb.)	\$311,120
Use of/ (Contribution to) Fund Balance	(\$16,761)
Total Staff	3

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

### 2016-17 ADOPTED BUDGET





## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Special Districts  
 DEPARTMENT: Special Districts  
 FUND: Bloomington Recreation and Park District

BUDGET UNIT: SSD 625  
 FUNCTION: Recreation and Cultural  
 ACTIVITY: Recreation Facilities

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	116,807	126,055	139,167	123,275	123,270	94,326	(28,949)
Operating Expenses	218,840	237,029	230,520	220,983	219,182	200,033	(20,950)
Capital Expenditures	11,796	0	0	0	0	0	0
Total Exp Authority	347,443	363,084	369,687	344,258	342,452	294,359	(49,899)
Reimbursements	0	0	(3,474)	(9,284)	0	0	9,284
Total Appropriation	347,443	363,084	366,213	334,974	342,452	294,359	(40,615)
Operating Transfers Out	8,000	50,000	0	0	0	0	0
Total Requirements	355,443	413,084	366,213	334,974	342,452	294,359	(40,615)
<b>Sources</b>							
Taxes	264,109	274,192	302,105	279,402	314,389	295,696	16,294
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	3,227	3,175	3,172	3,175	3,105	3,172	(3)
Fee/Rate	(2,297)	(2,250)	(2,775)	2,500	(2,557)	0	(2,500)
Other Revenue	10,588	26,484	6,474	10,418	11,149	12,252	1,834
Total Revenue	275,627	301,601	308,975	295,495	326,086	311,120	15,625
Operating Transfers In	12,000	0	74,522	0	15,000	0	0
Total Financing Sources	287,627	301,601	383,497	295,495	341,086	311,120	15,625
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	67,816	111,483	(17,284)	39,479	1,366	(16,761)	(56,240)
Available Reserves				13,122		67,996	54,874
Total Fund Balance				52,601		51,235	(1,366)
Budgeted Staffing*	2	2	2	2	2	3	1

\*Data represents final budgeted staffing

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

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Total Requirements of \$294,359 include Staffing Expenses of \$94,326, which fund one regular position and two limited-term positions. Operating Expenses of \$200,033 include expenses for park operations and maintenance costs. Sources of \$311,120 primarily consist of tax revenue.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$40,615 primarily due to the reduction in Staffing Expenses resulting from replacement of a regular position with two limited-term positions. Sources are increasing by \$15,625 primarily due to an increase in tax revenue.

## ANALYSIS OF FUND BALANCE

The budget reflects a Contribution to Fund Balance of \$16,761, which is primarily due to an increase in tax revenue as well as a reduction in Staffing Expenses. This will be used to fund future park operations and maintenance.



**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Regional Operations	2	2	-1	0	3	2	1
Total	2	2	-1	0	3	2	1

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$94,326 fund three budgeted positions of which one is a regular position and two are limited-term positions. The budget includes a net increase of one position. This includes a decrease of one regular position and an increase of two limited-term positions. Additional staff will allow for more hours for park operations and maintenance at a reduced cost.

Additions

BG Public Service Employee (2 limited term: 1 new, 1 transfer in)

Deletions

BG CSA 70 Park Maintenance Worker I (1 regular, transfer out)



## Road Districts Special Revenue Funds - Consolidated

### DESCRIPTION OF MAJOR SERVICES

The Special Districts Department provides for the management, funding, and maintenance of road districts throughout the County, offering various services from snowplowing to basic road maintenance to 42 County Service Areas (CSA) and Zones. Sources include property taxes, specialty taxes and service charges.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$2,340,250
Total Sources (Incl. Reimb.)	\$1,998,253
Use of/ (Contribution to) Fund Balance	\$341,997
Total Staff	1

**CSA 18 Cedarpines** was established by an act of the County of San Bernardino Board of Supervisors on July 17, 1967 to maintain 17.3 miles of paved and unpaved roads, one community center, and one five-acre park. This road CSA receives property tax revenue and a \$50 per parcel, per year service charge. This service charge augments the property tax revenue and is currently billed on 3,774 parcels for road maintenance.

**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 five miles of paved roads. This road CSA receives property tax revenue to fund road maintenance and snow removal services. On June 7, 2011, voters approved an annual special tax of \$220 per parcel with a 2.5% inflationary factor to augment the property tax revenue. The 2016-17 per parcel special tax is \$248.91, which is currently billed on 672 parcels.

**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 four miles of paved roads. This road CSA receives property tax revenue to fund snow removal services on 755 parcels.

**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 four miles of paved roads. This road CSA receives property tax revenue and a \$100 per parcel, per year service charge. This service charge augments the property tax revenue and is currently billed on 390 parcels for road maintenance 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 Zone receives property tax revenue for road maintenance and snow removal services. On June 3, 2003, voters approved a special tax of \$375 per parcel, per year. This special tax augments the property tax revenue and is currently billed on 460 parcels for road maintenance.

**CSA 70 M Wonder Valley** was established by an act of the County of San Bernardino Board of Supervisors on August 14, 1972 to maintain 178.4 miles of unpaved roads. This road Zone receives a \$15 per parcel, per year service charge, which is currently billed on 4,632 parcels for road maintenance.

**CSA 70 M Wonder Valley, Zone A** was established by an act of the County of San Bernardino Board of Supervisors on September 23, 2014 to provide road grading and storm rehabilitation to 178 miles of roads. Voters approved a service charge of \$55 per parcel for 2015-16 and an annual \$30 special tax thereafter, with a 2.5% inflationary factor. Currently there are 4,059 parcels billed for the special tax.

**CSA 70 Permanent Road Division (PRD) G-1 Wrightwood** was established by an act of the County of San Bernardino Board of Supervisors on April 18, 2006 to provide financing for a road improvement project in CSA 70, Zone G (Wrightwood).

**CSA 70 R-2 Twin Peaks** was established by an act of the County of San Bernardino Board of Supervisors on November 4, 1974 to maintain 1.95 miles of paved roads. This road Zone receives property tax revenue for road maintenance and snow removal services. On June 3, 2008, voters approved an annual special tax of \$225 per parcel with a 2.5% inflationary factor to augment the property tax revenue. The 2016-17 per parcel special tax is \$274.15, which is currently billed on 292 parcels for road maintenance.



**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 nine miles of paved and unpaved roads. This road Zone receives property tax revenue and a \$12 per parcel, per year service charge. This service charge augments the property tax revenue and is currently billed on 1,104 parcels for 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 Zone receives a \$100 per parcel, per year service charge, which is currently billed on 26 parcels for 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 an annual special tax of \$60 per parcel with a 2.5% inflationary factor for road maintenance and snow removal services. The 2016-17 per parcel special tax is \$74.95, which is currently billed on 3,554 parcels.

**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 Zone receives a \$700 per parcel, per year service charge, which is currently billed on nine parcels for road maintenance and snow removal services.

**CSA 70 R-8 Riverside Terrace** was established by an act of the County of San Bernardino Board of Supervisors on March 16, 1982 to maintain one mile of paved road. On June 5, 2007 voters approved an increase in the annual service charge from \$250 per parcel to \$350 per parcel with a 2.5% inflationary factor. The 2016-17 per parcel service charge is \$386.33, which is currently billed on 67 parcels.

**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 one mile of paved road. This road Zone receives a \$60 per parcel, per year service charge, which is currently billed on 148 parcels for 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 roads. On August 19, 2008 voters approved an increase in the annual service charge from \$50 per parcel to \$288 per parcel with a 2.5% inflationary factor for road maintenance and snow removal services. The 2016-17 per parcel service charge is \$350.90, which is currently billed on 33 parcels.

**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 Zone receives a \$100 per parcel, per year service charge, which is currently billed on 89 parcels for 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. This road Zone receives a \$20 per parcel, per year service charge, which is currently billed on 3,479 parcels for road grading and road maintenance services.

**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 0.94 miles of paved roads. This road Zone receives a \$600 per parcel, per year special tax, which is currently billed on 25 parcels for road maintenance and snow removal services.

**CSA 70 R-19 Copper Mountain** was established by an act of the County of San Bernardino Board of Supervisors on May 19, 1986 to maintain 91.7 miles of unpaved roads. This road Zone receives a \$20 per parcel, per year service charge, which is currently billed on 2,052 parcels for 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 Zone receives a \$15 per parcel, per year service charge, which is currently billed on 762 parcels for 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 Zone receives a \$90 per parcel, per year service charge, which is currently billed on 24 parcels for road maintenance and snow removal services.



**CSA 70 R-22 Twin Peaks** was established by an act of the County of San Bernardino Board of Supervisors on August 21, 1989 to maintain two miles of paved roads. This road Zone receives a \$100 per parcel, per year service charge, which is currently billed on 184 parcels for road maintenance and snow removal services. In addition, on July 16, 2002, voters approved a special tax of \$100 per parcel, per year, which is billed on ten annexed parcels for 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 one mile of paved road. This road Zone receives a \$240 per parcel, per year service charge for each improved parcel and \$120 per parcel, per year for each unimproved parcel for road maintenance and snow removal services. Currently, there are 60 improved parcels and 22 unimproved parcels.

**CSA 70 R-25 Lucerne Valley** was established by an act of the County of San Bernardino Board of Supervisors on August 21, 1989 to maintain 0.56 miles of unpaved roads. This road Zone receives a \$60 per parcel, per year service charge, which is currently billed on 18 parcels to hold in reserve in case of emergency needs.

**CSA 70 R-26 Yucca Mesa** was established by an act of the County of San Bernardino Board of Supervisors on August 21, 1989 to maintain 8.8 miles of unpaved roads. This road Zone receives a \$35 per parcel, per year service charge, which is currently billed on 184 parcels for road maintenance and road grading services.

**CSA 70 R-29 Yucca Mesa** was established by an act of the County of San Bernardino Board of Supervisors on August 12, 1991 to maintain seven miles of unpaved roads. This road Zone receives a \$30 per parcel, per year service charge, which is currently billed on 213 parcels for 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 one mile of unpaved road. This road Zone receives a \$100 per parcel, per year service charge, which is currently billed on 23 parcels for road maintenance and road grading services.

**CSA 70 R-31 Lytle Creek** was established by an act of the County of San Bernardino Board of Supervisors on August 12, 1991 to maintain 1.14 miles of paved roads. This road Zone receives a \$30 per parcel, per year service charge, which is currently billed on 94 parcels for 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 0.76 miles of paved roads. This road Zone receives a \$100 per parcel, per year service charge, which is currently billed on 96 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 1,026 feet of paved road. This road Zone receives a \$100 per parcel, per year service charge, which is currently billed on 26 parcels for road maintenance and snow removal services.

**CSA 70 R-35 Cedar Glen** was established by an act of the County of San Bernardino Board of Supervisors on July 12, 1994 to maintain 745 feet of paved road. This road Zone receives a \$150 per parcel, per year service charge, which is currently billed on 17 parcels for road maintenance and snow removal services.

**CSA 70 R-36 Pan Springs** was established by an act of the County of San Bernardino Board of Supervisors on July 12, 1994 to maintain 0.77 miles of paved roads. This road Zone receives a \$100 per parcel, per year service charge, which is currently billed on 90 parcels for road maintenance and snow removal services.

**CSA 70 R-39 Highland Estates** was established by an act of the County of San Bernardino Board of Supervisors on January 3, 2001 to maintain 3.7 miles of paved roads. This road Zone receives a \$405 per parcel, per year service charge, which is currently billed on 166 parcels for road maintenance services.

**CSA 70 R-40 Upper No. Bay, Lake Arrowhead** was established by an act of the County of San Bernardino Board of Supervisors on March 20, 2001 to maintain 0.5 miles of paved roads. This road Zone receives a \$500 per parcel, per year special tax, which is currently billed on 35 parcels for road maintenance and snow removal services.



**CSA 70 R-41 Quail Summit** was established by an act of the County of San Bernardino Board of Supervisors on January 29, 2002 to maintain 1.23 miles of paved roads and 11 streetlights. On March 26, 2002 voters approved an annual service charge of \$166 per parcel with a 1.5% inflationary factor for road maintenance and streetlight operations. The 2016-17 service charge is \$192.64, which is currently billed on 49 parcels.

**CSA 70 R-42 Windy Pass** was established by an act of the County of San Bernardino Board of Supervisors on September 11, 2002 to maintain 2.15 miles of paved roads. On July 16, 2002, voters approved a special tax of \$750 per parcel, per year for road paving and maintenance services. Currently, there are 60 parcels being billed for the special tax.

**CSA 70 R-44 Saw Pit Canyon** was established by an act of the County of San Bernardino Board of Supervisors on August 16, 2005 to maintain 1.14 miles of unpaved roads. This road Zone receives a \$1,000 per parcel, per year special tax, which is currently billed on 11 parcels for road improvement and maintenance, including several large culverts, headwall installations and maintenance, land slide restoration; snow removal, and road grading services.

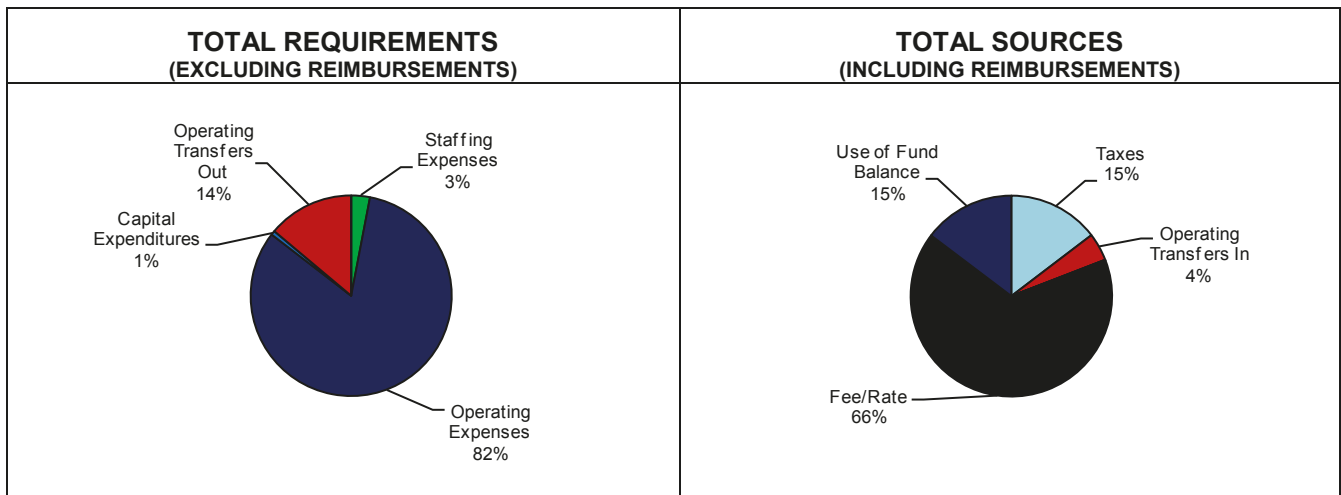
**CSA 70 R-45 Erwin Lake** was established by an act of the County of San Bernardino Board of Supervisors on August 18, 2009, to maintain 0.72 miles of unpaved roads. This road Zone receives a service charge of \$181.03 per parcel, per year, which is currently billed on 58 parcels for road maintenance and snow removal services.

**CSA 70 R-46 South Fairway Drive** was established by an act of the County of San Bernardino Board of Supervisors on August 10, 2010, to maintain 0.34 miles of paved roads. This road Zone receives an annual \$325 per parcel special tax with a 2.5% inflationary factor for road maintenance, snow removal and road grading services. The 2016-17 special tax is \$358.75, which is currently billed on 17 parcels.

**CSA 70 R-47 Rocky Point** was established by an act of the County of San Bernardino Board of Supervisors on September 10, 2013 to maintain 0.97 miles of paved roads. Voters approved a service charge of \$1,900 per parcel for 2013-14 and 2014-15 and an annual \$250 special tax thereafter, with a 2.5% inflationary factor. The 2016-17 service charge is \$256.25, which is currently billed on 84 parcels for road maintenance, 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 0.65 miles of paved roads. On August 7, 2007, voters approved an annual \$352 per parcel special tax with a 2.5% inflationary factor for road maintenance, paving, and snow removal services. The 2016-17 special tax is \$439.61, which is currently billed on 64 parcels.

**2016-17 ADOPTED BUDGET**





**ANALYSIS OF 2016-17 ADOPTED BUDGET**

GROUP: Special Districts  
 DEPARTMENT: Special Districts  
 FUND: Road Districts - Consolidated

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

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	80,324	26,620	33,549	78,918	78,918	70,466	(8,452)
Operating Expenses	1,285,872	1,140,686	1,185,820	2,197,861	1,740,098	1,929,384	(268,477)
Capital Expenditures	0	38,592	415,905	10,000	103	16,000	6,000
Total Exp Authority	1,366,196	1,205,898	1,635,274	2,286,779	1,819,119	2,015,850	(270,929)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	1,366,196	1,205,898	1,635,274	2,286,779	1,819,119	2,015,850	(270,929)
Operating Transfers Out	408,880	1,100,427	991,774	221,297	213,976	324,400	103,103
Total Requirements	1,775,076	2,306,325	2,627,048	2,508,076	2,033,095	2,340,250	(167,826)
<b>Sources</b>							
Taxes	318,892	334,302	349,783	314,668	350,804	340,633	25,965
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	3,493	3,328	3,162	3,359	3,019	3,139	(220)
Fee/Rate	1,326,145	1,521,844	1,590,721	1,728,865	1,612,878	1,539,413	(189,452)
Other Revenue	178,129	361,364	278,498	100,939	174,727	10,510	(90,429)
Total Revenue	1,826,659	2,220,838	2,222,164	2,147,831	2,141,428	1,893,695	(254,136)
Operating Transfers In	599,380	99,388	99,400	101,544	144,044	104,558	3,014
Total Financing Sources	2,426,039	2,320,226	2,321,564	2,249,375	2,285,472	1,998,253	(251,122)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(650,963)	(13,901)	305,484	258,701	(252,377)	341,997	83,296
Available Reserves				2,001,943		2,185,733	183,790
Total Fund Balance				2,260,644		2,527,730	267,086
Budgeted Staffing*	2	1	1	2	2	1	(1)

\*Data represents final budgeted staffing

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



## DETAIL OF 2016-17 ADOPTED BUDGET

	2016-17				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
<b>Special Revenue Funds</b>					
CSA 18 Cedarpines (Fund SFY)	299,436	279,206	20,230	373,244	0
CSA 59 Deer Lodge Park (Fund SKJ)	270,616	173,644	96,972	163,866	0
CSA 68 Valley of the Moon (Fund SKP)	36,761	41,932	(5,171)	116,667	0
CSA 69 Lake Arrowhead Road (Fund SKS)	87,181	70,080	17,101	58,249	0
CSA 70 G Wrightwood Road (Fund SLG)	250,648	166,642	84,006	0	0
CSA 70 M Wonder Valley (Fund SLP)	97,374	88,973	8,401	0	1
CSA 70 PRD G-1 Wrightwood (Fund SLK)	99,400	99,400	0	53	0
CSA 70 R-2 Twin Peaks (Fund SMA)	44,958	88,085	(43,127)	164,819	0
CSA 70 R-3 Erwin Lake (Fund SMD)	104,746	72,612	32,134	51,035	0
CSA 70 R-4 Cedar Glen (Fund SMG)	8,897	2,770	6,127	36	0
CSA 70 R-5 Sugarloaf (Fund SMP)	343,645	264,449	79,196	286,580	0
CSA 70 R-7 Lake Arrowhead (Fund SMS)	6,355	6,339	16	15,035	0
CSA 70 R-8 Riverside Terrace (Fund SMY)	36,746	26,526	10,220	159,507	0
CSA 70 R-9 Rim Forest (Fund SNG)	16,675	8,953	7,722	1,759	0
CSA 70 R-12 Baldwin Lake (Fund SOA)	19,040	11,656	7,384	9,334	0
CSA 70 R-13 Lake Arrowhead North Shore (Fund SOE)	21,512	9,015	12,497	14,346	0
CSA 70 R-15 Landers (Fund SOG)	94,389	70,825	23,564	6,845	0
CSA 70 R-16 Running Springs (Fund SOJ)	26,692	15,075	11,617	16,452	0
CSA 70 R-19 Copper Mountain (Fund SNA)	41,290	44,735	(3,445)	18,669	0
CSA 70 R-20 Flamingo Heights (Fund SNS)	22,912	11,900	11,012	552	0
CSA 70 R-21 Mountain View (Fund SNM)	3,505	3,335	170	509	0
CSA 70 R-22 Twin Peaks (Fund SOB)	29,269	18,925	10,344	14,148	0
CSA 70 R-23 Mile High Park (Fund RCA)	29,982	16,770	13,212	15,383	0
CSA 70 R-25 Lucerne Valley (Fund SOC)	3,032	2,797	235	462	0
CSA 70 R-26 Yucca Mesa (Fund SOD)	15,438	6,947	8,491	5,844	0
CSA 70 R-29 Yucca Mesa (Fund RCB)	13,379	7,512	5,867	0	0
CSA 70 R-30 Verdemont (Fund RCC)	3,782	2,693	1,089	0	0
CSA 70 R-31 Lytle Creek (Fund RCE)	5,607	5,122	485	2,659	0
CSA 70 R-33 Big Bear City (Fund RCN)	14,229	11,006	3,223	29,720	0
CSA 70 R-34 Big Bear (Fund RCM)	7,627	2,451	5,176	264	0
CSA 70 R-35 Cedar Glen (Fund RCQ)	3,528	2,261	1,267	0	0
CSA 70 R-36 Pan Springs (Fund RCR)	10,414	9,986	428	27,052	0
CSA 70 R-39 Highland Estates (Fund RCK)	59,152	72,279	(13,127)	123,530	0
CSA 70 R-40 Upper No. Bay, Lake Arrowhead (Fund RGW)	81,729	18,253	63,476	249	0
CSA 70 R-41 Quail Summit (Fund RGY)	26,138	8,575	17,563	1,549	0
CSA 70 R-42 Windy Pass (Fund RHL)	21,911	42,593	(20,682)	147,226	0
CSA 70 R-44 Saw Pit Canyon (Fund SYT)	12,920	11,047	1,873	15,006	0
CSA 70 R-45 Erwin Lake (Fund SMO)	16,786	10,593	6,193	23,848	0
CSA 70 R-46 South Fairway Drive (Fund SYX)	7,469	6,335	1,134	26,550	0
CSA 70 R-47 Rocky Point (Fund RIS)	22,903	160,425	(137,522)	210,235	0
CSA 79 R-1 Green Valley Lake (Fund RCP)	22,177	25,531	(3,354)	84,451	0
Total Special Revenue Funds	2,340,250	1,998,253	341,997	2,185,733	1

**CSA 18 Cedarpines** includes \$299,436 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of \$279,206 are primarily from property taxes and service charges. Fund Balance of \$20,230 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund





Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 59 Deer Lodge Park** includes \$270,616 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of \$173,644 are from property taxes and special taxes. Fund Balance of \$96,972 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 68 Valley of the Moon** includes \$36,761 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of \$41,932 are from property taxes. Contribution to Fund Balance of \$5,171 will support future operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate Fund Balance in excess of the reserve threshold.

**CSA 69 Lake Arrowhead Road** includes \$87,181 in Requirements to fund road maintenance and snow removal services and transfers for allocated indirect costs. Sources of \$70,080 are from property taxes and service charges. Fund Balance of \$17,101 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 G Wrightwood Road** includes \$250,648 in Requirements to fund road maintenance, snow removal services, and transfers for allocated indirect costs and Operating Transfers Out to the CSA 70 PRD G-1 loan payment fund. Sources of \$166,642 are from property taxes and special taxes. Fund Balance of \$84,006 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 M Wonder Valley** includes \$97,374 in Requirements to fund Staffing Expenses for one regular position, as well as road maintenance and transfers for allocated indirect costs. Sources of \$88,973 are from service charges. Fund Balance of \$8,401 is being used to support ongoing operations.

**CSA 70 Permanent Road Division (PRD) G-1 Wrightwood** includes \$99,400 in Requirements to fund the debt payment of a project loan. Sources of \$99,400 are from an Operating Transfer In from CSA 70 Zone G operating fund. The primary function of this fund is to provide the necessary funding for a road project in CSA 70 Zone G. There is no Fund Balance and no available reserves.

**CSA 70 R-2 Twin Peaks** includes \$44,958 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of \$88,085 are from property taxes and special taxes. Contribution to Fund Balance of \$43,127 will support future operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate Fund Balance in excess of the reserve threshold.

**CSA 70 R-3 Erwin Lake** includes \$104,746 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of \$72,612 are from property taxes and service charges. Fund Balance of \$32,134 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.



**CSA 70 R-4 Cedar Glen** includes \$8,897 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of \$2,770 are from service charges. Fund Balance of \$6,127 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 R-5 Sugarloaf** includes \$343,645 in Requirements primarily to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of \$264,449 are from special taxes. Fund Balance of \$79,196 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 R-7 Lake Arrowhead** includes \$6,355 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of \$6,339 are from service charges. Fund Balance of \$16 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 R-8 Riverside Terrace** includes \$36,746 in Requirements to fund road maintenance and transfers for allocated indirect costs. Sources of \$26,526 are from service charges. Fund Balance of \$10,220 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 R-9 Rim Forest** includes \$16,675 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of \$8,953 are from service charges. Fund Balance of \$7,722 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 R-12 Baldwin Lake** includes \$19,040 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of \$11,656 are from service charges. Fund Balance of \$7,384 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 R-13 Lake Arrowhead North Shore** includes \$21,512 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of \$9,015 are from service charges. Fund Balance of \$12,497 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 R-15 Landers** includes \$94,389 in Requirements to fund road maintenance and transfers for allocated indirect costs. Sources of \$70,825 are from service charges. Fund Balance of \$23,564 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.



**CSA 70 R-16 Running Springs** includes \$26,692 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of \$15,075 are from special taxes. Fund Balance of \$11,617 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 R-19 Copper Mountain** includes \$41,290 in Requirements to fund road maintenance and transfers for allocated indirect costs. Sources of \$44,735 are from service charges. Contribution to Fund Balance of \$3,445 will support future operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate Fund Balance in excess of the reserve threshold.

**CSA 70 R-20 Flamingo Heights** includes \$22,912 in Requirements to fund road maintenance and transfers for allocated indirect costs. Sources of \$11,900 are from service charges. Fund Balance of \$11,012 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 R-21 Mountain View** includes \$3,505 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of \$3,335 are from service charges. Fund Balance of \$170 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 R-22 Twin Peaks** includes \$29,269 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of \$18,925 are from service charges and special taxes. Fund Balance of \$10,344 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 R-23 Mile High Park** includes \$29,982 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of \$16,770 are from service charges. Fund Balance of \$13,212 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 R-25 Lucerne Valley** includes \$3,032 in Requirements to fund road maintenance and transfers for allocated indirect costs. Sources of \$2,797 are from service charges. Fund Balance of \$235 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 R-26 Yucca Mesa** includes \$15,438 in Requirements to Fund road maintenance, grading services and transfers for allocated indirect costs. Sources of \$6,947 are from service charges. Fund Balance of \$8,491 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 R-29 Yucca Mesa** includes \$13,379 in Requirements to fund road maintenance, grading services and transfers for allocated indirect costs. Sources of \$7,512 are from service charges. Fund Balance of \$5,867 is



being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 R-30 Verdemont** includes \$3,782 in Requirements to fund road maintenance, grading services and transfers for allocated indirect costs. Sources of \$2,693 are from service charges. Fund Balance of \$1,089 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 R-31 Lytle Creek** includes \$5,607 in Requirements to fund road maintenance, grading services and transfers for allocated indirect costs. Sources of \$5,122 are from service charges. Fund Balance of \$485 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 R-33 Big Bear City** includes \$14,229 in Requirements to fund road maintenance and snow removal and transfers for allocated indirect costs. Sources of \$11,006 are from service charges. Fund Balance of \$3,223 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 R-34 Big Bear** includes \$7,627 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of \$2,451 are from service charges. Fund Balance of \$5,176 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 R-35 Cedar Glen** includes \$3,528 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of \$2,261 are from service charges. Fund Balance of \$1,267 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 R-36 Pan Springs** includes \$10,414 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of \$9,986 are from service charges. Fund Balance of \$428 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 R-39 Highland Estates** includes \$59,152 in Requirements to fund road maintenance, debt service for a CSA Revolving Loan and transfers for allocated indirect costs. Sources of \$72,279 are from service charges and residual equity transfers in. Contribution to Fund Balance of \$13,127 will support future operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate Fund Balance in excess of the reserve threshold.

**CSA 70 R-40 Upper No. Bay, Lake Arrowhead** includes \$81,729 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of \$18,253 are from special taxes. Fund Balance of \$63,476 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 R-41 Quail Summit** includes \$26,138 in Requirements to fund road maintenance, streetlights and transfers for allocated indirect costs. Sources of \$8,575 are from service charges. Fund Balance of \$17,563 is





being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 R-42 Windy Pass** includes \$21,911 in Requirements to fund road maintenance, paving services and transfers for allocated indirect costs. Sources of \$42,593 are from special taxes. Contribution to Fund Balance of \$20,682 will support future operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate Fund Balance in excess of the reserve threshold.

**CSA 70 R-44 Saw Pit Canyon** includes \$12,920 in Requirements to fund road maintenance and transfers for allocated indirect costs. Sources of \$11,047 are from special taxes. Fund Balance of \$1,873 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 R-45 Erwin Lake South** includes \$16,786 in Requirements to fund road maintenance and transfers for allocated indirect costs. Sources of \$10,593 are from service charges. Fund Balance of \$6,193 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 R-46 South Fairway Drive** includes \$7,469 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of \$6,335 are from service charges. Fund Balance of \$1,134 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA70 R-47 Rocky Point** includes \$22,903 in Requirements to fund road maintenance and transfers for allocated indirect costs. Sources of \$160,425 are from service charges. Contribution to Fund Balance of \$137,522 will support future operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate Fund Balance in excess of the reserve threshold.

**CSA 79 R-1 Green Valley Lake** includes \$22,177 in Requirements to fund road maintenance, snow removal services and transfers for allocated indirect costs. Sources of \$25,531 are from special taxes. Contribution to Fund Balance of \$3,354 will support future operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate Fund Balance in excess of the reserve threshold.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$167,826. This is primarily due to a large, one-time principal loan payment made in the prior year. Sources are decreasing by \$251,122 primarily due to one-time revenue received in the prior year for an equipment purchase.



### ANALYSIS OF FUND BALANCE

Thirty-three road districts will use a total of \$568,425 of Fund Balance to support ongoing costs. It has been the department's practice that when available Fund Balance exceeds the 25% reserve threshold, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance for ongoing operations.

Seven road districts will contribute a total of \$226,428 to Fund Balance. Fund Balance may be allowed to build up over the 25% reserve threshold to fund significant, one-time expenditures. However, the department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to generally eliminate Fund Balance in excess of the reserve threshold. The majority of the increase in departmental Fund Balance in prior years is a result of inflationary increases exceeding current year expenditures.

### 2016-17 POSITION SUMMARY\*

Division	2015-16				2016-17		Limited	Regular
	Final Staffing	Adds	Deletes	Re-Orgs	Adopted			
Regional Operations	2	0	-1	0	1	0	1	
Total	2	0	-1	0	1	0	1	

\*Detailed classification listing available in Appendix D.

### STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$70,466 fund one budgeted regular position. The budget includes a decrease of one position. The BG PSE-Equipment Operator limited-term position (vacant) is no longer needed.



## Sanitation Districts Enterprise Funds – Consolidated

### DESCRIPTION OF MAJOR SERVICES

The Special Districts Department provides for the management, funding, and maintenance of sanitation collection systems and wastewater treatment facilities throughout the County Service Areas (CSA) and Zones. Sources include property taxes, service charges and user fees.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$8,304,318
Total Sources (Incl. Reimb.)	\$7,785,276
Use of / (Contribution To) Net Position	\$519,042
Total Staff	0

**CSA 42 Oro Grande** was established by an act of the County of San Bernardino Board of Supervisors on December 27, 1965, to provide sewer services. This sanitation CSA is funded by user fees and service charges 194 Equivalent Dwelling Units (EDU). The sewage collection system is operated by the Department and the Victor Valley Wastewater Reclamation Authority (VWRA) provides sewer services.

**CSA 53B Fawnskin** was established by an act of the County of San Bernardino Board of Supervisors on January 2, 1968, to provide sewer services. This sanitation Zone CSA is funded by user fees and service charges and provides sewer services to 1,258 EDUs. The sewage collection system is operated by the Department and includes an innovative vacuum system. 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, to provide sewer services. This sanitation CSA is funded by property tax revenue, user fees, and service charges to 4,349 EDUs. The sewage collection system is operated by the Department and the VWRA provides sewer services and maintains three lift stations.

**CSA 70 BL Bloomington** was established by an act of the County of San Bernardino Board of Supervisors on November 19, 2013, to provide sewer services. This sanitation Zone will be funded by user fees and service charges. The sewer fees will be submitted in a mid-year fee Resolution establishing various fees for 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, sewer, and streetlight services to the Glen Helen area. This sanitation Zone is funded by developer contributions, user fees, and service charges to 1,143 EDUs. This Zone provides sanitation services to the San Bernardino Sheriff’s Department Detention facility as well as a Master Planned community currently in development.

**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 sewer services. This sanitation Zone is funded by user fees and service charges to 797 EDUs. The Zone provides sanitation services to residents in the Lytle Creek Community and the U.S. Forest Service.

**CSA 70 S-7 Lenwood** was established by an act of the County of San Bernardino Board of Supervisors on December 19, 1977, to provide sewer services. This sanitation 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 Zone is responsible for non-routine repairs.

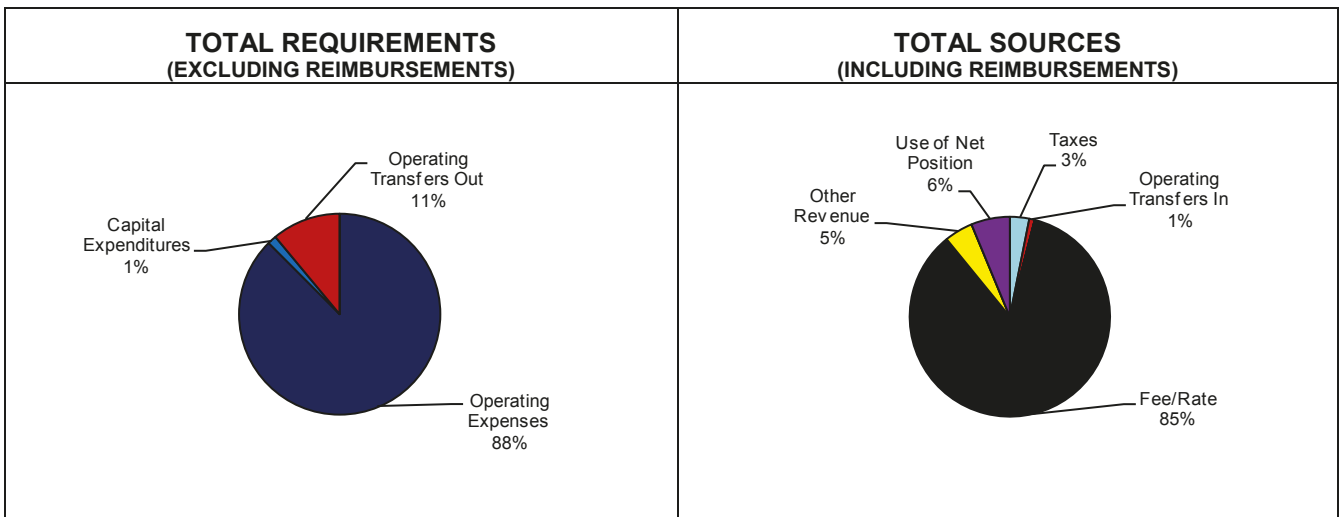
**CSA 70 SP-2 High Country** was established by an act of the County of San Bernardino Board of Supervisors on May 20, 1985, to provide sewer services. This sanitation Zone is funded by user fees and service charges to 231 EDUs in the High Country Development tract of homes. Through an out-of-area service agreement with the City of Hesperia, the Zone also provides service to 517 EDUs within city boundaries.



**CSA 79 Green Valley Lake** was established by an act of the County of San Bernardino Board of Supervisors on September 7, 1971, to provide sewer services. This sanitation CSA is funded by user fees and service charges to 1,222 EDUs. The sewage collection system and interceptor is operated by the Department, with sewage treatment provided through a contract with Running Springs Water District (RSWD).

**CSA 82 Searles Valley** was established by an act of the County of San Bernardino Board of Supervisors on June 28, 1976, to provide sewer services. On June 6, 2000, this sanitation CSA was combined and included Zones SV-3 (Trona) and SV-4 (Pioneer Point) through the Board of Supervisors Resolution No. 2000-132. The newly combined sanitation CSA 82 is funded by property tax revenue, user fees, and service charges to 755 EDUs as well as streetlight services.

**2016-17 ADOPTED BUDGET**





**ANALYSIS OF 2016-17 ADOPTED BUDGET**

GROUP: Special Districts  
 DEPARTMENT: Special Districts  
 FUND: Sanitation Districts - Consolidated

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

	2012-13	2013-14	2014-15	2015-16	2015-16	2016-17	Change From
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	5,050,388	5,174,923	5,845,313	7,959,444	6,825,351	7,268,125	(691,319)
Capital Expenditures	7,813	1,472,216	1,072,857	301,000	0	120,000	(181,000)
Total Exp Authority	5,058,201	6,647,139	6,918,170	8,260,444	6,825,351	7,388,125	(872,319)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	5,058,201	6,647,139	6,918,170	8,260,444	6,825,351	7,388,125	(872,319)
Operating Transfers Out	2,276,704	2,068,210	1,299,668	1,013,364	953,914	916,193	(97,171)
Total Requirements	7,334,905	8,715,349	8,217,838	9,273,808	7,779,265	8,304,318	(969,490)
<b>Sources</b>							
Taxes	233,224	269,211	242,845	289,010	82,198	259,533	(29,477)
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	615	597	538	597	489	538	(59)
Fee/Rate	4,779,164	8,029,289	6,434,005	6,843,257	7,190,790	7,069,484	226,227
Other Revenue	769,278	1,155,407	(40,636)	684,527	481,840	383,610	(300,917)
Total Revenue	5,782,281	9,454,504	6,636,752	7,817,391	7,755,317	7,713,165	(104,226)
Operating Transfers In	0	69,654	671,853	400,846	406,646	72,111	(328,735)
Total Financing Sources	5,782,281	9,524,158	7,308,605	8,218,237	8,161,963	7,785,276	(432,961)
<b>Net Position</b>							
Use of/ (Contribution to) Net Position**	1,552,624	(808,809)	909,233	1,055,571	(382,698)	519,042	(536,529)
Est. Net Position Available						899,238	
Total Est. Unrestricted Net Position						1,418,280	
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

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

Note: Unlike governmental funds, the 2015-16 Final Budget and 2015-16 Actual columns do not include information on Estimated Net Position Available or Total Estimated Unrestricted Net Position because GAAP requires that internal service and enterprise funds include line items such as depreciation, which are not budgeted, in the Net Position calculation.



## DETAIL OF 2016-17 ADOPTED BUDGET

	2016-17				
	Requirements	Sources	Use of / (Contribution to) Net Position	Estimated Net Position Available	Staffing
<b>Enterprise Funds</b>					
CSA 42 Oro Grande (Fund EAP)	226,622	231,312	(4,690)	15,253	0
CSA 53B Fawnskin (Fund EBA)	983,191	903,104	80,087	105,528	0
CSA 64 Spring Valley Lake (Fund EBM)	2,492,405	2,428,738	63,667	308,361	0
CSA 70 BL Bloomington (Fund EAR)	862,615	937,666	(75,051)	107,451	0
CSA 70 GH Glen Helen (Fund ELH)	998,246	994,157	4,089	77,288	0
CSA 70 S-3 Lytle Creek (Fund ECP)	551,980	470,405	81,575	62,134	0
CSA 70 S-7 Lenwood (Fund ECR)	88,091	81,989	6,102	0	0
CSA 70 SP-2 High Country (Fund EFA)	278,224	271,732	6,492	19,959	0
CSA 79 Green Valley Lake (Fund EFP)	1,271,980	1,055,691	216,289	97,317	0
CSA 82 Searles Valley (Fund EFP)	550,964	410,482	140,482	105,947	0
Total Enterprise Funds	8,304,318	7,785,276	519,042	899,238	0

**CSA 42 Oro Grande** includes \$226,622 in Requirements to fund operations and maintenance costs, charges from VVWRA for waste processing, transfers for allocated indirect costs and Operating Transfers Out to a replacement reserve fund for future capital improvement projects. Sources of \$231,312 are primarily from user fees and service charges. Contribution to Net Position of \$4,690 will support future operations.

**CSA 53B Fawnskin** includes \$983,191 in Requirements to fund operations and maintenance costs, charges from BBARWA for waste processing, transfers for allocated indirect costs and Operating Transfers Out to a replacement reserve fund for future capital improvement projects. Sources of \$903,104 are primarily from user fees and service charges. Net Position of \$80,087 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Net Position.

**CSA 64 Spring Valley Lake** includes \$2.5 million in Requirements to fund operations and maintenance costs, charges from VVWRA for waste processing, transfers for allocated indirect costs and Operating Transfers Out to a replacement reserve fund for future capital improvement projects. Sources of \$2.4 million are primarily from taxes, user fees, and service charges. Net Position of \$63,667 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Net Position.

**CSA 70 BL Bloomington** includes \$862,615 in Requirements to fund operations and maintenance costs and transfers for allocated indirect costs. Sources of \$937,666 are primarily from user fees. Contribution to Net Position of \$75,051 will support future operations.

**CSA 70 GH Glen Helen** includes \$998,246 in Requirements to fund operations and maintenance costs, transfers for allocated indirect costs and Operating Transfers Out to a replacement reserve fund for future capital improvement projects. Sources of \$994,157 are primarily from user fees, service charges, and developer contributions. Net Position of \$4,089 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Net Position.

**CSA 70 S-3 Lytle Creek** includes \$551,980 in Requirements to fund operating and maintenance costs, transfers for allocated indirect costs and Operating Transfers Out to a replacement reserve fund for future capital



improvement projects. Sources of \$470,405 are primarily from user fees and service charges. Net Position of \$81,575 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Net Position.

**CSA 70 S-7 Lenwood** includes \$88,091 in Requirements to fund operating and maintenance costs and transfers for allocated indirect costs. Sources of \$81,989 are primarily from revenues from an out-of-area service agreement with the City of Barstow. Net Position of \$6,102 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Net Position.

**CSA 70 SP-2 High Country** includes \$278,224 in Requirements to fund operating and maintenance costs, professional services including an agreement with the City of Hesperia for waste processing, and transfers for allocated indirect costs. Sources of \$271,732 are primarily from user fees and service charges. Net Position of \$6,492 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Net Position.

**CSA 79 Green Valley Lake** includes \$1.3 million in Requirements to fund operating and maintenance costs, professional services including charges from RSWD for waste processing, transfers for allocated indirect costs and Operating Transfers Out to a replacement reserve fund for future capital improvement projects. Sources of \$1.1 million are primarily from user fees and service charges. Net Position of \$216,289 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Net Position.

**CSA 82 Searles Valley** includes \$550,964 in Requirements to fund operating and maintenance costs, transfers for allocated indirect costs, Operating Transfers Out to fund maintenance in the CSA 82 park/rest stop, and to the replacement reserve fund for future capital improvement projects. Sources of \$410,482 are primarily from taxes, user fees, and service charges. Net Position of \$140,482 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Net Position.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$969,490 primarily as a result of one-time expenditures in 2015-16 for an emergency project in CSA 70 GH (Glen Helen). In addition, Capital Expenditures have decreased due to one-time purchases made in the prior year. Sources are decreasing by \$432,961, primarily due to a reduction of charges for current services to better align with current revenue trends.

## ANALYSIS OF NET POSITION

In 2016-17, eight sanitation districts will use Net Position of \$598,783 to support ongoing costs. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Net Position in future years. However, two sanitation districts will contribute to Net Position of \$79,741, which will be used to support future operations. The majority of the decrease in net position is a result of ongoing operation costs exceeding sources.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with these budget units.



## Streetlight Districts Special Revenue Funds – Consolidated

### DESCRIPTION OF MAJOR SERVICES

The Special Districts Department provides for the management and funding of streetlights within ten County Service Areas (CSA) and Improvement Zones throughout the County. Sources include property taxes or per parcel service charges.

**Budget at a Glance**

Total Requirements (Excl. Reimb.)	\$914,879
Total Sources (Incl. Reimb.)	\$859,670
Use of/ (Contribution to) Fund Balance	\$55,209
Total Staff	0

**CSA 30 Red Mountain** was established by an act of the County of San Bernardino Board of Supervisors on December 30, 1964 to provide funding for the operation of 15 streetlights in the community of Red Mountain. This streetlight CSA is funded through property tax revenue.

**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. Beginning in 2014-15, CSA 53A Big Bear and CSA 73 Arrowbear Lake were consolidated into CSA 54 Crest Forest. This CSA receives property taxes to fund the operation of 210 streetlights.

**CSA 70 EV-1 East Valley** 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 215 streetlights in the unincorporated area of the County known as the “Donut Hole.” The rate and method of apportionment sets a special tax for each parcel to pay for the streetlighting energy charges. There are currently 77 parcels billed for this special tax.

**CSA 70 GH Glen Helen** was established by an act of the County of San Bernardino Board of Supervisors on August 24, 2004, to provide services for Tract 15900. Tract 15900 is an approved development of approximately 2,086 housing units in a development area known as “Lytle Creek North Development” project, which includes a provision for the installation of 283 streetlights in this area. On January 30, 2007, voters approved a service charge of \$41.71 per parcel, per year with a 2.5% inflationary increase to provide funding for the operation of the streetlights. The service charge for 2016-17 is \$50.82 per parcel and will be billed on 1,519 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 as a park district. On March 22, 2016 the County of San Bernardino Board of Supervisors approved funding in the amount of \$21,100 for the operation of four streetlights in the community of El Mirage. The approved funding is projected to support these streetlights for approximately 20 years.

**CSA 70 SL-2 Chino** was established by an act of the County of San Bernardino Board of Supervisors on November 16, 2004 when voters approved a service charge of \$122.00 per parcel, per year with a 1.5% inflationary increase to provide funding for the operation of eight streetlights. The service charge for 2016-17 is \$123.83 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 on February 15, 2005 when voters approved a service charge of \$40.00 per parcel, per year with a 1.5% inflationary increase for the operation of 12 streetlights in the community of Mentone. The service charge for 2016-17 is \$43.75 per parcel and will be billed on 69 parcels.

**CSA 70 SL-4 Bloomington** was established by an act of the County of San Bernardino Board of Supervisors on August 22, 2006 when voters approved a service charge of \$247.00 per parcel, per year with a 2.5% inflationary increase for the operation of five streetlights in the community of Bloomington. The service charge was reduced in 2012-13 to \$100.00 per parcel as there was sufficient Fund Balance. The service charge for 2016-17 is \$102.50 per parcel and will be billed on 31 parcels.

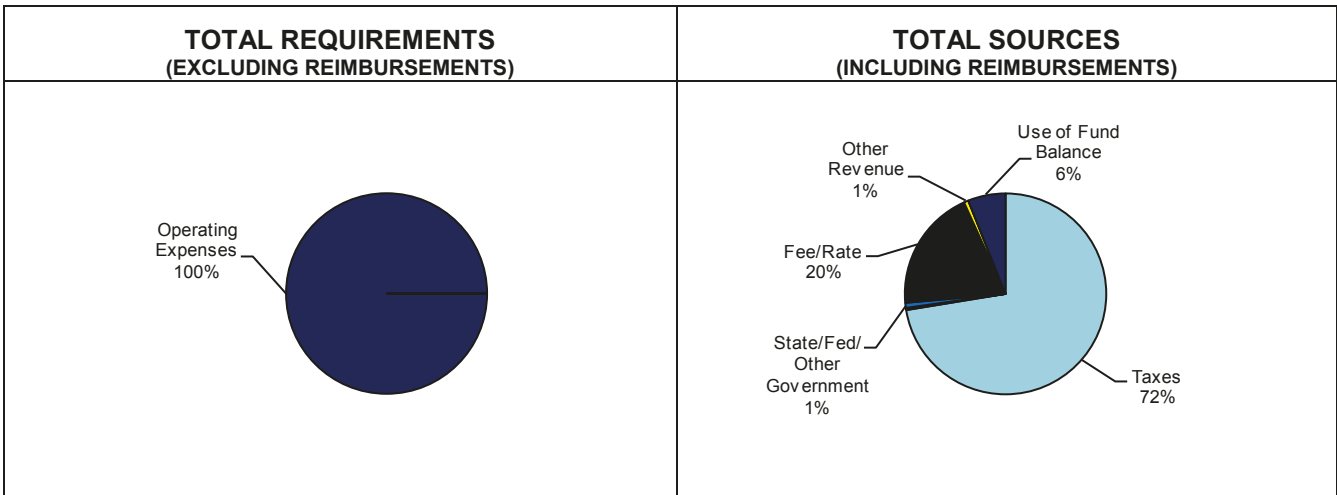
**CSA 70 SL-5 Muscoy** was established by an act of the County of San Bernardino Board of Supervisors on June 5, 2007 when voters approved a service charge of \$18.00 per parcel, per year with a 2.5% inflationary increase



for the operation of 207 streetlights in the community of Muscoy. The service charge for 2016-17 is \$19.38 per parcel and will be billed on 2,155 parcels.

**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 of 3,521 streetlights in communities throughout the County.

**2016-17 ADOPTED BUDGET**



### ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Special Districts  
 DEPARTMENT: Special Districts  
 FUND: Streetlight Districts - Consolidated

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	818,576	723,411	760,966	867,697	716,422	914,879	47,182
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	818,576	723,411	760,966	867,697	716,422	914,879	47,182
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	818,576	723,411	760,966	867,697	716,422	914,879	47,182
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	818,576	723,411	760,966	867,697	716,422	914,879	47,182
<b>Sources</b>							
Taxes	696,790	754,116	755,147	645,259	796,218	662,541	17,282
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	7,906	7,746	7,593	7,779	7,406	7,445	(334)
Fee/Rate	125,635	166,871	149,585	142,142	172,919	179,798	37,656
Other Revenue	99,946	79,179	12,033	9,367	10,353	6,705	(2,662)
Total Revenue	930,277	1,007,912	924,357	804,547	986,896	856,489	51,942
Operating Transfers In	0	0	0	303	22,915	3,181	2,878
Total Financing Sources	930,277	1,007,912	924,357	804,850	1,009,811	859,670	54,820
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(111,701)	(284,501)	(163,391)	62,847	(293,389)	55,209	(7,638)
Available Reserves				1,103,554		1,404,581	301,027
Total Fund Balance				1,166,401		1,459,790	293,389
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

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

### DETAIL OF 2016-17 ADOPTED BUDGET

2016-17

	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
<b>Special Revenue Funds</b>					
CSA 30 Red Mountain (Fund SGJ)	5,567	5,162	405	1,381	0
CSA 54 Crest Forest (Fund SJV)	56,012	34,347	21,665	39,901	0
CSA 70 EV-1 East Valley (Fund SQW)	43,158	43,761	(603)	90,926	0
CSA 70 GH Glen Helen (Fund RWX)	86,740	83,778	2,962	86,813	0
CSA 70 P-6 El Mirage (Fund SQU)	1,500	0	1,500	19,600	0
CSA 70 SL-2 Chino (Fund SQX)	4,724	3,225	1,499	836	0
CSA 70 SL-3 Mentone (Fund SQZ)	4,711	4,285	426	753	0
CSA 70 SL-4 Bloomington (Fund SMC)	3,980	3,283	697	30,581	0
CSA 70 SL-5 Muscoy (Fund SMJ)	39,144	46,225	(7,081)	77,792	0
CSA SL-1 Countywide (Fund SQV)	669,343	635,604	33,739	1,055,998	0
Total Special Revenue Funds	914,879	859,670	55,209	1,404,581	0





**CSA 30 Red Mountain** includes \$5,567 in Requirements to fund energy costs for streetlights and transfers for allocated indirect costs. Sources of \$5,162 are primarily from property taxes. Fund Balance of \$405 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 54 Crest Forest** includes \$56,012 in Requirements to fund energy costs for streetlights and transfers for allocated indirect costs. Sources of \$34,347 are primarily from property taxes. Fund Balance of \$21,665 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 EV-1 East Valley** includes \$43,158 in Requirements to fund energy costs for streetlights and transfers for allocated indirect costs. Sources of \$43,761 are from per parcel special taxes. Contribution to Fund Balance of \$603 will support future operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate Fund Balance in excess of the reserve threshold.

**CSA 70 GH Glen Helen** includes \$86,740 in Requirements to fund energy costs for streetlights and transfers for allocated indirect costs. Sources of \$83,778 are primarily from per parcel service charges. Fund Balance of \$2,962 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 P-6 El Mirage** includes \$1,500 in Requirements to fund energy costs for streetlights. Fund Balance of \$1,500 is being used to support ongoing operations. The department received one-time Board Discretionary funding in March, 2016 to support these streetlights for approximately 20 years.

**CSA 70 SL-2 Chino** includes \$4,724 in Requirements to fund energy costs for streetlights and transfers for allocated indirect costs. Sources of \$3,225 are primarily from per parcel service charges. Fund Balance of \$1,499 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 SL-3 Mentone** includes \$4,711 in Requirements to fund energy costs for streetlights and transfers for allocated indirect costs. Sources of \$4,285 are primarily from per parcel service charges. Fund Balance of \$426 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 SL-4 Bloomington** includes \$3,980 in Requirements to fund energy costs for streetlights and transfers for allocated indirect costs. Sources of \$3,283 are primarily from per parcel service charges. Fund Balance of \$697 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

**CSA 70 SL-5 Muscoy** includes \$39,144 in Requirements to fund energy costs for streetlights and transfers for allocated indirect costs. Sources of \$46,225 are primarily from per parcel service charges. Contribution to Fund Balance of \$7,081 will support future operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate Fund Balance in excess of the reserve threshold.



**CSA SL-1 Countywide** includes \$669,343 in Requirements to fund energy costs for streetlights and transfers for allocated indirect costs. Sources of \$635,604 are primarily from property taxes. Fund Balance of \$33,739 is being used to support ongoing operations. It has been the department's practice that when available Fund Balance exceeds its 25% reserve threshold, as is the case with this fund, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance.

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

Requirements are increasing by \$47,182. This is primarily due to an increase in administrative overhead charges. Sources are increasing by \$54,820 primarily due to inflationary increases for streetlight service charges.

### **ANALYSIS OF FUND BALANCE**

Eight streetlight districts will use a total of \$62,893 of Fund Balance to support ongoing costs. It has been the department's practice that when available Fund Balance exceeds the 25% reserve threshold, it will use Fund Balance for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Fund Balance for ongoing operations.

Two streetlight districts will contribute a total of \$7,684 to Fund Balance. Fund Balance may be allowed to build up over the 25% reserve threshold to fund significant, one-time expenditures. However, the department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to generally eliminate Fund Balance in excess of the reserve threshold. The majority of the increase in departmental Fund Balance in prior years is a result of inflationary increases exceeding current year expenditures.

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

There is no staffing associated with these budget units.





## 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 Zones. Sources include property taxes, service charges and user fees.

**Budget at a Glance**

Total Requirements (Excl. Reimb.)	\$6,905,523
Total Sources (Incl. Reimb.)	\$5,940,811
Use of / (Contribution To) Net Position	\$964,712
Total Staff	0

**CSA 42 Oro Grande** was established by an act of the County of San Bernardino Board of Supervisors on December 27, 1965 to provide water services. This water CSA provides financing for the operation and maintenance of water connections for 136 customers.

**CSA 64 Spring Valley Lake** was established by an act of the County of San Bernardino Board of Supervisors on December 30, 1968 to provide water services. This water CSA provides financing for the operation and maintenance of water connections for 3,843 customers. This CSA 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 services. This water Zone provides for the operation and maintenance of water connections for 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 services. This water Zone provides for the operation and maintenance of water connections for 84 customers. This CSA maintains three wells, one booster station, and a reservoir that stores 260,000 gallons of water.

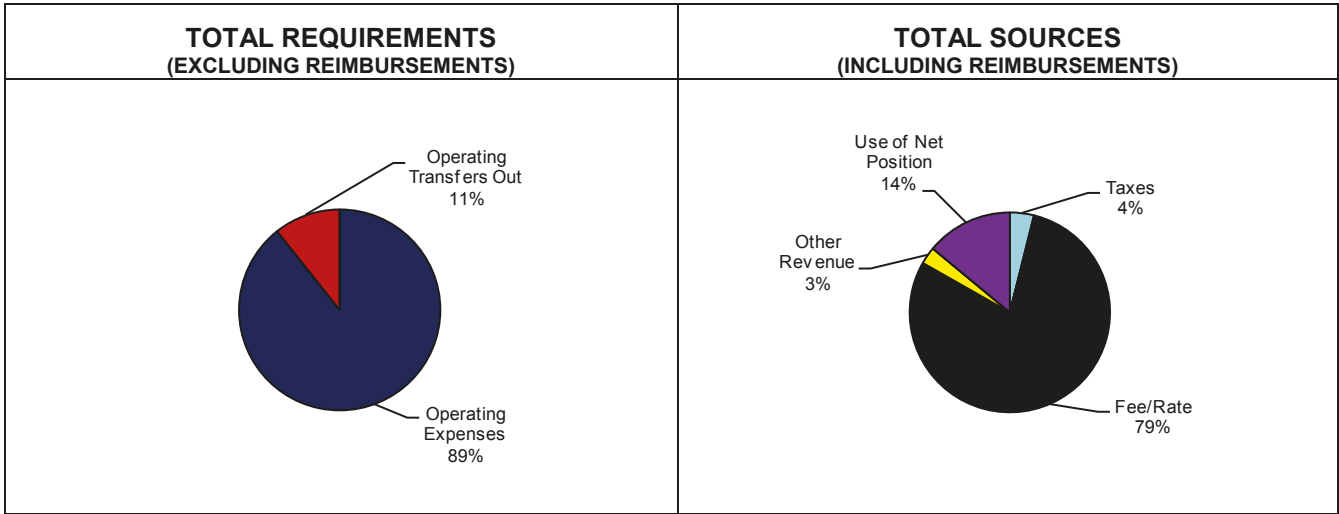
**CSA 70 J Oak Hills** was established by an act of the County of San Bernardino Board of Supervisors on December 28, 1971 to provide water services. This water Zone provides for the operation and maintenance of water connections for 3,209 customers. This Zone maintains five wells, five booster stations, nine water storage reservoirs, and 130 miles of water pipelines ranging from 6 inches to 16 inches in diameter.

**CSA 70 W-3 Hacienda** was established by an act of the County of San Bernardino Board of Supervisors on December 6, 1976 to provide water services. This water Zone provides financing for the operation and maintenance of water connections for 167 customers. This Zone maintains two wells, two booster stations, and two storage reservoirs.

**CSA 70 W-4 Pioneertown** was established by an act of the County of San Bernardino Board of Supervisors on January 14, 1980 for water services. This water Zone provides financing for the operation and maintenance of water connections for 120 customers. This Zone maintains five wells and two storage reservoirs.



**2016-17 ADOPTED BUDGET**



**ANALYSIS OF 2016-17 ADOPTED BUDGET**

GROUP: Special Districts  
 DEPARTMENT: Special Districts  
 FUND: Water Districts - Consolidated

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

	2012-13	2013-14	2014-15	2015-16	2015-16	2016-17	Change From
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	6,042,513	5,309,720	5,754,210	9,991,912	8,715,604	6,167,902	(3,824,010)
Capital Expenditures	26,725	64,577	12,804	274,000	0	0	(274,000)
Total Exp Authority	6,069,238	5,374,297	5,767,014	10,265,912	8,715,604	6,167,902	(4,098,010)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	6,069,238	5,374,297	5,767,014	10,265,912	8,715,604	6,167,902	(4,098,010)
Operating Transfers Out	1,420,003	4,095,038	2,142,040	1,187,964	449,548	737,621	(450,343)
Total Requirements	7,489,241	9,469,334	7,909,054	11,453,876	9,165,152	6,905,523	(4,548,353)
<b>Sources</b>							
Taxes	201,461	205,816	308,779	206,362	507,263	267,487	61,125
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	4,524	4,488	4,951	4,488	4,812	4,024	(464)
Fee/Rate	6,750,128	7,013,712	6,641,516	6,393,250	5,994,635	5,464,040	(929,210)
Other Revenue	437,963	236,815	240,228	216,884	(98,933)	193,260	(23,624)
Total Revenue	7,394,076	7,460,831	7,195,474	6,820,984	6,407,777	5,928,811	(892,173)
Operating Transfers In	312,400	127,174	603,218	2,762,355	1,521,049	12,000	(2,750,355)
Total Financing Sources	7,706,476	7,588,005	7,798,692	9,583,339	7,928,825	5,940,811	(3,642,528)
<b>Net Position</b>							
Use of/ (Contribution to) Net Position**	(217,235)	1,881,329	110,362	1,870,537	1,236,327	964,712	(905,825)
Est. Net Position Available						795,653	
Total Est. Unrestricted Net Position						1,760,365	
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

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

Note: Unlike governmental funds, the 2015-16 Final Budget and 2015-16 Actual columns do not include information on Estimated Net Position Available or Total Estimated Unrestricted Net Position because GAAP requires that internal service and enterprise funds include line items such as depreciation, which are not budgeted, in the Net Position calculation.



## DETAIL OF 2016-17 ADOPTED BUDGET

	2016-17				
	Requirements	Sources	Use of / (Contribution to) Net Position	Estimated Net Position Available	Staffing
<b>Enterprise Funds</b>					
CSA 42 Oro Grande (Fund EAS)	147,178	217,732	(70,554)	282,301	0
CSA 64 Spring Valley Lake (Fund ECB)	2,682,053	2,137,653	544,400	85,160	0
CSA 70 CG Cedar Glen (Fund ELL)	544,929	447,771	97,158	136,126	0
CSA 70 F Morongo Valley (Fund EBY)	188,916	139,338	49,578	137,298	0
CSA 70 J Oak Hills (Fund ECA)	2,942,864	2,659,657	283,207	82,000	0
CSA 70 W-1 Goat Mountain (Fund ECS)	2,358	0	2,358	0	0
CSA 70 W-3 Hacienda (Fund ECY)	242,923	210,798	32,125	31,369	0
CSA 70 W-4 Pioneertown (Fund EDD)	154,302	127,862	26,440	41,399	0
Total Enterprise Funds	6,905,523	5,940,811	964,712	795,653	0

**CSA 42 Oro Grande** includes \$147,178 in Requirements to fund operating and maintenance costs, transfers for allocated indirect costs and Operating Transfers Out to provide funding for capital improvement projects. Sources of \$217,732 are primarily from user fees, connection fees, and service charges. Contribution to Net Position of \$70,554 will support future operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate Net Position in excess of the reserve threshold.

**CSA 64 Spring Valley Lake** includes \$2.7 million in Requirements to primarily fund operating and maintenance costs, transfers for allocated indirect costs and Operating Transfers Out to a replacement reserve fund for future capital improvement projects and depreciation for future replacement projects. Sources of \$2.1 million are primarily from property taxes, user fees, and service charges. Net Position of \$544,400 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Net Position.

**CSA 70 CG Cedar Glen** includes \$544,929 in Requirements to fund operating and maintenance costs, transfers for allocated indirect costs, Operating Transfers Out to a replacement reserve fund for future capital improvement projects and debt service. Sources of \$447,771 are primarily from user fees, service charges, and special assessments. Net Position of \$97,158 is being used to support ongoing operations. It has been the department's practice that when available Net Position exceeds its 25% reserve threshold, as is the case with this fund, it will use Net Position for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Net Position.

**CSA 70 F Morongo Valley** includes \$188,916 in Requirements to fund operating and maintenance costs and transfers for allocated indirect costs. Sources of \$139,338 are primarily from user fees, and service charges. Net Position of \$49,578 is being used to support ongoing operations. It has been the department's practice that when available Net Position exceeds its 25% reserve threshold, as is the case with this fund, it will use Net Position for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Net Position.



**CSA 70 J Oak Hills** includes \$2.9 million in Requirements to fund operating and maintenance costs, transfers for allocated indirect costs, Operating Transfers Out to a replacement reserve fund for future capital improvement projects and debt service. Sources of \$2.7 million are primarily from user fees, and service charges. Net Position of \$283,207 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Net Position.

**CSA 70 W-1 Goat Mountain** was annexed to Bighorn Desert View Water Agency (Agency) effective July 1, 2015. This was a result of a Local Agency Formation Commission (LAFCO) of San Bernardino action. However, Requirements of \$2,358 are to pay for the Countywide Cost Allocation Plan (COWCAP) charges that are charged two years in arrears.

**CSA 70 W-3 Hacienda** includes \$242,923 in Requirements to fund operating and maintenance costs, transfers for allocated indirect costs, and Operating Transfers Out to a replacement reserve fund for future capital improvement projects. Sources of \$210,798 are primarily from user fees and service charges. Net Position of \$32,125 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Net Position.

**CSA 70 W-4 Pioneertown** includes \$154,302 in Requirements to fund operating and maintenance costs, transfers for allocated indirect costs and Operating Transfers Out to a replacement reserve fund for future capital improvement projects. Sources of \$127,862 are primarily from user fees and service charges. Net Position of \$26,440 is being used to support ongoing operations. It has been the department's practice that when available Net Position exceeds its 25% reserve threshold, as is the case with this fund, it will use Net Position for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Net Position.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$4.5 million primarily due to a decrease in Operating Expenses for one-time project costs for meter installations in multiple districts. Sources are decreasing by \$3.6 million primarily due to the elimination of one-time Operating Transfers In from other funds for the meter projects in 2015-16.

## ANALYSIS OF NET POSITION

In 2016-17, seven water districts will use a total of \$1.0 million of Net Position to support ongoing costs. It has been the department's practice that when available Net Position exceeds the 25% reserve threshold, it will use Net Position for operations. However, once reserves have been brought within the 25% reserve threshold, the department will review operations in an effort to make adjustments to expenses and/or revenue in order to eliminate reliance on Net Position for ongoing operations. The majority of the decrease in Net Position is a result of one-time meter projects that are approaching completion as well as a reduction in revenue due to water conservation efforts related to the drought.

One water district will contribute \$70,554 to Net Position. Net Position may be allowed to build up over the 25% reserve threshold to fund significant, one-time expenditures. However, the department is reviewing operations in an effort to make adjustments to expenses and/or revenue in order to generally eliminate Net Position in excess of the reserve threshold. The majority of the increase in departmental Net Position in prior years is a result of inflationary increases exceeding current year expenditures.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with these budget units.



## SPECIAL DISTRICTS CAPITAL IMPROVEMENT PROGRAM

Jeffrey O. Rigney

### DEPARTMENT MISSION STATEMENT

*The Capital Improvement Program receives and evaluates capital expenditure requests; recommends priorities for the acquisition or improvement of land, facilities, and infrastructure; oversees and monitors major capital projects; and guides growth and change of County facilities and infrastructure by anticipating future needs.*



### 2016-17 SUMMARY OF BUDGET UNITS

Funding for capital projects is included in Capital Improvement Program funds for Special Districts General, Parks, Roads, Sanitation, and Water County Service Areas and Zones.

### DESCRIPTION OF MAJOR SERVICES

The Capital Improvement Program (CIP) is an internal planning tool administered by the Special Districts Department to provide the Board of Supervisors (Board) with information to assist in the decision-making process for the allocation of limited resources to capital projects. The CIP provides for the acquisition, construction, reconstruction, fixtures and equipment, renovation, rehabilitation or replacement of facilities, equipment, and infrastructure with a life expectancy of at least five years and capital costs of \$5,000 or more. The program:

- Recommends priorities for capital projects based on capital improvement criteria for Special Districts general, parks, roads, sanitation, and water facilities and infrastructure;
- Prepares the annual CIP budget, monitors and directs implementation of approved projects through the department;
- Provides direct oversight for major capital projects;
- Performs long-range planning to:
  - Link department capital and operational budget plans to countywide strategic plans,
  - Conduct physical condition assessments through periodic surveys of facilities to identify major, large-scale projects to repair and rehabilitate department assets,
  - Identify opportunities for energy efficiencies, life-cycle increases, and maintenance operating cost reductions,
  - Identify future infrastructure needs of the department, and
  - Develop formal estimates of costs and seek adequate project funding.

### BUDGET HISTORY

The CIP is funded by a number of sources, including the County General Fund, and County Service Area (CSA) and Improvement Zone operating, reserve funding, and various other funding sources including grants. The department's CIP includes construction, rehabilitation, and repair projects for numerous facilities, structures, and infrastructure.



## ANALYSIS OF 2016-17 ADOPTED BUDGET

Each year, Special Districts Division Managers are requested to submit possible capital improvement projects for the individual CSAs and Improvement Zones, including Big Bear Recreation and Park District and Bloomington Recreation and Park District. Special District's Engineering Division prepares feasibility studies, scopes of work, and estimates for these projects. The Engineering Division also works closely with the Fiscal/Administrative Division to evaluate available funding for the projects. A total of 78 projects for a total of \$45.0 million are approved in the 2016-17 budget.

### 2016-17 ADOPTED BUDGET – Total \$45.0 million

- General Districts** **\$15.7 million**
  - CSA 120 No. Etiwanda Preserve – \$465,000 for the design, purchase of land, and parking lot extension that was initiated in 2015-16. The total project cost is \$470,722.
  - CSA 40 Elephant Mountain – \$80,921 for tower bracing and stabilization that was initiated in 2015-16. The total project cost is \$104,135.
  - CSA 70 CIP Projects – \$1.0 million for the purchase of a new building for the Water and Sanitation division located in the High Desert.
  - CSA 70 Countywide – \$5.4 million for design and construction of a new road (Snowdrop Road) in the Rancho Cucamonga area funded by a voter approved special assessment that was initiated in 2013-14. The total project cost is \$5.4 million.
  - CSA 70 Countywide – \$8.5 million for rehabilitation of the Lake Gregory Dam.
  - CSA 70 D-1 Lake Arrowhead Dam – \$34,415 for McKay Park improvements that were initiated in 2015-16. The total project cost is \$50,000.
  - CSA 70 D-1 Lake Arrowhead Dam – \$26,497 to construct a detention basin that was initiated in 2014-15. The total project cost is \$225,000.
  - CSA 70 TV-4 Wonder Valley – \$147,179 for partial relocation of power lines that was initiated in 2014-15. The total project cost is \$151,952.
  - CSA 70 TV-5 Mesa – \$45,000 for power pole installation. The total project cost is \$45,000.
  
- Park Districts** **\$417,693**
  - CSA 20 Joshua Tree – \$417,693 for the design and construction of the Desert View Conservatory that was initiated in 2013-14. The total project cost is \$676,257.
  
- Big Bear Valley Recreation and Park District** **\$9.3 million**
  - Big Bear Alpine Zoo – \$9.1 million for design and construction of a new zoo site that was initiated in 2013-14. The total project cost is \$10.4 million.
  - Big Bear Alpine Zoo – \$83,600 for lease payment for existing location.
  - Big Bear Recreation and Park District – \$26,123 for general park improvements to Big Bear parks that were initiated in 2015-16. The total project cost is \$26,935.
  - Big Bear Recreation and Park District – \$50,266 for Paradise Park improvements that were initiated in 2014-15. The total project cost is \$60,000.
  
- Bloomington Recreation and Park District** **\$77,054**
  - Bloomington Recreation and Park District – \$77,054 for Kessler Park improvements including ball field lighting, tot lot, and equestrian facilities that were initiated in 2013-14. The total project cost is \$1.3 million.
  
- Road Districts** **\$353,763**
  - CSA 59 Deer Lodge Park – \$200,000 for a road paving project. The total project cost is \$200,000.
  - CSA 69 Lake Arrowhead – \$146,938 for a road paving project that was initiated in 2015-16. The total project cost is \$165,680.
  - CSA 69 Lake Arrowhead – \$6,825 for a road paving project that was initiated in 2013-14. The total project cost is \$360,846.





- **Sanitation Districts**

**\$5.1 million**

- CSA 42 Oro Grande – \$229,823 for sewer system repairs (phase II) that were initiated in 2015-16. The total project cost is \$229,823.
- CSA 42 Oro Grande – \$50,000 for the installation of a water pipeline at the Mill Street railway crossing. The total project cost is \$100,000.
- CSA 42 Oro Grande – \$25,000 to install a sewage flow meter and traffic rated vault. The total project cost is \$25,000.
- CSA 53B Fawnskin – \$469,549 for collection system repairs that were initiated in 2015-16. The total project cost is \$641,795.
- CSA 53B Fawnskin – \$175,000 to purchase a new office building that was initiated in 2015-16. The total project cost is \$185,000.
- CSA 64 Spring Valley Lake – \$330,000 for the Lakeview lift station renovation that was initiated in 2015-16. The total project cost is \$330,000.
- CSA 64 Spring Valley Lake – \$250,000 for collection system repairs, phase I that was initiated in 2015-16. The total project cost is \$500,000.
- CSA 64 Spring Valley Lake – \$150,000 for manhole raising, phase II.
- CSA 64 Spring Valley Lake – \$345,417 to complete sewer line replacement that was initiated in 2014-15. The total project cost is \$400,000.
- CSA 70 GH Glen Helen – \$155,000 for walkways and fall protection that was initiated in 2015-16. The total project cost is \$175,000.
- CSA 70 GH Glen Helen – \$233,000 to upgrade the treatment plant that was initiated in 2015-16. The total project cost is \$500,000.
- CSA 70 GH Glen Helen – \$150,000 to install a screw press for sludge.
- CSA 70 GH Glen Helen – \$660,000 to construct the reclaimed water pipeline at Reach #1.
- CSA 70 S-3 Lytle Creek – \$108,629 for lift station renovations that were initiated in 2015-16. The total project cost is \$108,629.
- CSA 70 S-3 Lytle Creek – \$70,000 for sewer plant renovation, which includes the purchase and installation of a clarifier that was initiated in 2015-16. The total project cost is \$75,000.
- CSA 70 S-3 Lytle Creek – \$65,000 for sewer plant renovation, which includes the purchase and installation of an oxidation ditch that was initiated in 2015-16. The total project cost is \$65,000.
- CSA 70 S-3 Lytle Creek – \$250,000 for the Creekside line relocation and protection project that was initiated in 2015-16. The total project cost is \$250,000.
- CSA 70 S-3 Lytle Creek – \$150,000 for the force main upgrade.
- CSA 70 S-3 Lytle Creek – \$35,000 for the bar screen upgrade.
- CSA 70 S-3 Lytle Creek – \$40,000 to install a sewage grinder at the Lytle Creek plant.
- CSA 70 S-3 Lytle Creek – \$50,000 to replace the sewage plant pump #1.
- CSA 79 Green Valley Lake – \$190,000 for CCTV inspection and repair of sewer lines that was initiated in 2015-16. The total project cost is \$195,000.
- CSA 79 Green Valley Lake – \$145,000 for a manhole raising project that was initiated in 2015-16. The total project cost is \$150,000.
- CSA 79 Green Valley Lake – \$175,000 for lift slip lines and point repairs. The total project cost is \$875,000.
- CSA 79 Green Valley Lake – \$50,000 to complete the easement survey, inspection and geographic information system (GIS) mapping project.
- CSA 82 Searles Valley – \$91,650 to replace 125 feet of sewer main that was initiated in 2015-16. The total project cost is \$106,650.
- CSA 82 Searles Valley – \$100,000 to install a new collection line for the area's school and apartment complex. The total project cost is \$175,000.
- CSA 82 Searles Valley – \$364,432 for the Pioneer Point outfall replacement and repair project that was initiated in 2014-15. The total project cost is \$375,816.



- **Water Districts**

**\$14.1 million**

- CSA 42 Oro Grande – \$109,500 to acquire land for a possible tank site that was initiated in 2015-16. The total project cost is \$110,500.
- CSA 42 Oro Grande – \$102,794 to complete the design phase of the Reservoir 2 project that was initiated in 2013-14. The total project cost is \$110,000.
- CSA 42 Oro Grande – \$100,000 for the purchase and installation of two water chlorinators.
- CSA 64 Spring Valley Lake – \$87,427 to install a pump motor that was initiated in 2014-15. The total project cost is \$87,427.
- CSA 64 Spring Valley Lake – \$15,000 for rehabilitation of Pebble Beach Reservoir #1 that was initiated in 2015-16. The total project cost is \$45,000.
- CSA 64 Spring Valley Lake – \$180,000 for water system chlorinators that was initiated in 2015-16. The total project cost is \$180,000.
- CSA 64 Spring Valley Lake – \$225,000 for Archway renovations that were initiated in 2015-16. The total project cost is \$225,000.
- CSA 64 Spring Valley Lake – \$300,000 to install a new reservoir at the Tamarisk site. The total project cost is \$3.0 million.
- CSA 64 Spring Valley Lake – \$30,000 for the seismic retrofit of Santa Fe Reservoir.
- CSA 64 Spring Valley Lake – \$1.1 million to complete design and site preparation for the new Well #7 to comply with California Department of Health requirements that was initiated in 2013-14. The total project cost is \$1.8 million.
- CSA 70 CG Cedar Glen – \$450,000 for the pipeline replacement project that was initiated in 2015-16. The total project cost is \$450,000.
- CSA 70 CG Cedar Glen – \$98,500 for a corrosion control study and treatment that was initiated in 2015-16. The total project cost is \$100,000.
- CSA 70 CG Cedar Glen – \$200,000 for the purchase and installation of a pneumatic tank that was initiated in 2015-16. The total project cost is \$225,000.
- CSA 70 CG Cedar Glen – \$20,000 for the purchase and installation of a tab chlorinator.
- CSA 70 CG Cedar Glen – \$3.5 million for water system improvements. The project was initiated in 2014-15. Total project cost is \$4.3 million.
- CSA 70 F Morongo Valley – \$325,000 for a uranium treatment system that was initiated in 2015-16. The total project cost is \$325,000.
- CSA 70 F Morongo Valley – \$20,000 for the purchase and installation of a tab chlorinator.
- CSA 70 F Morongo Valley – \$75,000 for pipeline replacement.
- CSA 70 J Oak Hills – \$160,754 for the water pipeline replacement project that was initiated in 2015-16. The total project cost is \$160,754.
- CSA 70 J Oak Hills – \$98,000 for a pilot study for Chromium VI treatment that was initiated in 2015-16. The total project cost is \$100,000.
- CSA 70 J Oak Hills – \$225,512 to complete water line extensions. The project was initiated in 2015-16. The total project cost is \$230,512.
- CSA 70 J Oak Hills – \$150,000 to rehabilitate Well #6. The project was initiated in 2015-16. The total project cost is \$850,000.
- CSA 70 J Oak Hills – \$175,000 for a water system chlorinator project that was initiated in 2015-16. The total project cost is \$175,000.
- CSA 70 J Oak Hills – \$100,000 for transmission line replacements.
- CSA 70 J Oak Hills – \$150,000 to construct a transmission line from Site 2A to 3A that was initiated in 2014-15. The total project cost is \$150,000.
- CSA 70 J Oak Hills – \$129,583 to install an enclosure around an existing well that was initiated in 2013-14. The total project cost is \$130,000.
- CSA 70 W-3 Hacienda – \$135,000 for the purchase of an office building that was initiated in 2015-16. The total project cost is \$150,000.
- CSA 70 W-3 Hacienda – \$325,000 for a uranium treatment system that was initiated in 2015-16. The total project cost is \$325,000.
- CSA 70 W-3 Hacienda – \$20,000 for the purchase and installation of a tab chlorinator.





- CSA 70 W-3 Hacienda – \$87,500 for the mainline replacement project that was initiated in 2013-14. The total project cost is \$200,000.
- CSA 70 W-4 Pioneertown – \$50,000 for reservoir coating.
- CSA 70 W-4 Pioneertown – \$5.3 million for completion of the design phase and construction of a 3.5-mile water pipeline, a 75,000-gallon reservoir and a 200-gallon-per-minute pump station that was initiated in 2013-14. The total project cost is \$5.3 million.

The 2016-17 new projects will extend the useful life of facilities, ensure continued service of infrastructures, and decrease operating expenses in some cases.

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

There is no staffing associated with this budget unit.



Special Districts  
2016-17 Capital Improvement Program Projects

Proj.	Location/ Address	Budget Book Group	Project Name-Description	CIP Log #	Fund	Proj #
1	CSA 120 No. Etiwanda Preserve	General Districts	CSA 120 Parking Lot Extension	1643	CAT	1643
2	CSA 40 Elephant Mountain	General Districts	Tower Bracing and Stabilization	1601	CLY	1601
3	CSA 70 CIP Projects	General Districts	WAS Building		CJA	
4	CSA 70 Countywide	General Districts	Snowdrop Road Project - Design and construct a new road	4013	CLO	4013
5	CSA 70 Countywide	General Districts	Lake Gregory Dam	1719	CJA	1719
6	CSA 70 D-1 Lake Arrowhead Dam	General Districts	McKay Park Improvements	1620	CSY	1620
7	CSA 70 D-1 Lake Arrowhead Dam	General Districts	Detention Basin Construction	2048	CSY	2048
8	CSA 70 TV-4 Wonder Valley	General Districts	Partial Relocation of Pinto Mountain Power Lines	1Z31	CAL	1Z31
9	CSA 70 TV-5 Mesa	General Districts Op	Power Pole Install	1701	SLE	1701
10	CSA 20 Joshua Tree	Park Districts	Desert View Conservation Program	1Z05	CFU	1Z05
11	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
12	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
13	Big Bear Recreation and Park District	Big Bear Valley Recreation and Park District	Big Bear General Park Improvements	1604	CSZ	1604
14	Big Bear Recreation and Park District	Big Bear Valley Recreation and Park District	Paradise Park	5012	CSZ	5012
15	Bloomington Recreation and Park District	Bloomington Recreation and Park District	Kessler Park Improvements - multiple phased project to construct new facilities at an existing park including tot lot, baseball fields, skate park, concession building, and equestrian facilities	0009	CNJ	0009
16	CSA 59 Deer Lodge Park	Road Districts	Road Paving Project	1700	CMS	1700
17	CSA 69 Lake Arrowhead	Road Districts	Road Paving Project	1642	CFB	1642
18	CSA 69 Lake Arrowhead	Road Districts	Road Paving Project	3048	CFB	3048
19	CSA 42 Oro Grande	Sanitation Districts	Sewer System Repairs (Phase II)	1600	EKA	1600
20	CSA 42 Oro Grande	Sanitation Districts	Mill Street Railway Crossing	1707	EKA	1707
21	CSA 42 Oro Grande	Sanitation Districts	Flow Meter & Traffic Rated Vault for TXI	1708	EKA	1708
22	CSA 53B Fawnskin	Sanitation Districts	Collection System Repairs	1605	EAI	1605
23	CSA 53B Fawnskin	Sanitation Districts	Office Building	1606	EAI	1606
24	CSA 64 Spring Valley Lake	Sanitation Districts	Lakeview Lift Station Renovation	1631	EBL	1631
25	CSA 64 Spring Valley Lake	Sanitation Districts	Collection System Repairs	1632	EBL	1632
26	CSA 64 Spring Valley Lake	Sanitation Districts	Manhole Raising Phase II	1709	EBL	1709
27	CSA 64 Spring Valley Lake	Sanitation Districts	Sewer Line Replacement	5016	EBL	5016
28	CSA 70 GH Glen Helen	Sanitation Districts	Walkways and Fall Protection	1612	CXL	1612
29	CSA 70 GH Glen Helen	Sanitation Districts	Treatment Plant Upgrades	1613	CXL	1613
30	CSA 70 GH Glen Helen	Sanitation Districts	Screw Press for Sludge	1710	CXL	1710
31	CSA 70 GH Glen Helen	Sanitation Districts	Reach #1 Reclaimed Water Pipeline	1711	CXL	1711
32	CSA 70 S-3 Lytle Creek	Sanitation Districts	Lift Station Renovation	1608	CCU	1608
33	CSA 70 S-3 Lytle Creek	Sanitation Districts	Sewer Plant Renovation- Clarifier	1609	CCU	1609
34	CSA 70 S-3 Lytle Creek	Sanitation Districts	Sewer Plant Renovation- Oxidation Ditch	1610	CCU	1610
35	CSA 70 S-3 Lytle Creek	Sanitation Districts	Creekside Line Relocation & Protection	1611	CCU	1611



Special Districts  
2016-17 Capital Improvement Program Projects

SPECIAL DISTRICTS DEPARTMENT

Total Project Cost	NEW PROJECTS/FUNDING			CARRYOVER			2016-17 Adopted Requirements	Proj.
	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Dept Funding	Total Carryover Balances		
470,722		415,000	415,000		50,000	50,000	465,000	1
104,135		-	-		80,921	80,921	80,921	2
1,000,000		-	-		1,000,924	1,000,924	1,000,924	3
5,410,000		5,380,615	5,380,615		2,598	2,598	5,383,213	4
8,513,000		8,513,000	8,513,000		-	-	8,513,000	5
50,000		-	-		34,415	34,415	34,415	6
225,000		-	-		26,497	26,497	26,497	7
151,952		-	-		147,179	147,179	147,179	8
45,000		45,000	45,000		-	-	45,000	9
676,257		400,000	400,000		17,693	17,693	417,693	10
10,401,865		4,215,000	4,215,000		4,875,802	4,875,802	9,090,802	11
83,600		-	-		83,600	83,600	83,600	12
26,935		-	-		26,123	26,123	26,123	13
60,000		-	-		50,266	50,266	50,266	14
1,271,372		-	-		77,054	77,054	77,054	15
200,000		200,000	200,000		-	-	200,000	16
165,680		25,000	25,000		121,938	121,938	146,938	17
360,846		-	-		6,825	6,825	6,825	18
229,823		-	-		229,823	229,823	229,823	19
100,000		50,000	50,000		-	-	50,000	20
25,000		25,000	25,000		-	-	25,000	21
641,795		-	-		469,549	469,549	469,549	22
185,000		-	-		175,000	175,000	175,000	23
330,000		-	-		330,000	330,000	330,000	24
500,000		-	-		250,000	250,000	250,000	25
150,000		150,000	150,000		-	-	150,000	26
400,000		194,200	194,200		151,217	151,217	345,417	27
175,000		-	-		155,000	155,000	155,000	28
500,000		109,143	109,143		123,857	123,857	233,000	29
150,000		150,000	150,000		-	-	150,000	30
660,000		660,000	660,000		-	-	660,000	31
108,629		-	-		108,629	108,629	108,629	32
75,000		-	-		70,000	70,000	70,000	33
65,000		-	-		65,000	65,000	65,000	34
250,000		-	-		250,000	250,000	250,000	35



Special Districts  
2016-17 Capital Improvement Program Projects

Proj.	Location/ Address	Budget Book Group	Project Name-Description	CIP Log #	Fund	Proj #
36	CSA 70 S-3 Lytle Creek	Sanitation Districts	Force Main Upgrade	1712	CCU	1712
37	CSA 70 S-3 Lytle Creek	Sanitation Districts	Bar Screen Upgrade	1713	CCU	1713
38	CSA 70 S-3 Lytle Creek	Sanitation Districts	Lytle Creek Plant Sewage Grinder	1714	CCU	1714
39	CSA 70 S-3 Lytle Creek	Sanitation Districts	Sewage Plant Pump #1	1715	CCU	1715
40	CSA 79 Green Valley Lake	Sanitation Districts	CCTV Inspection & Repair of Sewer Lines	1614	ENF	1614
41	CSA 79 Green Valley Lake	Sanitation Districts	Manhole Raising and Rehabilitation	1615	ENF	1615
42	CSA 79 Green Valley Lake	Sanitation Districts	Slip Line & Point Repairs	1716	ENF	1716
43	CSA 79 Green Valley Lake	Sanitation Districts	Easement Survey, Inspection & GIS	1717	ENF	1717
44	CSA 82 Searles Valley	Sanitation Districts	Replace 125' Sewer Main	1639	EFF	1639
45	CSA 82 Searles Valley	Sanitation Districts	Collection Line for School & Apt Complex	1718	EFF	1718
46	CSA 82 Searles Valley	Sanitation Districts	Pioneer Point outfall replacement and repairs	4008	EFF	4008
47	CSA 42 Oro Grande	Water Districts	TXI Land Acquisition / Design	2066	EAV	2066
48	CSA 42 Oro Grande	Water Districts	Reservoir 2 (Design)	2067	EAV	2067
49	CSA 42 Oro Grande	Water Districts	Water Chlorinators	1732	EAV	1732
50	CSA 64 Spring Valley Lake	Water Districts	Water Well #2 Pump	3041	CSJ	3041
51	CSA 64 Spring Valley Lake	Water Districts	Pebble Beach Reservoir #1 - Rehabilitation	1626	EDB	1626
52	CSA 64 Spring Valley Lake	Water Districts	Water System Chlorinators	1627	EDB	1627
53	CSA 64 Spring Valley Lake	Water Districts	Archway Relocation/Renovations	1640	EDB	1640
54	CSA 64 Spring Valley Lake	Water Districts	Tamarisk Reservoir	1703	EDB	1703
55	CSA 64 Spring Valley Lake	Water Districts	Santa Fe Reservoir Seismic Retrofit	1704	EDB	1704
56	CSA 64 Spring Valley Lake	Water Districts	Well #7 - design and site prep for a new well to comply with CA Dept. of Health Requirements for water storage in the district	1237	EDB	1237
57	CSA 70 CG Cedar Glen	Water Districts	Pipeline Replacement Project	1618	CRD	1618
58	CSA 70 CG Cedar Glen	Water Districts	Corrosion Control Study & Treatment	1619	CRD	1619
59	CSA 70 CG Cedar Glen	Water Districts	Pneumatic Tank	1641	CRD	1641
60	CSA 70 CG Cedar Glen	Water Districts	Tab Chlorinator	1723	CRD	1723
61	CSA 70 CG Cedar Glen	Water Districts	Water System Improvements	5014	CRD	5014
62	CSA 70 F Morongo Valley	Water Districts	Uranium Treatment System	1623	CWD	1623
63	CSA 70 F Morongo Valley	Water Districts	Tab Chlorinator	1722	CWD	1722
64	CSA 70 F Morongo Valley	Water Districts	Pipeline Replacement	1720	CWD	1720
65	CSA 70 J Oak Hills	Water Districts	Water Pipeline Replacement	1624	CCN	1624
66	CSA 70 J Oak Hills	Water Districts	Pilot Study for Chromium VI Treatment	1625	CCN	1625
67	CSA 70 J Oak Hills	Water Districts	Water Line Extensions	1628	CCN	1628
68	CSA 70 J Oak Hills	Water Districts	Well # 6	1629	CCN	1629
69	CSA 70 J Oak Hills	Water Districts	Water System Chlorinators	1630	CCN	1630
70	CSA 70 J Oak Hills	Water Districts	Transmission Line Replacement	1702	CCN	1702
71	CSA 70 J Oak Hills	Water Districts	Transmission Line 2A to 3A	5024	CCN	5024
72	CSA 70 J Oak Hills	Water Districts	Well House - install an enclosure around an existing well	2042	CQS	2042
73	CSA 70 W-3 Hacienda	Water Districts	Office Building	1621	EJQ	1621
74	CSA 70 W-3 Hacienda	Water Districts	Uranium Treatment System	1622	EJQ	1622
75	CSA 70 W-3 Hacienda	Water Districts	Tab Chlorinator	1721	EJQ	1721
76	CSA 70 W-3 Hacienda	Water Districts	Mainline Replacement	4020	EJQ	4020
77	CSA 70 W-4 Pioneertown	Water Districts	Reservoir Coating	1706	CQP	1706
78	CSA 70 W-4 Pioneertown	Water Districts	Offsite Pipeline Supply - design and construct a 3.5 mile water pipeline, a 75,000 gallon water reservoir, and a 200gpm pump station	1227	CQP	1227
<b>TOTAL</b>						



Special Districts  
2016-17 Capital Improvement Program Projects

Total Project Cost	NEW PROJECTS/FUNDING			CARRYOVER			2016-17 Adopted Requirements	Proj.
	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Dept Funding	Total Carryover Balances		
150,000		150,000	150,000		-	-	150,000	36
35,000		35,000	35,000		-	-	35,000	37
40,000		40,000	40,000		-	-	40,000	38
50,000		50,000	50,000		-	-	50,000	39
195,000		-	-		190,000	190,000	190,000	40
150,000		-	-		145,000	145,000	145,000	41
875,000		175,000	175,000		-	-	175,000	42
50,000		50,000	50,000		-	-	50,000	43
106,650		-	-		91,650	91,650	91,650	44
175,000		100,000	100,000		-	-	100,000	45
375,816		-	-		364,432	364,432	364,432	46
110,500		-	-		109,500	109,500	109,500	47
110,000		-	-		102,794	102,794	102,794	48
100,000		100,000	100,000		-	-	100,000	49
87,427		-	-		87,427	87,427	87,427	50
45,000		15,000	15,000		-	-	15,000	51
180,000		-	-		180,000	180,000	180,000	52
225,000		-	-		225,000	225,000	225,000	53
3,000,000		300,000	300,000		-	-	300,000	54
30,000		30,000	30,000		-	-	30,000	55
1,753,000		2,500	2,500		1,097,500	1,097,500	1,100,000	56
450,000		-	-		450,000	450,000	450,000	57
100,000		-	-		98,500	98,500	98,500	58
225,000		-	-		200,000	200,000	200,000	59
20,000		20,000	20,000		-	-	20,000	60
4,300,000		11,000	11,000		3,509,811	3,509,811	3,520,811	61
325,000		325,000	325,000		-	-	325,000	62
20,000		20,000	20,000		-	-	20,000	63
75,000		75,000	75,000		-	-	75,000	64
160,754		-	-		160,754	160,754	160,754	65
100,000		-	-		98,000	98,000	98,000	66
230,512		-	-		225,512	225,512	225,512	67
850,000		-	-		150,000	150,000	150,000	68
175,000		-	-		175,000	175,000	175,000	69
100,000		100,000	100,000		-	-	100,000	70
150,000		850	850		149,150	149,150	150,000	71
130,000		-	-		129,583	129,583	129,583	72
150,000		84,787	84,787		50,213	50,213	135,000	73
325,000		325,000	325,000		-	-	325,000	74
20,000		20,000	20,000		-	-	20,000	75
200,000		87,500	87,500		-	-	87,500	76
50,000		50,000	50,000		-	-	50,000	77
5,320,000		5,023,681	5,023,681		296,319	296,319	5,320,000	78
<b>55,081,270</b>		<b>27,722,276</b>	<b>27,722,276</b>		<b>17,266,055</b>	<b>17,266,055</b>	<b>44,988,331</b>	

SPECIAL DISTRICTS DEPARTMENT



**SPECIAL DISTRICTS DEPARTMENT  
2016-17 RESERVES  
(SPECIAL REVENUE AND ENTERPRISE FUNDS)**

FUND TYPE: SPECIAL REVENUE FUNDS							
DISTRICT TYPE			2016-17	2016-17	2016-17	2016-17	
DISTRICT NAME and	FUND		TOTAL	TOTAL	USE OF/(CONT. TO)	AVAILABLE	
PROJECT NAME	DEPT		REQUIREMENTS	SOURCES	RESERVES	RESERVES	2016-17 FUND BALANCE
<b>GENERAL DISTRICTS</b>							
<u>CSA 70 Countywide Special Districts</u>							
Termination Benefits Reserve	SKW	105			-	2,532,185	2,532,185
General Reserve	SKU	105		200,000	(200,000)	242,433	42,433
Project Reserve	CAN	105	2,205,000		2,205,000	2,270,466	4,475,466
CSA Loan Fund	SKI	105	997,580	455,000	542,580	-	542,580
North Etiwanda Trust Reserve	VFG*	547		5,000	(5,000)	1,616,995	1,611,995
<b>District Totals</b>			<u>3,202,580</u>	<u>660,000</u>	<u>2,542,580</u>	<u>6,662,079</u>	<u>9,204,659</u>
<b>TOTAL FOR GENERAL RESERVES</b>			<u>3,202,580</u>	<u>660,000</u>	<u>2,542,580</u>	<u>6,662,079</u>	<u>9,204,659</u>
<b>GRAND TOTAL SPECIAL REVENUE FUND RESERVES</b>			<u>3,202,580</u>	<u>660,000</u>	<u>2,542,580</u>	<u>6,662,079</u>	<u>9,204,659</u>

\*VFG is a Permanent fund

**PARK DISTRICTS**

RESERVES MAINTAINED IN DISTRICT OPERATIONS BUDGET

**ROAD DISTRICTS**

RESERVES MAINTAINED IN DISTRICT OPERATIONS BUDGET

**STREETLIGHTS**

RESERVES MAINTAINED IN DISTRICT OPERATIONS BUDGET



FUND TYPE: ENTERPRISE FUNDS							
DISTRICT TYPE	FUND		2016-17	2016-17	2016-17	2016-17	2016-17
DISTRICT NAME and	FUND	DEPT	TOTAL	TOTAL	USE OF/(CONT. TO)	EST. NET POSITION	2016-17
PROJECT NAME			REQUIREMENTS	SOURCES	NET POSITION	AVAILABLE	TOTAL NET POSITION
<b>SANITATION DISTRICTS</b>							
<u><b>CSA 42 Oro Grande</b></u>							
Capital Replacement Reserve	EAW	310	75,000	12,061	62,939	55,381	118,320
Capital Expansion Reserve	EAZ	310			-	8,754	8,754
<b>District Totals</b>			<b>75,000</b>	<b>12,061</b>	<b>62,939</b>	<b>64,135</b>	<b>127,074</b>
<u><b>CSA 53 B Fawnskin</b></u>							
Capital Replacement Reserve	EAE	365		128,725	(128,725)	404,663	275,938
Capital Expansion Reserve	EAK	365		1,500	(1,500)	179,841	178,341
<b>District Totals</b>			<b>-</b>	<b>130,225</b>	<b>(130,225)</b>	<b>584,504</b>	<b>454,279</b>
<u><b>CSA 64 Spring Valley Lake</b></u>							
Capital Replacement Reserve	EBR	420	344,200	279,457	64,743	1,449,665	1,514,408
Capital Expansion Reserve	EBU	420		18,000	(18,000)	1,206,665	1,188,665
<b>District Totals</b>			<b>344,200</b>	<b>297,457</b>	<b>46,743</b>	<b>2,656,330</b>	<b>2,703,073</b>
<u><b>CSA 70 GH Glen Helen</b></u>							
Capital Replacement Reserve	ELI	306	919,143	164,359	754,784	817,914	1,572,698
<b>District Totals</b>			<b>919,143</b>	<b>164,359</b>	<b>754,784</b>	<b>817,914</b>	<b>1,572,698</b>
<u><b>CSA 70 S-3 Lytle Creek</b></u>							
Capital Replacement Reserve	ECM	305	275,000	79,338	195,662	150,595	346,257
Capital Expansion Reserve	EFN	305		550	(550)	185,503	184,953
<b>District Totals</b>			<b>275,000</b>	<b>79,888</b>	<b>195,112</b>	<b>336,098</b>	<b>531,210</b>
<u><b>CSA 70 SP-2 High Country</b></u>							
Capital Replacement Reserve	EFU	490		1,350	(1,350)	502,297	500,947
Capital Expansion Reserve	EFX	490		1,000	(1,000)	327,039	326,039
<b>District Totals</b>			<b>-</b>	<b>2,350</b>	<b>(2,350)</b>	<b>829,336</b>	<b>826,986</b>
<u><b>CSA 70 SP-7 Lenwood</b></u>							
Capital Replacement Reserve	ECZ	315		1,200	(1,200)	469,697	468,497
Capital Expansion Reserve	ECU	315			-	122,119	122,119
<b>District Totals</b>			<b>-</b>	<b>1,200</b>	<b>(1,200)</b>	<b>591,816</b>	<b>590,616</b>
<u><b>CSA 79 Green Valley Lake</b></u>							
Capital Replacement Reserve	EFS	485	225,000	194,362	30,638	597,001	627,639
Capital Expansion Reserve	EJS	485		110	(110)	31,012	30,902
<b>District Totals</b>			<b>225,000</b>	<b>194,472</b>	<b>30,528</b>	<b>628,013</b>	<b>658,541</b>
<u><b>CSA 82 Searles Valley</b></u>							
Capital Replacement Reserve	EIG	495	100,000	66,466	33,534	14,136	47,670
Capital Expansion Reserve	EGB	495		700	(700)	258,282	257,582
<b>District Totals</b>			<b>100,000</b>	<b>67,166</b>	<b>32,834</b>	<b>272,418</b>	<b>305,252</b>
<b>TOTAL FOR SANITATION RESERVES</b>			<b>1,938,343</b>	<b>949,178</b>	<b>989,165</b>	<b>6,780,564</b>	<b>7,769,729</b>



FUND TYPE: ENTERPRISE FUNDS								
DISTRICT TYPE			2016-17	2016-17	2016-17	2016-17	2016-17	2016-17
DISTRICT NAME and			TOTAL	TOTAL	USE OF/(CONT. TO)	EST. NET POSITION	EST. NET POSITION	TOTAL NET
PROJECT NAME			REQUIREMENTS	SOURCES	NET POSITION	AVAILABLE	AVAILABLE	POSITION
<b>CSA 42 Oro Grande</b>								
	Capital Replacement Reserve	EAX	310	100,000	43,601	56,399	103,623	160,022
	Capital Expansion Reserve	EAT	310			-	134,108	134,108
	<b>District Totals</b>			<b>100,000</b>	<b>43,601</b>	<b>56,399</b>	<b>237,731</b>	<b>294,130</b>
<b>CSA 64 Spring Valley Lake</b>								
	Capital Replacement Reserve	EIV	420	345,000	103,780	241,220	822,764	1,063,984
	Capital Expansion Reserve	EBT	420		16,300	(16,300)	511,236	494,936
	<b>District Totals</b>			<b>345,000</b>	<b>120,080</b>	<b>224,920</b>	<b>1,334,000</b>	<b>1,558,920</b>
<b>CSA 70 CG Cedar Glen</b>								
	Capital Replacement Reserve	ELO	563	20,000	177,193	(157,193)	485,981	328,788
	Capital Expansion Reserve	ELN	563		2,045	(2,045)	21,767	19,722
	<b>District Totals</b>			<b>20,000</b>	<b>179,238</b>	<b>(159,238)</b>	<b>507,748</b>	<b>348,510</b>
<b>CSA 70 F Morongo Valley</b>								
	Capital Replacement Reserve	EIO	135	95,000	72,903	22,097	18,472	40,569
	Capital Expansion Reserve	EBX	135		355	(355)	147,427	147,072
	<b>District Totals</b>			<b>95,000</b>	<b>73,258</b>	<b>21,742</b>	<b>165,899</b>	<b>187,641</b>
<b>CSA 70 J Oak Hills</b>								
	Capital Replacement Reserve	EFO	165	100,000	201,500	(101,500)	449,686	348,186
	Capital Expansion Reserve	EFG	165		58,000	(58,000)	3,236,176	3,178,176
	Rate Stabilization Fund	EFZ	165		1,350	(1,350)	464,462	463,112
	<b>District Totals</b>			<b>100,000</b>	<b>260,850</b>	<b>(160,850)</b>	<b>4,150,324</b>	<b>3,989,474</b>
<b>CSA 70 W-3 Hacienda</b>								
	Capital Replacement Reserve	EFT	350	192,287	91,448	100,839	8,792	109,631
	Capital Expansion Reserve	ECW	350		190	(190)	17,406	17,216
	<b>District Totals</b>			<b>192,287</b>	<b>91,638</b>	<b>100,649</b>	<b>26,198</b>	<b>126,847</b>
<b>CSA 70 W-4 Pioneertown</b>								
	Capital Replacement Reserve	EFW	360	50,000	44,336	5,664	94,212	99,876
	<b>District Totals</b>			<b>50,000</b>	<b>44,336</b>	<b>5,664</b>	<b>94,212</b>	<b>99,876</b>
<b>TOTAL FOR WATER RESERVES</b>				<b>902,287</b>	<b>813,001</b>	<b>89,286</b>	<b>6,516,112</b>	<b>6,605,398</b>
<b>GRAND TOTAL ALL ENTERPRISE FUND RESERVES</b>				<b>2,840,630</b>	<b>1,762,179</b>	<b>1,078,451</b>	<b>13,296,676</b>	<b>14,375,127</b>







FIRE  
PROTECTION  
DISTRICT



**FIRE PROTECTION DISTRICT  
SUMMARY**

	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Use of (Contribution to) Fund Balance</u>	<u>Staffing</u>
<b><u>SPECIAL REVENUE FUNDS</u></b>					
SAN BERNARDINO COUNTY FIRE PROTECTION DISTRICT	612				
ADMINISTRATION	615	22,703,021	22,703,021	0	212
MOUNTAIN REGIONAL SERVICE ZONE	619	18,663,316	18,293,696	369,620	103
NORTH DESERT REGIONAL SERVICE ZONE	622	45,826,893	45,826,893	0	227
SOUTH DESERT REGIONAL SERVICE ZONE	626	16,091,822	16,091,822	0	84
VALLEY REGIONAL SERVICE ZONE	630	65,931,508	65,739,855	191,653	292
COMMUNITY FACILITIES DISTRICT 2002-2	634	300,200	300,200	0	0
HAZARDOUS MATERIALS	636	8,171,535	8,171,535	0	46
HOMELAND SECURITY GRANT PROGRAM	639	4,392,392	4,392,392	0	0
HOUSEHOLD HAZARDOUS WASTE	641	3,262,929	3,262,929	0	34
OFFICE OF EMERGENCY SERVICES	644	2,911,634	2,806,014	105,620	19
TOTAL SPECIAL REVENUE FUNDS		<u>188,255,250</u>	<u>187,588,357</u>	<u>666,893</u>	<u>1,017</u>

	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Use of (Contribution to) Fund Balance</u>	<u>Staffing</u>
<b>TERM BENEFITS AND CAPITAL REPLACEMENT SET-ASIDES</b>	647	8,060,289	2,607,911	5,452,378	0



# SAN BERNARDINO COUNTY FIRE PROTECTION DISTRICT

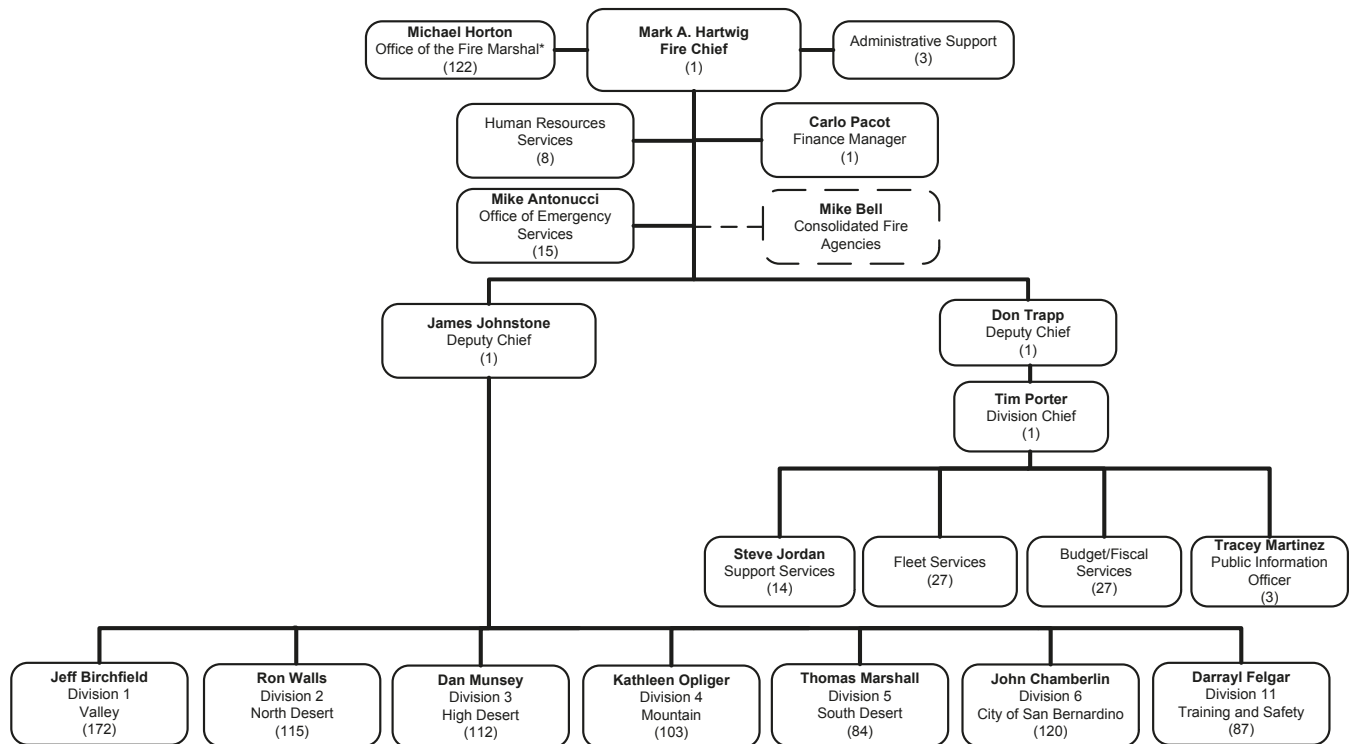
## Mark A. Hartwig

### DEPARTMENT MISSION STATEMENT

*San Bernardino County Fire is a community based all-risk emergency services organization dedicated to the health and well-being of the citizens of San Bernardino County through a balance of regionalized services delivery and accountability to the local community.*



### ORGANIZATIONAL CHART



\*Note: Office of the Fire Marshal includes the Hazardous Materials Division and the Household Hazardous Waste Division.



## 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>Special Revenue Funds</b>						
Fire Administration	22,703,021	22,703,021		0		212
Mountain Regional Service Zone	18,663,316	18,293,696		369,620		103
North Desert Regional Service Zone	45,826,893	45,826,893		0		227
South Desert Regional Service Zone	16,091,822	16,091,822		0		84
Valley Regional Service Zone	65,931,508	65,739,855		191,653		292
Community Facilities District 2002-2	300,200	300,200		0		0
Hazardous Materials	8,171,535	8,171,535		0		46
Homeland Security Grant Program	4,392,392	4,392,392		0		0
Household Hazardous Waste	3,262,929	3,262,929		0		34
Office of Emergency Services	2,911,634	2,806,014		105,620		19
Total Special Revenue Funds	188,255,250	187,588,357	0	666,893	0	1,017
<b>Total - All Funds</b>	188,255,250	187,588,357	0	666,893	0	1,017

## 2015-16 MAJOR ACCOMPLISHMENTS

- Established a Women's Inmate Fire Crew in collaboration and partnership with the Sheriff/Coroner/Public Administrator.
- Implemented electronic patient care reporting and billing.
- Implemented electronic payment option (by credit/debit cards and electronic check) for payment of all County Fire fees.
- Increased ambulance fee revenues from Medi-Cal managed care patients with Federal Medicaid matching funds through partnership with the County's largest Medi-Cal managed care providers (Inland Empire Health Plan and Molina Healthcare).



## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.	Percentage decrease in delinquent accounts for all fees billed.	0%	30%	10%	30%
STRATEGY	Implement electronic payment options for customers to help reduce delinquent bills.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.	Ambulance billing collection rate.	27%	34%	31%	34%
STRATEGY	Implement electronic patient care reporting and ambulance billing using electronic tablets, web based software, and support from ICEMA to improve collection rate.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.	Ambulance revenues as a percentage of total ambulance operations costs.	N/A	35%	46%	38%
STRATEGY	Participate in Federally funded Ground Emergency Medical Transport (GEMT) cost reimbursement program.					
STRATEGY	Implement billing of First Responder Fee.					
STRATEGY	Contract with Medi-Cal managed care providers to participate in Federal Medicaid fund reimbursements for ambulance transports through Intergovernmental Transfer (IGT) funding mechanism.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Percentage reduction in the number of hospital readmissions to ARMC for Medicare patients.	0%	30%	N/A	30%
STRATEGY	In collaboration and partnership with the Arrowhead Regional Medical Center (ARMC), implemented a pilot community paramedic program to reduce hospital readmissions.					





## Fire Administration

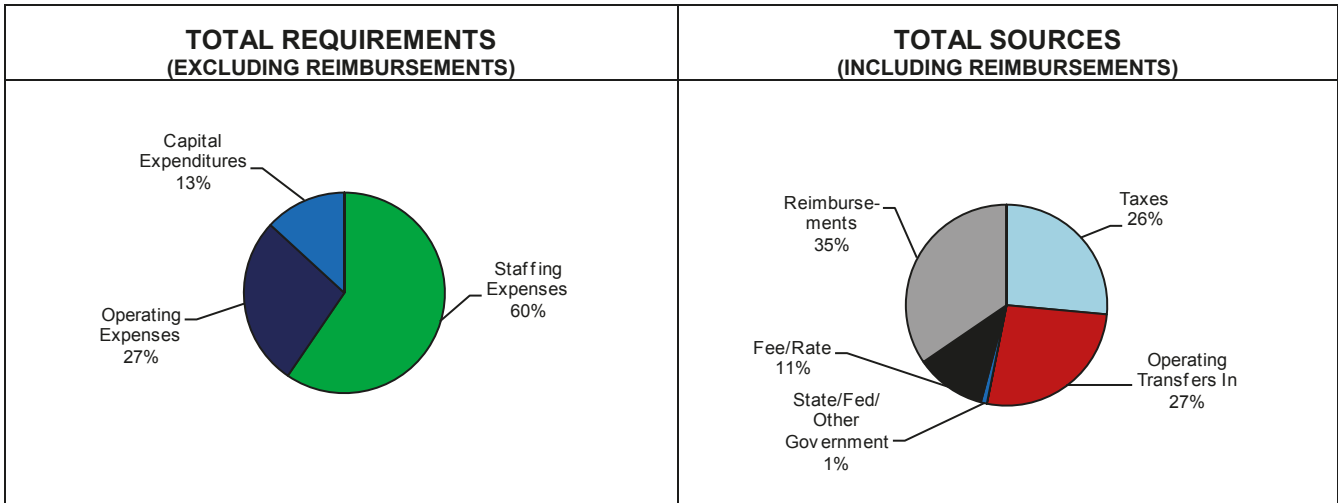
### DESCRIPTION OF MAJOR SERVICES

The San Bernardino County Fire Protection District (County Fire), with the inclusion of San Bernardino City following its annexation, covers approximately 16,585 square miles, operates over 70 fire stations and 11 facilities within four Regional Service Zones (Mountain, North Desert, South Desert and Valley), serves more than 60 unincorporated communities, the City of San Bernardino, City of Twentynine Palms, City of Grand Terrace, and the Town of Yucca Valley. Additionally, County Fire provides fire protection services through contracts to five cities, which include Adelanto, Needles, Victorville, Hesperia, and Fontana's independent fire protection district.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$34,687,314
Total Sources (Incl. Reimb.)	\$34,687,314
Use of/ (Contribution to) Fund Balance	\$0
Total Staff	212

County Fire is an all-risk fire department providing emergency mitigation and management for fire suppression, emergency medical services (paramedic and non-paramedic), ambulance services, hazardous materials (HAZMAT) response, arson investigation, technical rescue including water borne, flooding and mudslide, winter rescue operations, hazard abatement, and terrorism and weapons of mass destruction. A significant factor of County Fire's services/programs include Helicopter Rescue, Dozer, fire abatement Hand Crews, Inmate Hand Crew specialized program (male and female), and Honor Guard. 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 County-wide management system that includes organizational business practices, human resources, financial and accounting services, vehicles services and support, and equipment warehousing and distribution. County Fire also provides for the management of community safety services such as fire prevention, building construction plans and permits, household hazardous waste, local oversight and collection program for hazardous materials, HAZMAT facility inspections, planning and engineering, and public education and outreach.

### 2016-17 ADOPTED BUDGET



FIRE PROTECTION DISTRICT



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: County Fire  
 DEPARTMENT: San Bernardino County Fire Protection District  
 FUND: San Bernardino County Fire Protection District - Administration

BUDGET UNIT: FPD 106  
 FUNCTION: Public Protection  
 ACTIVITY: Fire Protection

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	15,196,124	14,872,004	12,716,504	16,547,348	16,510,848	20,511,589	3,964,241
Operating Expenses	6,217,363	7,465,290	7,715,361	9,491,364	7,965,651	9,478,544	(12,820)
Capital Expenditures	2,746,610	3,899,289	5,989,224	5,129,745	4,184,617	4,564,000	(565,745)
Total Exp Authority	24,160,097	26,236,583	26,421,089	31,168,457	28,661,116	34,554,133	3,385,676
Reimbursements	(14,752,120)	(13,405,762)	(9,409,285)	(11,992,177)	(10,489,381)	(11,984,293)	7,884
Total Appropriation	9,407,977	12,830,821	17,011,804	19,176,280	18,171,735	22,569,840	3,393,560
Operating Transfers Out	898,154	162,814	100,000	110,613	110,613	133,181	22,568
Total Requirements	10,306,131	12,993,635	17,111,804	19,286,893	18,282,348	22,703,021	3,416,128
<b>Sources</b>							
Taxes	6,385,455	7,018,044	7,569,500	7,618,031	7,590,112	9,179,385	1,561,354
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	815,631	780,033	1,207,338	1,100,015	307,256	336,902	(763,113)
Fee/Rate	1,194,259	1,294,570	1,564,331	1,689,149	2,086,336	3,818,772	2,129,623
Other Revenue	616,551	931,612	758,733	719,417	208,491	115,216	(604,201)
Total Revenue	9,011,896	10,024,259	11,099,902	11,126,612	10,192,195	13,450,275	2,323,663
Operating Transfers In	4,191,380	3,662,848	4,789,839	3,609,625	3,026,062	9,252,746	5,643,121
Total Financing Sources	13,203,276	13,687,107	15,889,741	14,736,237	13,218,257	22,703,021	7,966,784
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(2,897,145)	(693,472)	1,222,063	4,550,656	5,064,091	0	(4,550,656)
Available Reserves				1,914,999		1,696,626	(218,373)
Total Fund Balance				6,465,655		1,696,626	(4,769,029)
Budgeted Staffing*	115	135	146	191	191	212	21

\*Data represents final budgeted staffing

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

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Requirements of \$22.7 million include the following:

- Staffing Expenses of \$20.5 million to provide administrative, finance, and support services.
- Operating Expenses of \$9.5 million for various costs including hazard abatement, airborne search and rescue, training, equipment/vehicle maintenance, facilities, warehouse, communications, and special programs.
- Capital Expenditures of \$4.6 million include County Fire's replacement plan for vehicles, apparatus and other major equipment.

These costs are partially offset through Reimbursements of \$12.0 million primarily from County Fire's other budget units, including the four Regional Service Zones, Office of the Fire Marshal, and the Office of Emergency Services, to fund administrative and support services functions.

Sources of \$22.7 million primarily include the following:

- Property taxes of \$9.2 million.
- Fee/Rate revenue of \$3.8 million from contract cities, state grants, an agreement with the Land Use Services Department for hazard abatement, and various Board-approved fees.
- Operating Transfers In of \$9.3 million include the following:
  - \$3.7 million from County Fire reserves to fund various equipment/vehicle purchases and capital improvement projects.
  - \$5.6 million from the County General Fund of which \$3.5 million is for the vehicle replacement program and \$2.1 million is to assist with operational costs.





## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$3.4 million which includes these significant changes:

- \$4.0 million increase in Staffing Expenses primarily due to an increase in Budgeted Staffing of 21 positions, as detailed in the Staffing Changes and Operational Impact Section. This increase also includes the additional costs from negotiated salary increases.
- \$565,745 decrease in Capital Expenditures primarily due to less grant funds available for equipment purchases.

Sources are increasing by \$8.0 million which includes these significant changes:

- \$1.6 million of additional property taxes. Of this increase, \$1.3 million is attributed to annexation of the San Bernardino City Fire Department.
- \$763,113 decrease in State/Fed/Other Government revenue primarily due to less grant funds anticipated for 2016-17.
- \$2.1 million increase in Fee/Rate revenue primarily due to:
  - \$1.2 million of additional fire prevention fees resulting from annexation of the San Bernardino City Fire Department.
  - \$600,000 from the Land Use Services Department for hazard abatement services.
- \$5.6 million increase in Operating Transfers In, of which \$5.3 million of this increase is from the County General Fund to assist with the replacement of aging fire apparatus and the cost of operations.

## ANALYSIS OF FUND BALANCE

There is no budgeted Use of Fund Balance.

## 2016-17 POSITION SUMMARY\*

Division	2015-16				2016-17		Limited	Regular
	Final Staffing	Adds	Deletes	Re-Orgs	Adopted			
Administration	3	1	0	0	4	0	4	
Administrative Support/PIO	6	0	0	0	6	2	4	
Human Resources	7	1	0	0	8	1	7	
Budget and Fiscal Services	22	3	-1	0	24	0	24	
Support Services and Warehouse	12	2	0	0	14	0	14	
Office of the Fire Marshal: Fire Prevention	28	14	0	0	42	0	42	
Fleet Services/Parts	24	3	0	0	27	0	27	
Special Ops: Training/Safety/EMS Division	89	19	-21	0	87	23	64	
<b>Total</b>	<b>191</b>	<b>43</b>	<b>-22</b>	<b>0</b>	<b>212</b>	<b>26</b>	<b>186</b>	

\*Detailed classification listing available in Appendix D.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$20.5 million fund 212 budgeted positions of which 186 are regular positions and 26 are limited term positions. This budget reflects a net increase of 21 positions, which includes the addition of the following 43 new positions:

- A total of 22 positions to meet the projected increase in service demands from recent annexations (San Bernardino City Fire and the Fire Department of the Twentynine Palms Water District) to the San Bernardino County Fire Protection District:
  - Eight Fire Prevention positions (one Fire Prevention Supervisor; two Fire Prevention Specialists; one Fire Prevention Officer/Arson; three Fire Prevention Officers; and one Office Assistant II) to facilitate community safety, education/prevention, citation, and licensing services.



- Six positions (one Battalion Chief; two Captains; one EMS Nurse Educator; one Fire Equipment Technician II; and one extra-help Public Service Employee) for additional training classes and growing services provided by the Department's Training/Special Operations Division.
  - Four positions (one Principal Budget Officer; one Human Resources Assistant; one Accounting Technician; and one Fiscal Assistant) for support of the increased administrative, personnel, and fiscal duties.
  - Three Fire Agency Mechanics for the repair and maintenance of specialized fire equipment.
  - One Division Chief to oversee various support services of the Department.
- A total of 12 Fire Suppression Aide (FSA) positions (four FSA II and eight FSA III) for hazard abatement services and the hand crew program.
  - Two positions (one Captain and one Firefighter/Paramedic) for continuation of the Helicopter Program.
  - Three positions (one Fire Prevention Officer and two Office Assistant II's) to provide additional services to the Fontana Fire Protection District in accordance with Agreement No. 08-805, as amended on March 1, 2016 (Item No. 80).
  - Two positions (one Fire Prevention Officer and one Office Assistant II) for fire prevention services in the South Desert Regional Service Zone.
  - One Fire Prevention Officer to provide fire prevention services for the Valley Regional Service Zone.
  - One Finance Manager to manage the Department's Budget/Fiscal Division.

The above increases are partially offset by the following deletion of 22 positions:

- A total of 21 extra-help FSA positions (three FSA I's; eight FSA II's; and ten FSA III's) are replaced by regular FSA positions.
- The Budget and Fiscal Manager position is deleted due to the addition of a new Finance Manager position included in the 2016-17 budget.



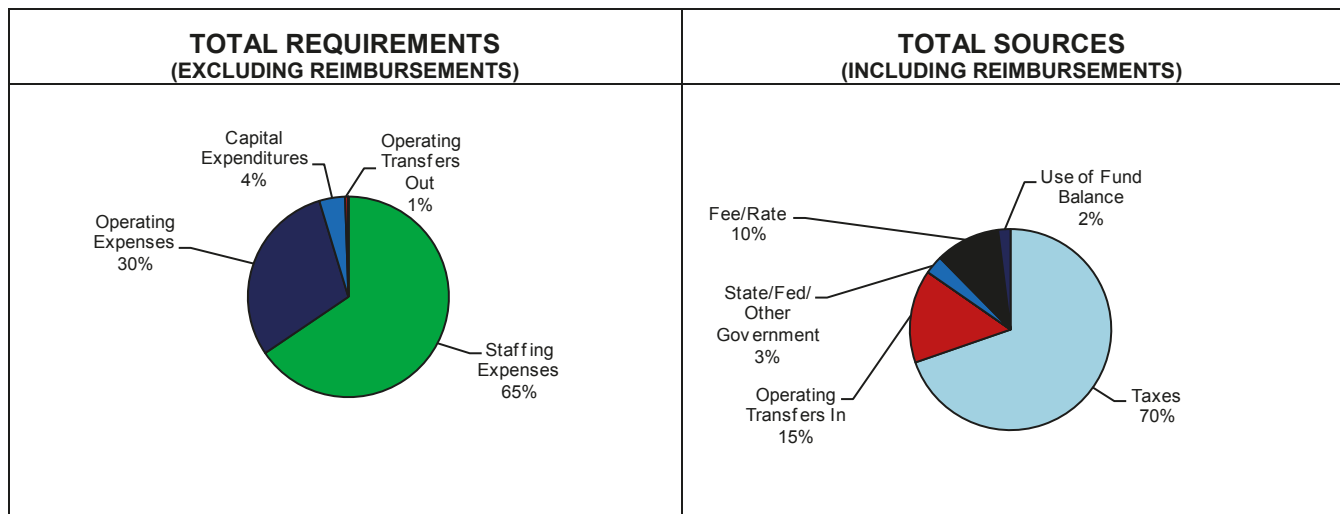
## Mountain Regional Service Zone

### DESCRIPTION OF MAJOR SERVICES

The Mountain Regional Service Zone was formed through a reorganization process effective July 1, 2008 per Local Agency Formation Commission Resolution 2997. This regional service zone provides fire protection services to the areas of Angelus Oaks (Station #98), Fawnskin (Station #96), Forest Falls (Station #99), Green Valley Lake (Station #95), and Lake Arrowhead (Stations #91, #92, #93 and #94). Ambulance transport services are also provided to the Lake Arrowhead community out of Stations #91, #92 and #94. The Mountain Regional Service Zone also provides fire protection services to the former communities within the Crest Forest Fire Protection District through annexation (Stations #24, #25, #26, #28, #29 and #30). Additionally, within the Mountain Regional Service Zone there are two voter approved special tax paramedic service zones which provide services to the mountain communities.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$18,663,316
Total Sources (Incl. Reimb.)	\$18,293,696
Use of/ (Contribution to) Fund Balance	\$369,620
Total Staff	103

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: County Fire  
DEPARTMENT: San Bernardino County Fire Protection District  
FUND: Mountain Regional Service Zone

BUDGET UNIT: FMZ 600  
FUNCTION: Public Protection  
ACTIVITY: Fire Protection

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	6,820,843	9,648,611	10,733,541	11,303,411	11,297,287	12,227,698	924,287
Operating Expenses	2,605,201	3,781,209	4,566,419	4,113,091	3,697,173	5,563,582	1,450,491
Capital Expenditures	0	407,823	20,911	472,210	129,983	773,820	301,610
Total Exp Authority	9,426,044	13,837,643	15,320,871	15,888,712	15,124,443	18,565,100	2,676,388
Reimbursements	0	(72,685)	(290,509)	0	(2,563)	0	0
Total Appropriation	9,426,044	13,764,958	15,030,362	15,888,712	15,121,880	18,565,100	2,676,388
Operating Transfers Out	90,557	201,511	10,000	54,449	54,449	98,216	43,767
Total Requirements	9,516,601	13,966,469	15,040,362	15,943,161	15,176,329	18,663,316	2,720,155
<b>Sources</b>							
Taxes	8,218,638	8,539,167	8,694,440	12,570,252	12,623,175	13,008,381	438,129
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	162,559	232,962	257,113	351,276	335,125	555,271	203,995
Fee/Rate	949,171	5,394,277	5,561,117	2,118,505	2,113,390	1,892,070	(226,435)
Other Revenue	196,706	161,232	47,041	51,990	427,381	44,281	(7,709)
Total Revenue	9,527,074	14,327,638	14,559,711	15,092,023	15,499,071	15,500,003	407,980
Operating Transfers In	770,238	621,518	182,361	931,011	206,288	2,793,693	1,862,682
Total Financing Sources	10,297,312	14,949,156	14,742,072	16,023,034	15,705,359	18,293,696	2,270,662
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(780,711)	(982,687)	298,290	(79,873)	(529,030)	369,620	449,493
Available Reserves				2,726,125		2,806,022	79,897
Total Fund Balance				2,646,252		3,175,642	529,390
Budgeted Staffing*	99	92	96	97	97	103	6

\*Data represents final budgeted staffing

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

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Requirements of \$18.7 million primarily include the following:

- Staffing Expenses of \$12.2 million to provide fire protection, paramedic, ambulance transport, and administrative services to this regional service zone.
- Operating Expenses of \$5.6 million for operations of 14 fire stations including facility costs, equipment, vehicle services, and various other services/supplies.
- Capital Expenditures of \$773,820 for various improvement projects and equipment purchases.

Sources of \$18.3 million primarily include the following:

- Property taxes of \$13.0 million.
- Fee/Rate revenue of \$1.9 million from ambulance services and special assessments.
- Operating Transfers In of \$2.8 million (\$1.4 million from County Fire set-asides for various capital improvements and \$1.4 million from the County General Fund to assist with operational costs of this regional service zone).

Within the Mountain Regional Service Zone are two Paramedic Service Zones (PM-1 Lake Arrowhead and PM-4 Crestline) that are funded by voter approved special taxes. The details of each service zone follows:

**Service Zone PM-1 Lake Arrowhead** is funded by a voter approved special tax authorized by the Board of Supervisors in September 1986 (originally under CSA 70 Zone PM-1). Service Zone PM-1 provides supplemental funding to support paramedic services to the communities of Lake Arrowhead and is funded by a voter approved special tax (originally \$10 per parcel, but was increased to the not to exceed amount of \$17 per parcel through voter approval in June 1991). This special tax is applicable to approximately 18,318 parcels. Services are provided through Fire Stations #91, #92 and #94.



**Service Zone PM-4 Crestline** special tax was approved by the voters on May 21, 1991 and imposed by the Board of Directors in May 1992 (formerly PM-A with Crest Forest Fire Protection District before annexation). Service Zone PM-4 provides supplemental funding to support paramedic services to the communities in and around Crestline and is funded by a voter approved per parcel tax of \$24.50 (Undeveloped Parcel), \$39.50 (Individual Dwelling Unit) and \$45.00 (Commercial Unit). This special tax does not include an inflation factor or cost of living increase. Parcel count relative to this special tax is approximately 13,786 for 2016-17 (258 Commercial Units, 6,210 Undeveloped Parcels, and 7,318 Individual Dwelling Units). Services are provided through Fire Stations #25 and #26.

### BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$2.7 million which includes the following significant changes:

- \$924,287 million increase in Staffing Expenses due to a net increase of six positions, as explained in the Staffing Changes and Operational Impact section, and additional costs from negotiated salary increases.
- \$1.5 million increase in Operating Expenses primarily due to additional costs for vehicle insurance premiums, station repairs/improvements, and payments related to the Intergovernmental Transfer (IGT) program.
- \$301,610 increase in Capital Expenditures for various capital improvement projects.

Sources are increasing by \$2.3 million which includes the following significant changes:

- \$438,129 increase in property tax revenue.
- \$1.9 million increase in Operating Transfers In (\$1.2 million of this amount is from the County General Fund to assist with operational costs and the remaining increase of approximately \$700,000 is from County Fire set-asides for capital improvement projects).

### ANALYSIS OF FUND BALANCE

This budget includes the Use of Fund Balance of \$369,620 to fund a number of small capital improvement projects.

### 2016-17 POSITION SUMMARY\*

Division	2015-16				2016-17		Limited	Regular
	Final Staffing	Adds	Deletes	Re-Orgs	Adopted			
Mountain Regional Service Zone	97	19	-13	0	103	26	77	
Total	97	19	-13	0	103	26	77	

\*Detailed classification listing available in Appendix D.

### STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$12.2 million fund 103 budgeted positions of which 77 are regular positions and 26 are limited term positions. This budget includes a net increase of six positions as follows:

- Addition of 15 positions (three Firefighter-Paramedics; six Ambulance Operator-Emergency Medical Technicians; and six Ambulance Operator-Paramedics) to complete the staffing needs of the limited term conversion process at Fire Stations #25 and #26.
- Addition of three Engineer positions to upgrade the driving and pumping capabilities for large apparatus at Fire Station #96.
- Addition of one Office Assistant I for use as a mail runner.
- Deletion of nine limited-term firefighter positions to facilitate the department's conversion from limited term to regular positions at Fire Stations #25 and #26.
- Deletion of three vacant Firefighter-Paramedic positions at Fire Station #96 to primarily fund the cost of three Engineer positions added to this station.
- Deletion of a vacant Paid Call Firefighter (PCF) position that will have no impact on operations.



## North Desert Regional Service Zone

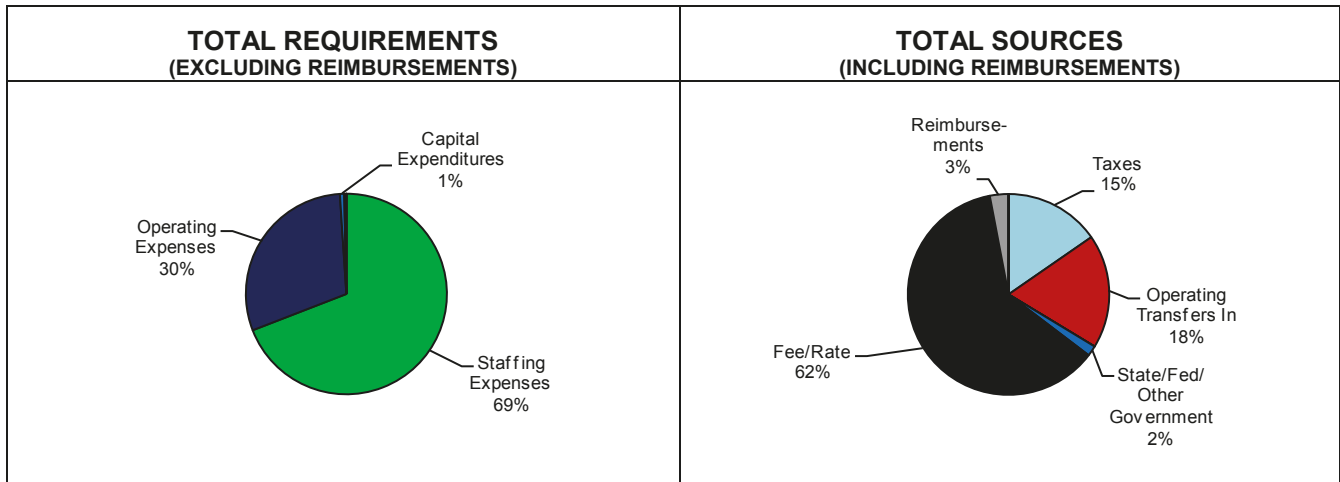
### DESCRIPTION OF MAJOR SERVICES

The North Desert Regional Service Zone was formed through a reorganization process effective July 1, 2008 per Local Agency Formation Commission resolution 2997. This regional service zone provides fire protection and paramedic services to the areas of Spring Valley Lake (Station #22), Summit Valley (Station #48), Lucerne Valley (Station #8), Lucerne Valley – East (Station #7), Silver Lakes (Station #4), Phelan (Station #10), Wrightwood (Station #14), Pinon Hills (Station #13), El Mirage (Station #11), Baldy Mesa (Station #16), Mt. View Acres (Station #37), Harvard (Station #52), Baker (Station #53), Hinkley (Station #56) and Searles Valley (Station #57). Fire protection services are also provided to the cities of Adelanto (Station #322), Victorville (Stations #311, #312, #313, #314 and #319) and the Hesperia Fire Protection District (Stations, #302, #304 and #305) through service contracts. Ambulance transport services are provided in Lucerne Valley, Searles Valley, and Wrightwood. Additionally, within the North Desert Regional Service Zone there are four voter approved special tax fire protection zones that provide services to the communities of Red Mountain, Windy Acres, El Mirage, and Helendale/Silver Lakes.

**Budget at a Glance**

Total Requirements (Excl. Reimb.)	\$47,238,963
Total Sources (Incl. Reimb.)	\$47,238,963
Use of/ (Contribution to) Fund Balance	\$0
Total Staff	227

### 2016-17 ADOPTED BUDGET



FIRE PROTECTION DISTRICT



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: County Fire  
 DEPARTMENT: San Bernardino County Fire Protection District  
 FUND: North Desert Regional Service Zone

BUDGET UNIT: FNZ 590  
 FUNCTION: Public Protection  
 ACTIVITY: Fire Protection

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	27,295,725	29,559,293	33,274,943	32,932,670	31,936,436	32,645,849	(286,821)
Operating Expenses	11,260,771	11,397,506	11,052,010	13,124,648	12,638,693	14,103,248	978,600
Capital Expenditures	38,924	47,502	18,520	278,491	165,692	327,918	49,427
Total Exp Authority	38,595,420	41,004,301	44,345,473	46,335,809	44,740,821	47,077,015	741,206
Reimbursements	(217,191)	(641,969)	(1,344,610)	(1,352,290)	(1,408,624)	(1,412,070)	(59,780)
Total Appropriation	38,378,229	40,362,332	43,000,863	44,983,519	43,332,197	45,664,945	681,426
Operating Transfers Out	143,680	146,241	20,000	108,898	108,898	161,948	53,050
Total Requirements	38,521,909	40,508,573	43,020,863	45,092,417	43,441,095	45,826,893	734,476
<b>Sources</b>							
Taxes	5,940,284	6,195,657	6,497,885	6,629,988	6,873,142	7,249,494	619,506
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	206,451	314,471	294,961	415,787	485,417	793,430	377,643
Fee/Rate	27,756,469	28,823,764	29,369,414	29,301,743	29,064,344	29,024,717	(277,026)
Other Revenue	212,442	160,822	194,964	69,039	110,930	96,509	27,470
Total Revenue	34,115,646	35,494,714	36,357,224	36,416,557	36,533,833	37,164,150	747,593
Operating Transfers In	6,317,816	6,125,129	7,226,943	5,863,963	4,452,010	8,662,743	2,798,780
Total Financing Sources	40,433,462	41,619,843	43,584,167	42,280,520	40,985,843	45,826,893	3,546,373
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(1,911,553)	(1,111,270)	(563,304)	2,811,897	2,455,252	0	(2,811,897)
Available Reserves				850,294		1,206,939	356,645
Total Fund Balance				3,662,191		1,206,939	(2,455,252)
Budgeted Staffing*	321	275	284	237	237	227	(10)

\*Data represents final budgeted staffing

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

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Requirements of \$45.8 million primarily include the following:

- Staffing Expenses of \$32.6 million to provide fire protection, paramedic, ambulance transport, and administrative services to this regional service zone.
- Operating Expenses of \$14.1 million for operations of 24 fire stations including facility costs, equipment, vehicle services, and various other services/supplies.

Sources of \$45.8 million primarily include the following:

- Property taxes of \$7.2 million.
- Fee/Rate revenue of \$29.0 million from fire protection contracts, ambulance services and special assessment taxes.
- Operating Transfers In of \$8.7 million, which includes County General Fund support of \$8.2 million for operational costs of this regional service zone.

Within the North Desert Regional Service Zone, there are four Fire Protection Service Zones (Service Zones): FP-1 Red Mountain, FP-2 Windy Acres, FP-3 El Mirage, and FP-5 Helendale/Silver Lakes that are funded by voter approved special taxes. Details of each service zone follows:

- **Service Zone FP-1 Red Mountain** special tax was originally authorized by the Board of Supervisors in December 1964 (originally under CSA 30 Zone FP-1). Service Zone FP-1 provides fire protection services to the community of Red Mountain. These services are funded by a special tax not to exceed \$332 per parcel as approved by the voters in May 1985. This special tax rate can be increased up to 3% annually for cost of living increases until it reaches the maximum rate allowed. The special tax rate budgeted for 2016-17 is \$181.41 per parcel and is presently applicable to 72 parcels. In addition to this special tax, County Fire





receives a General Fund allocation of \$385,992 to provide fire protection services to this service zone through a contract with the Kern County Fire Department.

- **Service Zone FP-2 Windy Acres** special tax was originally authorized in January 1985 by the Board of Supervisors (originally under CSA 70 Zone FP-2). Service Zone FP-2 provides fire protection services to the community of Windy Acres. These services are funded by a special tax not to exceed \$407 per parcel as approved by the voters in May 1985. This special tax rate can be increased up to 3% annually for cost of living increases until it reaches the maximum rate allowed. The special tax rate budgeted for 2016-17 is \$84.87 per parcel and is presently applicable to 117 parcels. In addition to this special tax, County Fire receives a General Fund allocation of \$385,993 to provide fire protection services to this service zone through a contract with the Kern County Fire Department.
- **Service Zone FP-3 El Mirage** special tax was originally authorized by the Board of Supervisors in March 1987 (originally under CSA 38 N Zone FP-3). Service Zone FP-3 provides fire protection services to the community of El Mirage. These services are funded by a special tax of \$9.00 per parcel with no annual inflationary rate as approved by the voters in July 1987. This special tax is currently applicable to 3,545 parcels. Services are provided through Fire Stations #11 and #322.
- **Service Zone FP-5 Helendale/Silver Lakes** special tax was originally authorized by the Board of Supervisors in April 2006 (originally under CSA 70 Zone FP-5). Service Zone FP-5 provides for fire protection and paramedic staffing services to the community of Helendale/Silver Lakes. These services are funded by a special tax originally of \$117 per parcel that includes an annual cost of living increase of up to 3% as approved by the voters in August 2006. The special tax rate budgeted for 2016-17 is \$148.23 per parcel and is presently applicable to 7,662 parcels. Services are provided through Fire Station #4.

Within the North Desert Regional Service Zone, San Bernardino County Fire Protection District provides contract services to the cities of Adelanto, Victorville and the Hesperia Fire Protection District.

	2016-17			
	Requirements	Sources	Fund Balance	Staffing
<b><u>Contract Entity</u></b>				
City of Adelanto	2,235,006	2,235,006	0	9
City of Victorville	14,056,094	14,056,094	0	54
Hesperia Fire Protection District	9,710,884	9,710,884	0	54
Total Contracts	26,001,984	26,001,984	0	117

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$734,476 which includes additional Operating Expenses of \$978,600 primarily due to increases in vehicle insurance premiums, costs related to the IGT program, and County Fleet Management Department charges.

Sources are increasing \$3.5 million which includes the following significant changes:

- \$619,506 increase in property taxes based on 2015-16 estimates and projected growth.
- \$2.8 million increase in Operating Transfers In consisting of:
  - An additional allocation of \$3.7 million from the County General Fund for the cost of fire protection services rendered in the unfunded/under-funded areas of the North Desert Regional Service Zone.
  - Approximately \$900,000 less from County Fire set-asides.





## ANALYSIS OF FUND BALANCE

There is no budgeted Use of Fund Balance.

### 2016-17 POSITION SUMMARY\*

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
North Desert Regional Service Zone	237	4	-14	0	227	17	210
Total	237	4	-14	0	227	17	210

\*Detailed classification listing available in Appendix D.

### STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$32.6 million fund 227 budgeted positions of which 210 are regular positions and 17 are limited term positions. This budget includes a net decrease of 10 positions as follows:

- Addition of three Engineer positions at Station #53 as part of County Fire’s process of converting limited term to regular positions.
- Addition of one Office Assistant I for use as a mail runner.
- Deletion of six limited term Firefighter positions resulting from closure of Victorville contract fire station #315.
- Deletion of five Paid Call Firefighter positions. Since these positions have remained vacant, their deletions should have no impact on operations.
- Deletion of three limited term Firefighter positions at Station #53 to facilitate County Fire’s conversion from limited term to regular positions.



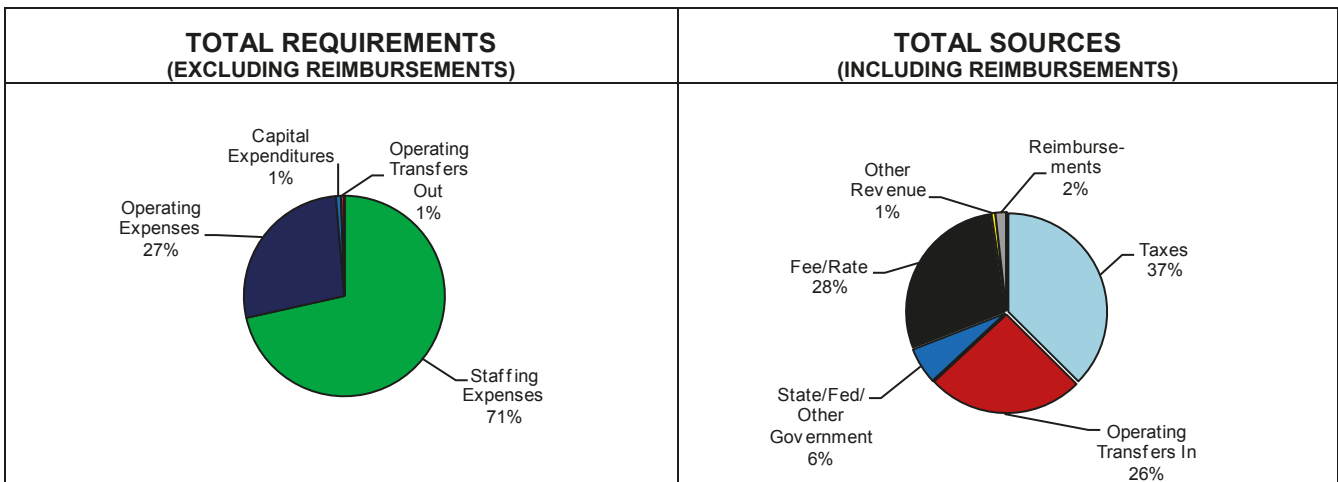
## South Desert Regional Service Zone

### DESCRIPTION OF MAJOR SERVICES

The South Desert Regional Service Zone was formed through a reorganization process effective July 1, 2008 per Local Agency Formation Commission Resolution 2997. This regional service zone provides fire protection and paramedic services, as applicable, to the areas of Big River (Station #17), Black Meadow Landing (Station #55), Havasu Landing (Station #18), Johnson Valley (Station #43), Joshua Tree (Station #36), Landers (Station #19), Panorama Heights (Station #35), Parker Strip (Station #21), Pioneertown (Station #38), Yucca Mesa (Station #42), Yucca Valley (Station #41), Wonder Valley (Station #45), and Needles (Stations #31). The South Desert Regional Service Zone now provides fire protection services to Twentynine Palms through annexation (Station #421). Fire protection services are also provided to the City of Needles through a service contract. Ambulance transport service provided to Havasu Lake and paramedic service, including ambulance transport, is provided to Yucca Valley. Additionally, within the South Desert Regional Service Zone are three voter approved special tax fire protection zones that provide additional funding for services to the communities of Wonder Valley, Havasu Lake and Twentynine Palms.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$16,385,836
Total Sources (Incl. Reimb.)	\$16,385,836
Use of / (Contribution to) Fund Balance	\$0
Total Staff	84

### 2016-17 ADOPTED BUDGET



FIRE PROTECTION DISTRICT



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: County Fire  
 DEPARTMENT: San Bernardino County Fire Protection District  
 FUND: South Desert Regional Service Zone

BUDGET UNIT: FSZ 610  
 FUNCTION: Public Protection  
 ACTIVITY: Fire Protection

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	7,091,597	7,023,786	8,044,448	9,130,360	9,129,497	11,715,968	2,585,608
Operating Expenses	3,443,746	3,197,153	2,622,983	2,948,409	2,946,893	4,446,526	1,498,117
Capital Expenditures	96,116	174,363	145,750	415,450	289,510	131,500	(283,950)
Total Exp Authority	10,631,459	10,395,302	10,813,181	12,494,219	12,365,900	16,293,994	3,799,775
Reimbursements	(8,333)	(63,995)	(223,605)	(272,236)	(199,373)	(294,014)	(21,778)
Total Appropriation	10,623,126	10,331,307	10,589,576	12,221,983	12,166,527	15,999,980	3,777,997
Operating Transfers Out	101,877	162,071	10,000	54,449	54,449	91,842	37,393
Total Requirements	10,725,003	10,493,378	10,599,576	12,276,432	12,220,976	16,091,822	3,815,390
<b>Sources</b>							
Taxes	5,166,887	5,685,317	5,678,316	5,674,154	5,783,467	6,138,291	464,137
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	220,097	213,243	126,283	498,690	507,959	978,259	479,569
Fee/Rate	2,172,834	3,099,605	2,366,346	2,510,243	2,611,215	4,673,113	2,162,870
Other Revenue	127,450	96,262	109,884	72,268	89,215	103,068	30,800
Total Revenue	7,687,268	9,094,427	8,280,829	8,755,355	8,991,856	11,892,731	3,137,376
Operating Transfers In	3,695,411	3,746,648	3,321,755	1,152,109	1,152,109	4,199,091	3,046,982
Total Financing Sources	11,382,679	12,841,075	11,602,584	9,907,464	10,143,965	16,091,822	6,184,358
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(657,676)	(2,347,697)	(1,003,008)	2,368,968	2,077,011	0	(2,368,968)
Available Reserves				2,061,466		2,353,423	291,957
Total Fund Balance				4,430,434		2,353,423	(2,077,011)
Budgeted Staffing*	129	93	99	82	82	84	2

\*Data represents final budgeted staffing

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

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Requirements of \$16.1 million primarily include the following:

- Staffing Expenses of \$11.7 million to provide fire protection, paramedic, ambulance transport, and administrative services to this regional service zone.
- Operating Expenses of \$4.4 million for operations of 14 fire stations including facility costs, equipment, vehicle services, and various other services/supplies.

Sources of \$16.1 million primarily include the following:

- Property taxes of \$6.1 million.
- Fee/Rate revenue of \$4.7 million from fire protection contracts, ambulance services, and special assessment taxes.
- Operating Transfers In of \$4.2 million, of which \$4.1 million is from the County General Fund to support operational costs of this regional service zone.

There are three Fire Protection Service Zones (Service Zones) within the South Desert Regional Service Zone: FP-4 Wonder Valley, FP-6 Havasu Lake and FP-5 Twentynine Palms that are funded by voter approved special taxes. Details of these service zones follows:

**Service Zone FP-4 Wonder Valley** special tax was approved by the voters on June 7, 2005. Service Zone FP-4 provides fire protection services to the community of Wonder Valley. These services are funded by a special tax of \$30 per parcel with an annual 1.5% cost of living increase. The special tax rate budgeted for 2016-17 is \$34.31 per parcel and is presently applicable to 4,658 parcels. Services are provided through Fire Station #45.



**Service Zone FP-5 Twentynine Palms** special tax was originally authorized by the Board of Supervisors in April 2006 (originally under CSA 70 Zone FP-5). Approval of the Twentynine Palms fire power authority reorganization in 2016 annexed the service area of the Twentynine Palms community defined as the boundaries of the Water District, including the area already in County Fire's existing service area, into County Fire's Service Zone FP-5. The annexation to Service Zone FP-5 includes a special tax for funding of fire protection and emergency medical response services. This special tax includes an annual inflationary rate of up to a maximum 3% increase. The special tax rate budgeted for 2016-17 is \$148.23 per parcel and is presently applicable to 15,597 parcels. Services are provided through Fire Station #421.

**Service Zone FP-6 Havasu Lake** special tax was originally authorized by the Board of Directors of the San Bernardino County Fire Protection District in February 2009. Service Zone FP-6 provides fire protection services to the community of Havasu Lake. These services are funded by a special tax of \$113.49 per parcel with a maximum annual cost of living increase of 3% as approved by the voters in May 2009. The special tax rate budgeted for 2016-17 is \$131.57 per parcel and is presently applicable to 1,334 parcels. Services are provided through Fire Station #18.

Within the South Desert Regional Service Zone, San Bernardino County Fire Protection District provides contract services to the City of Needles.

	2016-17			
	Requirements	Sources	Fund Balance	Staffing
<b><u>Contract Entity</u></b>				
City of Needles	604,965	604,965	0	3
Total Contracts	604,965	604,965	0	3

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$3.8 million. This increase is primarily due to costs associated with the addition of Fire Station #421 through annexation of the Twentynine Palms Water District's fire responsibilities, replacement of limited term with regular positions at Fire Station #45, and expansion of the IGT program.

Sources are increasing by \$6.2 million as follows:

- \$464,137 increase in property taxes based primarily on 2015-16 estimates and no growth.
- \$479,569 increase in State/Federal/Other Government revenue from continued participation in the IGT program that funds Medicaid managed care costs.
- \$2.2 million of additional Fee/Rate revenue due to an increase in special tax proceeds resulting from annexation of the Twentynine Palms Water District's fire responsibilities into Service Zone FP-5.
- \$3.0 million increase in Operating Transfers In, of which \$2.9 million is from the County General Fund for support of fire protection services rendered in the unfunded/under-funded areas of the South Desert Regional Zone.

## ANALYSIS OF FUND BALANCE

There is no Use of Fund Balance budgeted for 2016-17.



**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
South Desert Regional Service Zone	82	16	-14	0	84	9	75
Total	82	16	-14	0	84	9	75

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$11.7 million fund 84 budgeted positions of which 75 are regular positions and nine are limited term positions. This budget includes a net increase of two positions as follows:

- Addition of ten positions (three Captains, three Engineers, three Firefighter-Paramedics, and one Paid Call Firefighter) due to the annexation of Twentynine Palms fire station #421.
- Addition of six positions (three Captains and three Firefighter-Paramedics) to complete the conversion process from limited-term to regular positions at fire station #45.
- Deletion of eight Paid Call Firefighter positions. Since these positions have remained vacant, their deletions should have no impact on operations.
- Deletion of six limited term firefighter positions at fire station #45 due to the process of converting to regular positions.



## Valley Regional Service Zone

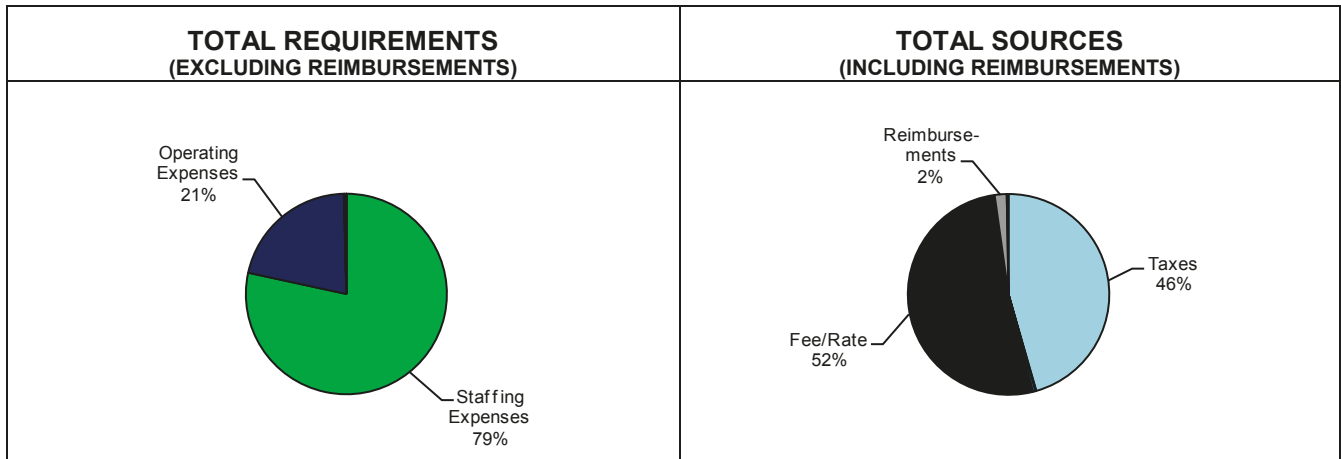
### DESCRIPTION OF MAJOR SERVICES

The Valley Regional Service Zone was formed through a reorganization process effective July 1, 2008 per Local Agency Formation Commission Resolution 2997. This regional service zone provides fire protection and paramedic services to the unincorporated areas of Colton, Devore (Station #2), San Antonio Heights (Station #12), Lytle Creek (Station #20), Mt Baldy (Station #200), Muscoy (Station #75), Bloomington (Station #76), Grand Terrace (Station #23), Mentone (Station #9), Oak Glen (Station #555), Little Mountain, and Highland. Fire protection services are also provided to the Fontana Fire Protection District (Stations #71, #72, #73, #74, #77, #78 and #79) through a service contract. The Valley Regional Service Zone now provides fire protection services to the City of San Bernardino through annexation (Stations #221, #222, #224, #225, #226, #227, #228, #229, #231 and #232). Additionally, there are two voter approved special tax paramedic service zones within the Valley Regional Service Zone which provide services to the communities of Highland and Yucaipa, as well as one voter approved special tax fire protection zone for San Bernardino City.

#### Budget at a Glance

Total Requirements (Excl. Reimb.)	\$67,226,514
Total Sources (Incl. Reimb.)	\$67,034,861
Use of/ (Contribution to) Fund Balance	\$191,653
Total Staff	292

### 2016-17 ADOPTED BUDGET



FIRE PROTECTION DISTRICT



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: County Fire  
 DEPARTMENT: San Bernardino County Fire Protection District  
 FUND: Valley Regional Service Zone

BUDGET UNIT: FVZ 580  
 FUNCTION: Public Protection  
 ACTIVITY: Fire Protection

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	22,589,491	24,634,852	28,797,694	30,372,744	30,372,419	52,708,245	22,335,501
Operating Expenses	7,312,274	7,265,015	7,102,215	8,742,133	8,727,753	14,244,717	5,502,584
Capital Expenditures	1,147,663	318,157	345,947	137,968	17,900	66,120	(71,848)
Total Exp Authority	31,049,428	32,218,024	36,245,856	39,252,845	39,118,072	67,019,082	27,766,237
Reimbursements	(9,431)	(283,036)	(824,987)	(1,143,292)	(1,147,656)	(1,295,006)	(151,714)
Total Appropriation	31,039,997	31,934,988	35,420,869	38,109,553	37,970,416	65,724,076	27,614,523
Operating Transfers Out	177,234	870,156	10,000	49,143	49,143	207,432	158,289
Total Requirements	31,217,231	32,805,144	35,430,869	38,158,696	38,019,559	65,931,508	27,772,812
<b>Sources</b>							
Taxes	8,529,642	9,270,346	9,765,198	9,821,949	10,317,932	30,629,183	20,807,234
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	229,176	343,966	317,286	86,180	85,023	288,033	201,853
Fee/Rate	20,141,452	20,946,649	23,891,768	24,956,654	24,760,417	34,675,068	9,718,414
Other Revenue	1,359,695	932,062	91,938	18,226	83,192	49,071	30,845
Total Revenue	30,259,965	31,493,023	34,066,190	34,883,009	35,246,564	65,641,355	30,758,346
Operating Transfers In	2,540,731	3,348,452	3,776,405	926,188	229,367	98,500	(827,688)
Total Financing Sources	32,800,696	34,841,475	37,842,595	35,809,197	35,475,931	65,739,855	29,930,658
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(1,583,465)	(2,036,331)	(2,411,726)	2,349,499	2,543,628	191,653	(2,157,846)
Available Reserves				4,025,597		3,720,397	(305,200)
Total Fund Balance				6,375,096		3,912,050	(2,463,046)
Budgeted Staffing*	210	177	191	170	170	292	122

\*Data represents final budgeted staffing

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

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Requirements of \$65.9 million primarily include the following:

- Staffing Expenses of \$52.7 million to provide fire protection, paramedic, and administrative services to the regional service zone.
- Operating Expenses of \$14.2 million for operations of 26 fire stations including facility costs, equipment, vehicle services, and various other services/supplies.

Sources of \$65.7 million primarily include property taxes of \$30.6 million and Fee/Rate revenue of \$34.7 million from contracts and special assessment taxes.

Within the Valley Regional Service Zone, there are two Paramedic Service Zones (Service Zones): PM-2 Highland and PM-3 Yucaipa that are funded by voter approved special taxes. Additionally, there is one Fire Protection Service Zone (Service Zone): FP-5 San Bernardino City which is funded by a voter approved special tax. The following is more detail of these service zones:

**Service Zone PM-2 Highland** special tax was originally authorized by the Board of Supervisors on July 1985 (originally under CSA 38 L Zone PM-2). Service Zone PM-2 provides paramedic services to the unincorporated area of Highland and the unincorporated area of San Bernardino. These services are funded by a special tax not to exceed \$19 per residential unit and \$38 per commercial unit, with no annual inflationary increase as approved by the voters on November 5, 1995. These maximum special tax rates are budgeted for this fiscal year. There are currently 5,360 residential dwelling units and 82 commercial units for which this special tax is applicable.



**Service Zone PM-3 Yucaipa** special tax was authorized by the Board of Supervisors in December 1986 (originally under CSA 38 M Zone PM-3) and the City of Yucaipa detached from the service zone in July 1999. Service Zone PM-3 provides paramedic services to the unincorporated area of Yucaipa through a contract with the City of Yucaipa. Services are funded by a special tax not to exceed \$24 per residential unit and \$35 per commercial unit with no annual inflationary increase, as approved by the voters on June 2, 1987. There are currently 224 residential units and 78 commercial units for which this special tax is applicable.

**Service Zone FP-5 San Bernardino City** special tax was originally approved by the Board of Supervisors in April 2006 (originally under CSA 70 Zone FP-5). Approval of the San Bernardino City Fire reorganization includes annexation into the Service Zone FP-5, which includes a special tax for funding of fire protection and emergency medical response services. This special tax has an annual inflationary rate of up to a maximum 3% increase. The current special tax rate for FP-5 is \$148.23 per parcel and is presently applicable to 53,180 parcels. Services are provided through Fire Stations #221, #222, #224, #225, #226, #227, #228, #229, #231 and #232.

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.

	2016-17			
	Requirements	Sources	Fund Balance	Staffing
<b><u>Contract Entity</u></b>				
City of Fontana	25,651,263	25,651,263	0	105
Total Contracts	25,651,263	25,651,263	0	105

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$27.8 million, which includes increases for Staffing Expenses (\$22.3 million) and Operating Expenses (\$5.5 million), primarily due to annexation of the San Bernardino City Fire Department.

Sources are increasing by \$29.9 million representing the following significant changes:

- \$20.8 million increase in property taxes primarily due to annexation of the San Bernardino City Fire Department.
- \$9.7 million increase in Fee/Rate revenue that primarily includes \$7.4 million in new special assessment taxes from annexation of the San Bernardino City Fire Department into service zone FP-5, as well as \$1.3 million increase from the City of Fontana for additional contract services.

## ANALYSIS OF FUND BALANCE

This budget includes the Use of Fund Balance of \$191,653 to fund a number of small capital improvement projects.





## 2016-17 POSITION SUMMARY\*

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Valley Regional Service Zone	170	126	-4	0	292	5	287
Total	170	126	-4	0	292	5	287

\*Detailed classification listing available in Appendix D.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$52.7 million fund 292 budgeted positions of which 287 are regular positions and five are limited term positions. This budget includes a net increase of 122 positions as follows:

- Addition of 120 positions due to annexation of the City of San Bernardino Fire Department:
  - 1 Assistant Chief
  - 3 Battalion Chiefs
  - 36 Captains
  - 36 Engineers
  - 39 Firefighter-Paramedics
  - 3 Firefighters
  - 1 Staff Analyst I
  - 1 Office Assistant III
- Addition of three Firefighter-Paramedics for fire station #73 within the City of Fontana contract.
- Addition of three Engineer positions to upgrade the driving and pumping capabilities for large apparatus at Fire Station #12.
- Deletion of three vacant Firefighter-Paramedic positions at Fire Station #12 to primarily fund the cost of three Engineer positions added to this station.
- Deletion of one Paid Call Firefighter position that has remained vacant and will therefore have no impact on operations.



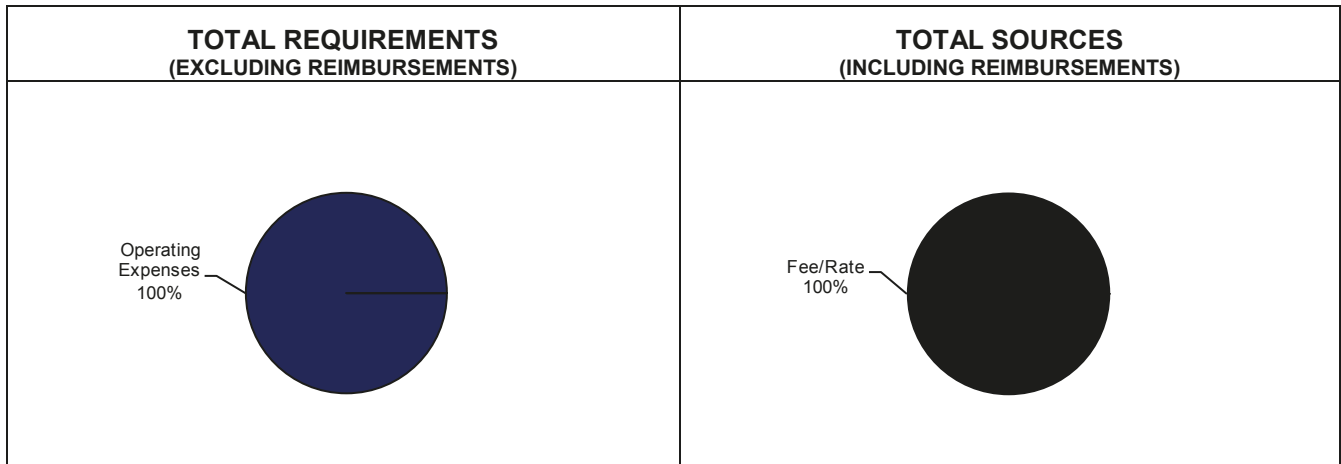
## Community Facilities District 2002-2

### DESCRIPTION OF MAJOR SERVICES

The County of San Bernardino Board of Supervisors formed Community Facilities District (CFD) 2002-2 (Central Valley Fire Protection District-Fire Protection Services) on August 6, 2002 to ensure a financing mechanism to provide fire protection services within the boundaries of the area formerly known as Central Valley Fire Protection District, which is now part of the Fontana Fire Protection District as a result of the County Fire Reorganization LAFCO 3000 on July 1, 2008. The CFD authorizes a special tax levy each year in the approximate amount of \$565 per developed acre on new non-residential development within CFD 2002-2.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$300,200
Total Sources (Incl. Reimb.)	\$300,200
Use of / (Contribution to) Fund Balance	\$0
Total Staff	0

### 2016-17 ADOPTED BUDGET



FIRE PROTECTION DISTRICT



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: County Fire  
 DEPARTMENT: San Bernardino County Fire Protection District  
 FUND: Community Facilities District 2002-2

BUDGET UNIT: SFE 106  
 FUNCTION: Public Protection  
 ACTIVITY: Fire Protection

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	282,009	280,031	280,647	285,500	279,587	300,200	14,700
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	282,009	280,031	280,647	285,500	279,587	300,200	14,700
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	282,009	280,031	280,647	285,500	279,587	300,200	14,700
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	282,009	280,031	280,647	285,500	279,587	300,200	14,700
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	279,748	279,748	279,748	285,300	285,739	300,000	14,700
Other Revenue	564	405	243	200	262	200	0
Total Revenue	280,312	280,153	279,991	285,500	286,001	300,200	14,700
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	280,312	280,153	279,991	285,500	286,001	300,200	14,700
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	1,697	(122)	656	0	(6,414)	0	0
Available Reserves				2,554		8,968	6,414
Total Fund Balance				2,554		8,968	6,414
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

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

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Requirements of \$300,200 represent payment of the special tax levy proceeds, less minor administrative costs, to the Fontana Fire Protection District to administer the CFD. Sources of \$300,200 include revenue generated from the special assessment of \$565 per parcel.

## BUDGET CHANGES AND OPERATIONAL IMPACT

There are no significant changes for 2016-17.

## ANALYSIS OF FUND BALANCE

There is no budgeted Use of Fund Balance.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



## Hazardous Materials

### DESCRIPTION OF MAJOR SERVICES

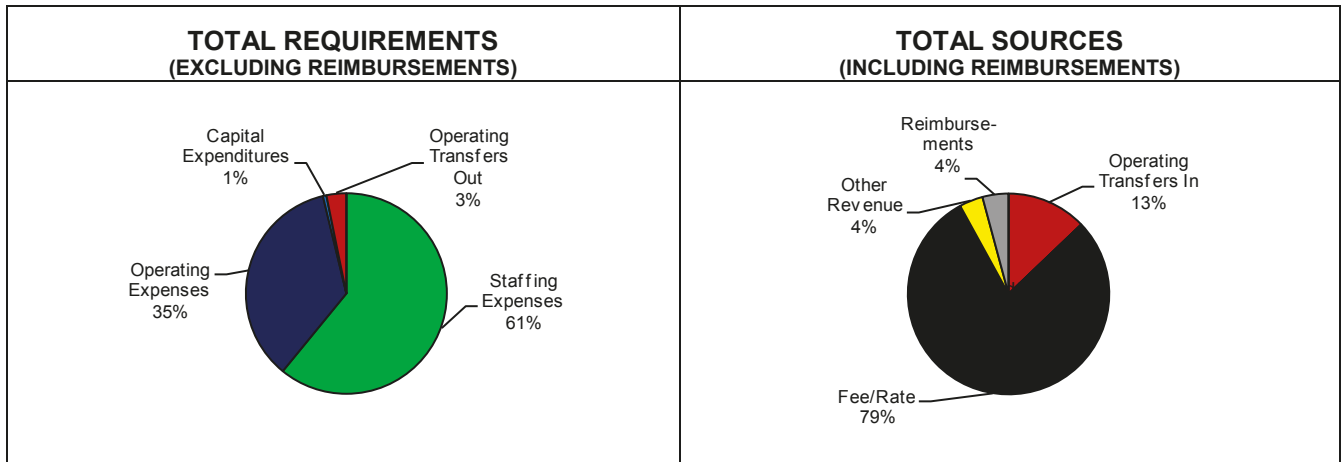
County Fire is an all-risk department that provides for the oversight and regulation of all commercial hazardous materials and wastes within the County. The Hazardous Materials (HazMat) Division functions to protect the health and safety of the public and the environment of the County of San Bernardino by assuring that hazardous materials are properly handled and stored.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$8,527,380
Total Sources (Incl. Reimb.)	\$8,527,380
Use of/ (Contribution to) Fund Balance	\$0
Total Staff	46

The following three HazMat programs provide services to all businesses in all cities within the County through inspection, emergency response, site remediation, and hazardous waste management:

- Certified Unified Program Agency (CUPA) that inspects approximately 7,500 facilities annually to ensure the proper management of hazardous materials and wastes in six areas of State regulatory concern.
- Underground Storage Tank (UST) that involves the construction, removal, and monitoring of about 800 underground storage tanks which has led to the investigation of leaks at hundreds of facilities. Staff in this program insures mediation efforts to remove the contamination and protect ground water.
- Hazardous Materials Response Team provides emergency response to, and investigation of, all releases of hazardous materials. This 24/7 team responds to all types of hazardous material releases from businesses, pipelines, tanker trucks and rail cars. The team develops Hazardous Materials Release Response Plans and Inventory (Business Plans). The team is capable of mitigating the release and ensures 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.

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: County Fire  
 DEPARTMENT: San Bernardino County Fire Protection District  
 FUND: Hazardous Materials

BUDGET UNIT: FHZ 107  
 FUNCTION: Public Protection  
 ACTIVITY: Fire Protection

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	5,113,125	4,651,340	4,212,681	4,863,008	4,214,906	5,193,723	330,715
Operating Expenses	2,079,224	1,768,806	2,022,474	5,239,633	2,257,717	3,013,248	(2,226,385)
Capital Expenditures	632,351	237,122	0	403,210	324,241	47,975	(355,235)
Total Exp Authority	7,824,700	6,657,268	6,235,155	10,505,851	6,796,864	8,254,946	(2,250,905)
Reimbursements	(33,425)	(203,695)	(257,634)	(211,660)	(206,660)	(355,845)	(144,185)
Total Appropriation	7,791,275	6,453,573	5,977,521	10,294,191	6,590,204	7,899,101	(2,395,090)
Operating Transfers Out	0	361,792	361,792	0	0	272,434	272,434
Total Requirements	7,791,275	6,815,365	6,339,313	10,294,191	6,590,204	8,171,535	(2,122,656)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	156,671	96,783	(5,327)	0	0	0	0
Fee/Rate	7,330,367	6,344,508	6,746,864	6,542,932	6,580,161	6,751,891	208,959
Other Revenue	373,428	312,740	357,007	234,325	386,014	324,225	89,900
Total Revenue	7,860,466	6,754,031	7,098,544	6,777,257	6,966,175	7,076,116	298,859
Operating Transfers In	80,942	72,561	106,182	2,716,934	73,158	1,095,419	(1,621,515)
Total Financing Sources	7,941,408	6,826,592	7,204,726	9,494,191	7,039,333	8,171,535	(1,322,656)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(150,133)	(11,227)	(865,413)	800,000	(449,129)	0	(800,000)
Available Reserves				1,950,758		3,199,887	1,249,129
Total Fund Balance				2,750,758		3,199,887	449,129
Budgeted Staffing*	53	49	43	47	47	46	(1)

\*Data represents final budgeted staffing

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

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Requirements of \$8.2 million include Staffing Expenses of \$5.2 million to provide support, oversight, and regulation of all commercial hazardous materials and wastes within the County. Additionally, Operating Expenses of \$3.0 million represent costs for facilities, vehicle support, professional services related to the digitized imaging system project, and various services/supplies.

Sources of \$8.2 million include Fee/Rate revenue of \$6.8 million from health fees, CUPA permit and inspection fees, and emergency response fees. In addition, Operating Transfers In of \$1.1 million are budgeted from County Fire set-asides primarily to fund the \$800,000 cost of the digitized imaging system project.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Major changes in Requirements include:

- \$2.2 million decrease in Operating Expenses primarily because a \$2.0 million transfer to the County's Capital Improvement Fund for HazMat's portion of the County Fire consolidated headquarters complex is not budgeted this fiscal year.
- \$355,235 decrease in Capital Expenditures primarily due to completion of a number of vehicle/equipment purchases in 2015-16.
- \$272,434 increase in Operating Transfers Out to assist the Household Hazardous Waste division with operational costs (\$157,172) and to replenish HazMat's capital replacement set-aside fund (\$115,262).



Significant changes in Sources include:

- \$208,959 increase in CUPA inspection fees and other current service revenue.
- \$1.6 million decrease in Operating Transfers In primarily due to suspension of a \$2.0 million transfer from HazMat's set-aside fund for the County Fire consolidated headquarters complex.

**ANALYSIS OF FUND BALANCE**

There is no budgeted Use of Fund Balance.

**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Hazardous Materials	47	2	-3	0	46	1	45
Total	47	2	-3	0	46	1	45

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$5.2 million fund 46 budgeted positions, of which 45 are regular positions and one is limited term. This budget includes a net decrease of one position as follows:

- Addition of one Deputy Fire Marshal to provide oversight of operations for a new division created from annexation of the San Bernardino City Fire Department.
- Addition of one Hazardous Materials Specialist II for increased workload primarily associated with the CUPA responsibilities. This position is expected to provide additional inspections and investigations for County Ordinance compliance of various business facilities, as well as educate business owners on the requirements for obtaining legally required hazardous materials permits.
- Deletion of three part-time Public Service Employee (PSE) Office Assistant positions that are no longer needed.



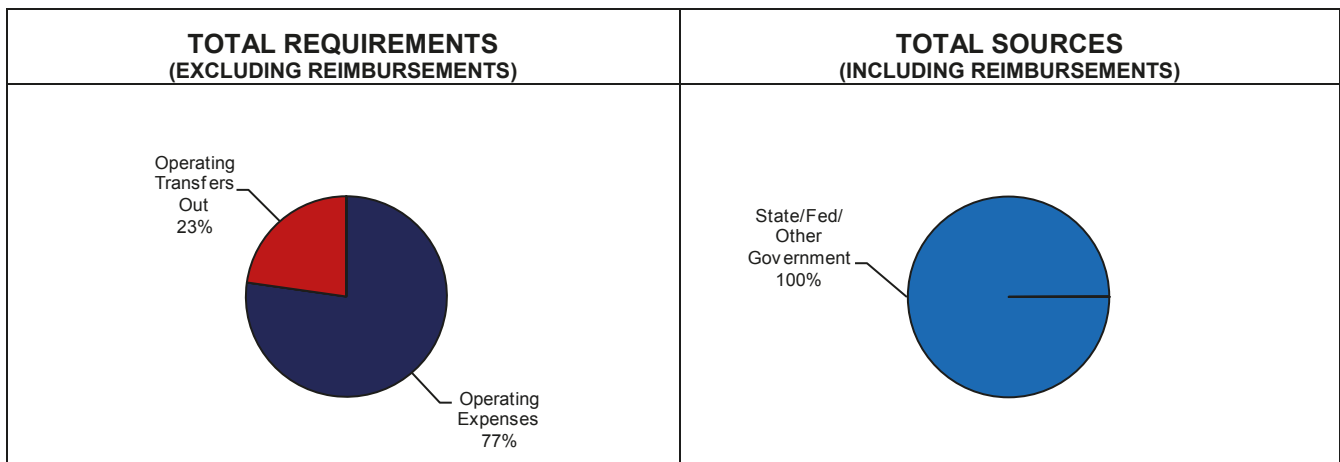
## Homeland Security Grant Program

### DESCRIPTION OF MAJOR SERVICES

The California Governor’s Office of Emergency Services (CalOES) operates in accordance with the provisions of the Governor’s Reorganization Plan No. 2 (Government Code Section 8585 (a)(1)), dated May 3, 2012. Since 1999, County Fire’s Office of Emergency Services (County OES) has received grant funds through CalOES from the Federal Emergency Management Agency (FEMA) for terrorism risk capability assessments and eligible equipment for Emergency First Responders. The Homeland Security Grant Program (HSGP) is one tool amongst a comprehensive set of federal measures administered by CalOES to help strengthen the state against risks associated with potential terrorist attacks. CalOES has annually approved and awarded this grant to County Fire OES. The acceptance of this grant continues San Bernardino County’s efforts, through the oversight of County Fire, of implementing the federal grant’s objectives/strategies, effectively preparing for incident situations, and responding to catastrophic events.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$4,392,392
Total Sources (Incl. Reimb.)	\$4,392,392
Use of/ (Contribution to) Fund Balance	\$0
Total Staff	0

### 2016-17 ADOPTED BUDGET



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: County Fire  
DEPARTMENT: San Bernardino County Fire Protection District  
FUND: Homeland Security Grant Program

BUDGET UNIT: SME 108  
FUNCTION: Public Protection  
ACTIVITY: Fire Protection

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	3,237,004	1,776,500	1,506,927	3,935,929	1,232,457	3,392,786	(543,143)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	3,237,004	1,776,500	1,506,927	3,935,929	1,232,457	3,392,786	(543,143)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	3,237,004	1,776,500	1,506,927	3,935,929	1,232,457	3,392,786	(543,143)
Operating Transfers Out	1,309,022	1,234,049	717,990	1,076,673	583,090	999,606	(77,067)
Total Requirements	4,546,026	3,010,549	2,224,917	5,012,602	1,815,547	4,392,392	(620,210)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	4,682,024	2,846,944	2,280,496	5,011,523	1,827,529	4,390,392	(621,131)
Fee/Rate	0	0	990	0	0	0	0
Other Revenue	3,709	1,275	1,296	1,079	(911)	2,000	921
Total Revenue	4,685,733	2,848,219	2,282,782	5,012,602	1,826,618	4,392,392	(620,210)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	4,685,733	2,848,219	2,282,782	5,012,602	1,826,618	4,392,392	(620,210)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(139,707)	162,330	(57,865)	0	(11,071)	0	0
Available Reserves				108,314		119,385	11,071
Total Fund Balance				108,314		119,385	11,071
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

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

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Requirements of \$4.4 million include Operating Expenses of \$3.4 million that primarily represent transfers to other County Fire budget units and sub-recipients of the HSGP as reimbursement for project costs. In addition, Operating Transfers Out of \$999,606 are primarily to the following participating County entities: Sheriff/Coroner/Public Administrator, Public Health, ICEMA, and other County departments for grant expenditures related to terrorism risk capability assessments, planning, and eligible equipment purchases.

Sources of \$4.4 million represent grant funding awarded from FEMA, through CalOES, for the HSGP.

## BUDGET CHANGES AND OPERATIONAL IMPACT

A decrease in both Requirements and Sources of \$620,210 is primarily due to the closure of two prior grant award periods for HSGP funded projects.

## ANALYSIS OF FUND BALANCE

There is no budgeted Use of Fund Balance.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.





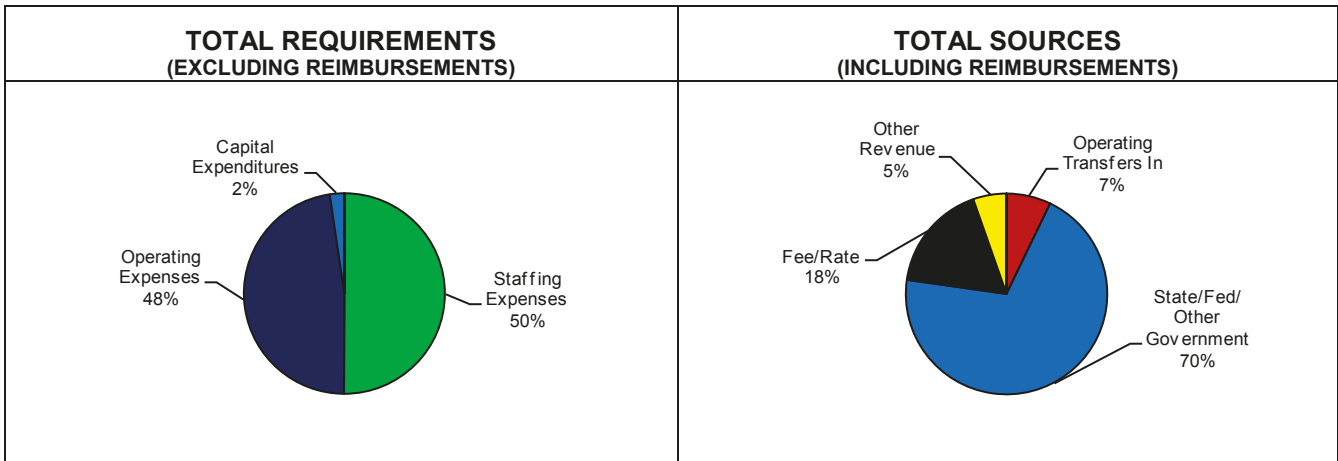
## Household Hazardous Waste

### DESCRIPTION OF MAJOR SERVICES

County Fire is an all-risk Department that provides a nationally recognized award-winning program Household Hazardous Waste (HHW) for management of hazardous waste generated by the communities in San Bernardino County. HHW provides full service activities that include the collection, packaging, transportation, re-use, recycling, and ultimately environmentally safe disposal of hazardous waste. The program re-uses or recycles hundreds of thousands of pounds of waste mostly comprised of used paint, used oil, batteries, pesticides and other household chemicals that cannot be put down the drain or be dumped in the landfill. The HHW program also conducts public education programs and activities to reduce or eliminate the impact of these hazardous wastes on public health and the environment. The program contracts with every city and town in the County, except the City of Fontana who operates their own program, to make these services available to almost every single resident within the County service areas.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$3,262,929
Total Sources (Incl. Reimb.)	\$3,262,929
Use of/ (Contribution to) Fund Balance	\$0
Total Staff	34

### 2016-17 ADOPTED BUDGET



FIRE PROTECTION DISTRICT



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: County Fire  
DEPARTMENT: San Bernardino County Fire Protection District  
FUND: Household Hazardous Waste

BUDGET UNIT: FHH 107  
FUNCTION: Public Protection  
ACTIVITY: Fire Protection

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	1,336,475	1,391,478	1,408,448	1,512,333	1,451,358	1,633,428	121,095
Operating Expenses	1,172,790	1,390,506	1,471,947	1,484,867	1,477,947	1,553,501	68,634
Capital Expenditures	9,672	128,786	106,592	165,000	83,661	76,000	(89,000)
Total Exp Authority	2,518,937	2,910,770	2,986,987	3,162,200	3,012,966	3,262,929	100,729
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	2,518,937	2,910,770	2,986,987	3,162,200	3,012,966	3,262,929	100,729
Operating Transfers Out	0	75,079	122,742	0	0	0	0
Total Requirements	2,518,937	2,985,849	3,109,729	3,162,200	3,012,966	3,262,929	100,729
<b>Sources</b>							
Taxes	0	4,507	11,801	0	11,625	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	2,174,399	2,301,070	2,440,978	2,239,134	2,232,478	2,287,449	48,315
Fee/Rate	622,089	627,206	581,298	628,509	743,222	567,509	(61,000)
Other Revenue	176,850	187,207	176,530	167,557	158,576	174,799	7,242
Total Revenue	2,973,338	3,119,990	3,210,607	3,035,200	3,145,901	3,029,757	(5,443)
Operating Transfers In	3,258	500	36,470	127,000	231	233,172	106,172
Total Financing Sources	2,976,596	3,120,490	3,247,077	3,162,200	3,146,132	3,262,929	100,729
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(457,659)	(134,641)	(137,348)	0	(133,166)	0	0
Available Reserves				888,127		1,021,293	133,166
Total Fund Balance				888,127		1,021,293	133,166
Budgeted Staffing*	36	33	33	34	34	34	0

\*Data represents final budgeted staffing

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

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Requirements of \$3.3 million primarily represent:

- \$1.6 million of Staffing Expenses to provide full service activities for the collection, packaging, transportation, re-use, recycling and ultimate environmentally safe disposal of HHW.
- \$1.6 million of Operating Expenses for the operations and administrative support to fulfill contracts with 23 of the 24 cities and towns within the County, which ensures that these services are available to virtually all residents within the County.

Sources of \$3.3 million primarily include:

- \$2.3 million in State/Fed/Other Government aid (\$2.0 million from participating contract cities and \$250,000 in state grants).
- \$567,509 in Fee/Rate revenue (\$411,509 in special assessment taxes and \$156,000 from fees for services provided).

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$100,729 primarily due to increased costs for disposal services. Sources are also increasing by \$100,729 primarily due to an Operating Transfer In from the Hazardous Materials Division to assist Household Hazardous Waste with funding operational costs.



**ANALYSIS OF FUND BALANCE**

There is no budgeted Use of Fund Balance.

**2016-17 POSITION SUMMARY\***

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Household Hazardous Waste	34	0	0	0	34	14	20
Total	34	0	0	0	34	14	20

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$1.6 million fund 34 budgeted positions of which 20 are regular positions and 14 are limited term positions.

There are no budgeted staffing changes.



## Office of Emergency Services

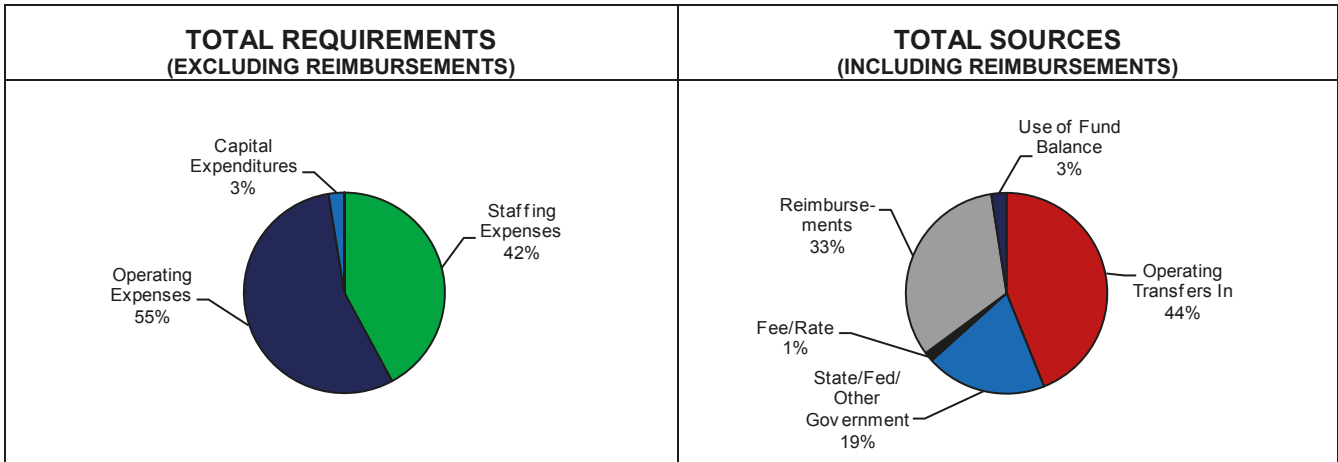
### DESCRIPTION OF MAJOR SERVICES

County Fire is an all-risk department providing emergency management and disaster planning and coordination throughout the County through its Office of Emergency Services (OES). OES functions as the lead agency for the San Bernardino County Operational Area (OA). While County OES does not directly manage field operations, it ensures the coordination of disaster response and recovery efforts through day-to-day program management, and is instrumental in coordination during a disaster or emergency. As part of disaster preparation, response, and mitigation, OES specifically provides support and assistance to all 24 cities and towns, as well as all the unincorporated portions of the County. OES, as an agency, represents two facilities: the Valley Emergency Operations Center (EOC) in Rialto and the High Desert Public Safety Operations Center (PSOC) in Hesperia. OES operates as the single point of contact for the California Office of Emergency Services (Cal OES) for all County activities. OES manages numerous grants totaling millions of dollars such as the Homeland Security Grant Program (HSGP), the Emergency Management Performance Grant (EMPG), and Urban Areas Security Initiative (UASI), 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.

**Budget at a Glance**

Total Requirements (Excl. Reimb.)	\$4,327,023
Total Sources (Incl. Reimb.)	\$4,221,403
Use of/ (Contribution to) Fund Balance	\$105,620
Total Staff	19

### 2016-17 ADOPTED BUDGET



FIRE PROTECTION DISTRICT



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: County Fire  
 DEPARTMENT: San Bernardino County Fire Protection District  
 FUND: Office of Emergency Services

BUDGET UNIT: FES 108  
 FUNCTION: Public Protection  
 ACTIVITY: Fire Protection

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	1,325,559	1,340,296	1,561,777	1,993,964	1,683,286	1,822,678	(171,286)
Operating Expenses	1,111,341	1,386,984	1,738,651	1,967,066	1,276,958	2,395,345	428,279
Capital Expenditures	21,660	77,448	0	396,389	249,926	109,000	(287,389)
Total Exp Authority	2,458,560	2,804,728	3,300,428	4,357,419	3,210,170	4,327,023	(30,396)
Reimbursements	(967,650)	(709,700)	(937,190)	(1,384,384)	(581,270)	(1,415,389)	(31,005)
Total Appropriation	1,490,910	2,095,028	2,363,238	2,973,035	2,628,900	2,911,634	(61,401)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,490,910	2,095,028	2,363,238	2,973,035	2,628,900	2,911,634	(61,401)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	532,594	634,929	795,368	936,339	403,554	838,535	(97,804)
Fee/Rate	0	105,000	55,000	55,000	71,335	55,000	0
Other Revenue	8,132	6,858	30,114	1,487	9,720	11,251	9,764
Total Revenue	540,726	746,787	880,482	992,826	484,609	904,786	(88,040)
Operating Transfers In	776,399	1,259,195	1,617,184	1,901,228	1,903,391	1,901,228	0
Total Financing Sources	1,317,125	2,005,982	2,497,666	2,894,054	2,388,000	2,806,014	(88,040)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	173,785	89,046	(134,428)	78,981	240,900	105,620	26,639
Available Reserves				515,637		249,385	(266,252)
Total Fund Balance				594,618		355,005	(239,613)
Budgeted Staffing*	17	17	19	20	20	19	(1)

\*Data represents final budgeted staffing

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

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Requirements of \$2.9 million primarily include:

- Staffing Expenses of \$1.8 million to provide emergency management and disaster planning/coordination throughout the San Bernardino County Operational Area.
- Operating Expenses of \$2.4 million for costs to support and assist 24 cities and towns within the County, as well as all the unincorporated portions of the County. Also included are operating costs for two facilities, vehicles and equipment; grant related expenses; and various services/supplies.

These expenses are partially offset through Reimbursements of \$1.4 million primarily from the Homeland Security Grant Program budget unit.

Sources of \$2.8 million primarily represent \$838,535 in grant funding and a \$1.9 million allocation from the County General Fund to assist with operational costs of OES.



## BUDGET CHANGES AND OPERATIONAL IMPACT

Significant changes in Requirements include:

- \$171,286 decrease in Staffing Expenses primarily due to the deletion of a Staff Analyst II position.
- \$428,279 increase in Operating Expenses primarily due to additional costs related to the Valley Emergency Operations Center (EOC) Compound Security Project; inventoriable equipment purchases; and COWCAP charges.
- \$287,389 decrease in Capital Expenditures for fewer grant-funded purchases of equipment, vehicles and capitalized software in 2016-17.

Sources are decreasing by \$88,040 primarily due to less grant funds expected in 2016-17.

## ANALYSIS OF FUND BALANCE

This budget reflects the Use of Fund Balance of \$105,620 for parking lot improvements at the Valley EOC (\$79,000) and other smaller one-time projects.

### 2016-17 POSITION SUMMARY\*

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Office of Emergency Services (OES)	15	0	0	-3	12	0	12
Budget and Fiscal Services	5	0	-1	0	4	0	4
OES - High Desert Government Center	0	0	0	3	3	0	3
<b>Total</b>	<b>20</b>	<b>0</b>	<b>-1</b>	<b>0</b>	<b>19</b>	<b>0</b>	<b>19</b>

\*Detailed classification listing available in Appendix D.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$1.8 million fund 19 budgeted regular positions. This budget includes a deletion of a vacant Staff Analyst II position due to funding limitations. This deletion will result in a reorganization of duties for the remaining Staff Analyst positions to accommodate the monitoring of grant subrecipients.



**San Bernardino County Fire Protection District (SBCFPD)  
Set-Asides for 2016-17**

Description	Fund/Dept	Requirements	Sources	Fund Balance		
				Use of / (Contribution to) Fund Balance	Available Reserves	Total Fund Balance
<b>Termination Benefits</b>	FTR 106	0	28,000	(28,000)	6,558,016	6,530,016
<b>One-Time Set-Asides</b>						
SBCFPD - General	FAR 106	3,647,779	570,619	3,077,160	6,424,713	9,501,873
Mountain Regional Service Zone	FMR 600	1,356,610	1,500	1,355,110	513,773	1,868,883
North Desert Regional Service Zone	FNR 590	511,109	2,000	509,109	2,922,875 *	3,431,984
South Desert Regional Service Zone	FSR 610	121,500	100	121,400	406,468	527,868
Valley Regional Service Zone	FVR 580	0	1,849,330	(1,849,330)	5,730,370 **	3,881,040
<b>Hazmat:</b>						
General	FHR 107	2,619,375	145,262	2,474,113	5,845,789	8,319,902
CUPA Statewide Penalties	FKE 107	145,556	10,000	135,556	2,058,706	2,194,262
CUPA Admin Penalties	FKF 107	0	100	(100)	24,752	24,652
Statewide Tank Penalties	FKT 107	0	1,000	(1,000)	280,703	279,703
<b>City of San Bernardino Workers Comp</b>	FWC 580	0	0	0	1,336,676	1,336,676
<b>Total Set-Asides</b>		<b>8,401,929</b>	<b>2,607,911</b>	<b>5,794,018</b>	<b>32,102,841</b>	<b>37,896,859</b>

Set-Asides are funded with one-time sources of revenue and are available for the following purposes:

- 1) \$6,558,016 to offset future costs incurred for employee termination benefits.
- 2) An aggregate amount of \$24,208,149 in One-Time Set-Asides and Hazmat Set-Asides for specific capital projects, the purchase of new/replacement vehicles and equipment, future capital needs, and other one-time costs.
- 3) \$1,336,676 to pay existing Workers' Compensation claims from the City of San Bernardino as of 6/30/2016 (the date prior to annexation of the City's Fire Department into SBCFPD).

The 2016-17 budget includes requirements of (\$341,640) in Termination Benefits Set-Asides for a contribution from County Fire operating funds. Rather than displaying this negative amount in requirements, the (\$341,640) is reflected in the above table as a reduction in available reserves for Termination Benefits.

\* Included in the \$2.9 million available reserves for the North Desert Regional Service Zone is \$806,500 received from various solar companies specifically earmarked for SBCFPD capital costs resulting from development of solar projects in this regional service zone.

\*\* Included in the \$5.7 million of available reserves for the Valley Regional Service Zone is \$1.8 million budgeted in 2016-17 from the City of San Bernardino specifically earmarked for future station and vehicle replacement.





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OTHER  
AGENCIES



**OTHER AGENCIES  
SUMMARY**

	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Use of (Contribution to) Fund Balance</u>	<u>Budgeted Staffing</u>
<b><u>SPECIAL REVENUE FUNDS</u></b>					
IN-HOME SUPPORTIVE SERVICES PUBLIC AUTHORITY	650	7,826,150	7,826,150	0	42
ECONOMIC AND COMMUNITY DEVELOPMENT CORP	655	43	0	43	0
COUNTY INDUSTRIAL DEVELOPMENT AUTHORITY (CoIDA)	657	56,616	150	56,466	0
INLAND COUNTIES EMERGENCY MEDICAL AGENCY	659	4,051,140	4,139,228	(88,088)	19
	<u>Page #</u>	<u>Requirements</u>	<u>Sources</u>	<u>Use of (Contribution to) Net Position</u>	<u>Budgeted Staffing</u>
<b><u>ENTERPRISE FUNDS</u></b>					
HOUSING AUTHORITY OF THE COUNTY OF SAN BERNARDINO	664	308,007,341	309,437,623	(1,430,282)	129

OTHER AGENCIES

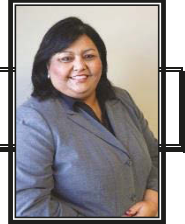


# IN-HOME SUPPORTIVE SERVICES PUBLIC AUTHORITY

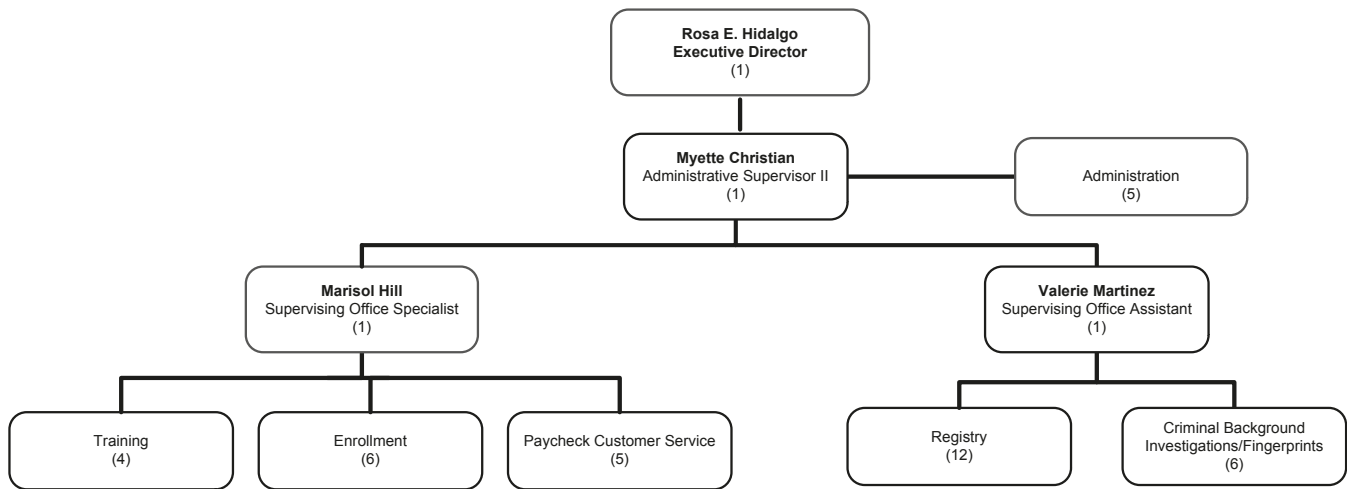
## Rosa E. Hidalgo

### DEPARTMENT MISSION STATEMENT

*The mission of the In-Home Supportive Services Public Authority is to improve the availability and quality of Homecare in the County of San Bernardino.*



### ORGANIZATIONAL CHART



### 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>Special Revenue Funds</b>						
In-Home Supportive Services Public Authority	7,826,150	7,826,150		0		42
<b>Total Special Revenue Funds</b>	<b>7,826,150</b>	<b>7,826,150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>42</b>

### 2015-16 MAJOR ACCOMPLISHMENTS

- Partnered with Aging and Adult Services in providing services for In-Home Supportive Services Providers and received a NACo award for this “Collaborative Effort”.
- Implemented the Fair Labor Standards Act and provided training to over 2,000 IHSS Providers.
- Provided services to over 1,675 IHSS recipients in need of a caregiver to remain safely in their home avoiding institutional placement.
- Expanded the National Caregiver Appreciation event to honor IHSS Providers.

OTHER AGENCIES



**DEPARTMENT PERFORMANCE MEASURES**

<b>COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.</b>	Number of qualified providers in metropolitan areas.	1,350	1,690	1,365	1,375
<b>STRATEGY</b>	Maintain the number of qualified providers in the Registry to refer to IHSS recipients.					
<b>COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.</b>	Number of qualified providers in rural areas.	246	217	290	275
<b>STRATEGY</b>	Maintain the number of qualified providers in the Registry to refer to IHSS recipients.					
<b>COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.</b>	Payroll processing time	5 days	1 week	15 days	2 weeks
<b>STRATEGY</b>	Maintain payroll processing time to allow IHSS providers to more quickly receive timesheets and paychecks which adds economic value within the County of San Bernardino.					
<b>COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS</b>		<b>Measure</b>	<b>2014-15 Actual</b>	<b>2015-16 Target</b>	<b>2015-16 Actual</b>	<b>2016-17 Target</b>
<b>OBJECTIVE</b>	<b>Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.</b>	Percentage of IHSS Registry providers trained in CPR/First Aid	23%	60%	41%	35%
<b>STRATEGY</b>	Increase number of trained IHSS Registry providers to better assist IHSS recipients to remain in their home.					
<b>STRATEGY</b>	Increase number of trained residents in San Bernardino County to have a more qualified workforce.					

OTHER AGENCIES



## In-Home Supportive Services Public Authority

### DESCRIPTION OF MAJOR SERVICES

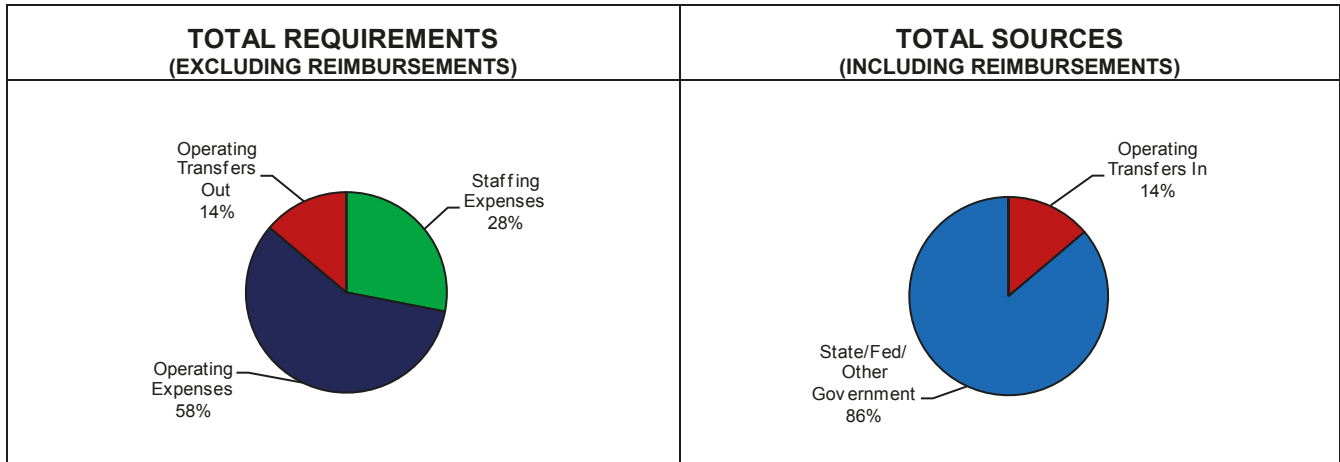
The In-Home Supportive Services (IHSS) program was created in 1973 to serve elderly, blind, and/or disabled individuals who are not able to remain safely in their home without assistance. Section 12302.25 of the Welfare and Institutions Code (WIC) mandates that each county, on or before January 1, 2003, must act as, or establish, an employer of record for collective bargaining purposes for IHSS care providers. The IHSS Public Authority (PA) was established to comply with this mandate.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$7,826,150
Total Sources (Incl. Reimb.)	\$7,826,150
Use of/ (Contribution to) Fund Balance	\$0
Total Staff	42

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 In-Home Supportive Services consumers upon request.
- Provide training for both IHSS care providers and consumers.
- Perform other functions related to the delivery of In-Home Supportive Services as designated by the governing board.

### 2016-17 ADOPTED BUDGET



OTHER AGENCIES





**ANALYSIS OF 2016-17 ADOPTED BUDGET**

GROUP: Human Services  
 DEPARTMENT: IHSS - Public Authority  
 FUND: IHSS - Public Authority

BUDGET UNIT: RHH 498  
 FUNCTION: Public Assistance  
 ACTIVITY: Public Assistance Admin

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	1,171,008	1,054,976	1,268,433	1,701,963	1,463,315	2,196,151	494,188
Operating Expenses	3,430,159	4,480,611	4,878,258	4,617,120	4,366,917	4,548,999	(68,121)
Capital Expenditures	0	0	0	9,000	5,661	0	(9,000)
Total Exp Authority	4,601,167	5,535,587	6,146,691	6,328,083	5,835,893	6,745,150	417,067
Reimbursements	0	0	(129)	0	0	0	0
Total Appropriation	4,601,167	5,535,587	6,146,562	6,328,083	5,835,893	6,745,150	417,067
Operating Transfers Out	0	0	1,009,125	1,044,444	1,044,444	1,081,000	36,556
Total Requirements	4,601,167	5,535,587	7,155,687	7,372,527	6,880,337	7,826,150	453,623
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	4,389,445	5,532,146	5,681,542	6,326,583	5,768,651	6,741,150	414,567
Fee/Rate	0	0	483,870	0	0	0	0
Other Revenue	212,743	2,812	8,689	1,500	5,822	4,000	2,500
Total Revenue	4,602,188	5,534,958	6,174,101	6,328,083	5,774,473	6,745,150	417,067
Operating Transfers In	17,457	0	1,009,125	1,044,444	1,044,444	1,081,000	36,556
Total Financing Sources	4,619,645	5,534,958	7,183,226	7,372,527	6,818,917	7,826,150	453,623
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(18,478)	629	(27,539)	0	61,420	0	0
Available Reserves				1,459,957		1,398,537	(61,420)
Total Fund Balance				1,459,957		1,398,537	(61,420)
Budgeted Staffing*	21	19	26	32	32	42	10

\*Data represents final budgeted staffing

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

**MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET**

Requirements of \$7.8 million consist of the following:

- Staffing Expenses of \$2.2 million which fund 42 positions.
- Operating Expenses of \$4.5 million which is made up of services and supplies, licensing and maintenance of the annual registry and provider health benefits database, provider and staff training, provider background investigations and finger printing, COWCAP, and payments for provider health benefits.
- Operating Transfers Out of \$1.1 million to the HS Administrative Claim budget unit which represents the required local share match payment to the state for Public Authority (PA) administration and health benefits as part of the mandated Maintenance of Effort (MOE) agreement. The HS Administrative Claim budget unit makes the entire match payment, which includes provider wages, for all IHSS MOE components.

State, Federal and Other Government revenue of \$6.7 million represents the state and federal mandated share of PA expenditures.

Operating Transfers In of \$1.1 million represents funding for the match mandated by state legislation due to the changes made to the IHSS MOE funding structure. This is funded with 1991 Realignment transferred from the HS Administrative Claim budget unit.



## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$453,623 due to an increase in Staffing Expenses of \$494,188 as a result of adding a net 10 positions. New responsibilities mandated by state and federal agencies, such as fingerprinting requirements of IHSS Providers, and new federal legislation on overtime and services for homecare workers, results in the addition of these new positions.

Operating Expenses are decreasing by \$68,121 as a result of decreases in lease costs and HS administrative support due to the completion of IT projects.

Sources are increasing by \$453,623. This is primarily due to an increase in available federal/state funding of \$414,567. Additionally, Operating Transfers In of Realignment revenue is increasing by \$36,556 to fund an increase in the MOE as mandated by state legislation.

## ANALYSIS OF FUND BALANCE

IHSS Public Authority is fully reimbursed from federal and state funding sources with a required match which is funded with 1991 Realignment. Typically there is no Use of Fund Balance.

## 2016-17 POSITION SUMMARY\*

Division	2015-16				2016-17		Limited	Regular
	Final Staffing	Adds	Deletes	Re-Orgs	Adopted			
Administration	2	4	0	1	7	7	0	
Criminal Background Investigations	3	1	0	2	6	6	0	
Registry	11	8	-3	-3	13	13	0	
Training	4	1	0	0	5	5	0	
Paycheck Customer Service	5	4	-4	0	5	5	0	
Enrollment	7	2	-3	0	6	6	0	
Total	32	20	-10	0	42	42	0	

\*Detailed classification listing available in Appendix D.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$2.2 million fund 42 budgeted positions of which all are limited term positions. Due to new responsibilities mandated by state and federal agencies, such as fingerprinting requirements of IHSS Providers and new federal legislation on overtime and services for homecare workers, the department requests the addition of new positions. Detailed changes are outlined below:

### Additions

- 7 - Contract IHSS PA Office Assistant II
- 2 - Contract IHSS PA Office Assistant III
- 1 - Contract IHSS PA Fiscal Assistant
- 3 - Contract IHSS PA Office Specialist
- 1 - Contract IHSS PA Supervising Office Assistant
- 4 - Contract IHSS PA Social Worker II
- 1 - Contract IHSS PA Supervising Social Worker
- 1 - Contract IHSS PA Staff Analyst II

### Deletions

- 2 - Contract IHSS PA Office Assistant III
- 3 - Contract IHSS PA Office Assistant IV
- 4 - Contract IHSS PA Social Worker II
- 1 - Contract IHSS PA Supervising Program Specialist





# ECONOMIC AND COMMUNITY DEVELOPMENT CORPORATION

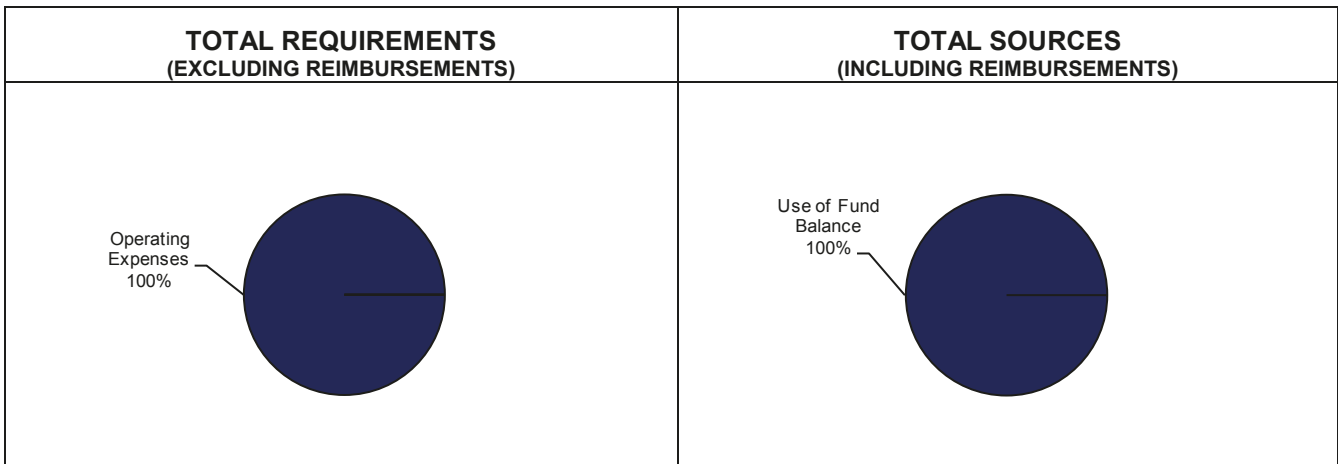
## Mary Jane Olhasso

### DESCRIPTION OF MAJOR SERVICES

In September 1987, the Board of Supervisors formed the County of San Bernardino Economic Development Corporation to provide additional methods of financing the acquisition of property, for and on behalf of private enterprise, to promote and enhance economic development and increase opportunities for useful employment. On May 8, 2012 (Item #45), the Board of Supervisors amended the Articles of Incorporation and the By-Laws to enable the Corporation to establish an Advisory Board that would comply with the requirements for designation as a Community Development Entity (CDE) by the Community Development Financial Institution Fund of the United States Department of the Treasury. The Corporation was designated as a CDE in December 2012. Economic and Community Development Corporation is a function of the Economic Development Agency.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$43
Total Sources (Incl. Reimb.)	\$0
Use of/ (Contribution to) Fund Balance	\$43
Total Staff	0

### 2016-17 ADOPTED BUDGET



OTHER AGENCIES



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Economic Development  
DEPARTMENT: Economic Development Agency  
FUND: Economic and Community Development Corporation

BUDGET UNIT: SFI 499  
FUNCTION: General  
ACTIVITY: Other General

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	50	92	92	43	(49)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	0	0	50	92	92	43	(49)
Reimbursements	0	0	0	(50)	(92)	0	50
Total Appropriation	0	0	50	42	0	43	1
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	0	0	50	42	0	43	1
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	0	0	0	0	0	0
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	0	0	50	42	0	43	1
Available Reserves				1		0	(1)
Total Fund Balance				43		43	0
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

### MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Operating Expenses of \$43 represent costs associated with maintaining the Economic and Community Development Corporation.

### BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements reflect the available Fund Balance and other revenue anticipated in 2016-17.

### ANALYSIS OF FUND BALANCE

Fund Balance was budgeted to fund costs associated with maintaining the Economic and Community Development Corporation.

### STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



## COUNTY INDUSTRIAL DEVELOPMENT AUTHORITY

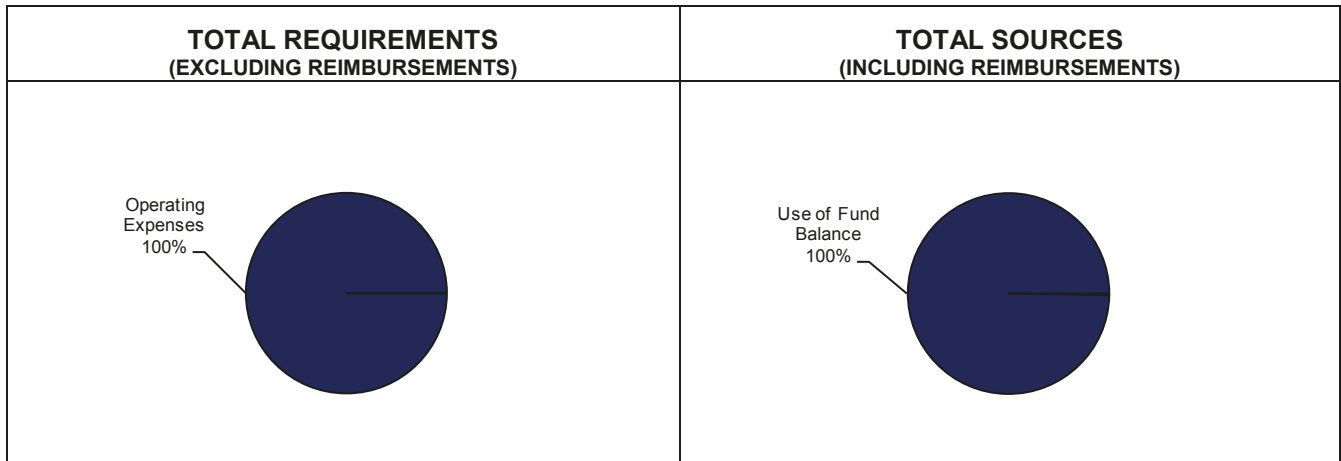
Mary Jane Olhasso

### DESCRIPTION OF MAJOR SERVICES

In March 1981, the Board of Supervisors created the San Bernardino County Industrial Development Authority (CoIDA) to issue tax exempt industrial bonds for the furtherance of economic development and the creation of new jobs within the County. The annual CoIDA budget typically provides funding for the cost of professional services related to the issuance of bonds, promotion of the financing program and other program related costs. CoIDA is a function within the Economic Development Agency.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$56,616
Total Sources (Incl. Reimb.)	\$150
Use of/ (Contribution to) Fund Balance	\$56,466
Total Staff	0

### 2016-17 ADOPTED BUDGET



OTHER AGENCIES



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Economic Development  
DEPARTMENT: Economic Development Agency  
FUND: Industrial Development Authority

BUDGET UNIT: SPG 510  
FUNCTION: General  
ACTIVITY: Other General

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	187	81	0	56,513	97	56,616	103
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	187	81	0	56,513	97	56,616	103
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	187	81	0	56,513	97	56,616	103
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	187	81	0	56,513	97	56,616	103
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignement	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	223	3,831	222	150	319	150	0
Total Revenue	223	3,831	222	150	319	150	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	223	3,831	222	150	319	150	0
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(36)	(3,750)	(222)	56,363	(222)	56,466	103
Available Reserves				273		392	119
Total Fund Balance				56,636		56,858	222
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents final budgeted staffing

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

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Operating Expenses of \$56,616 represent professional services associated with the issuance of bonds, promotion of the financing program and other related costs.

## BUDGET CHANGES AND OPERATIONAL IMPACT

There are no significant budget changes or operational impacts.

## ANALYSIS OF FUND BALANCE

Fund Balance is budgeted to fund costs associated with maintaining the Economic and Community Development Corporation.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



# INLAND COUNTIES EMERGENCY MEDICAL AGENCY

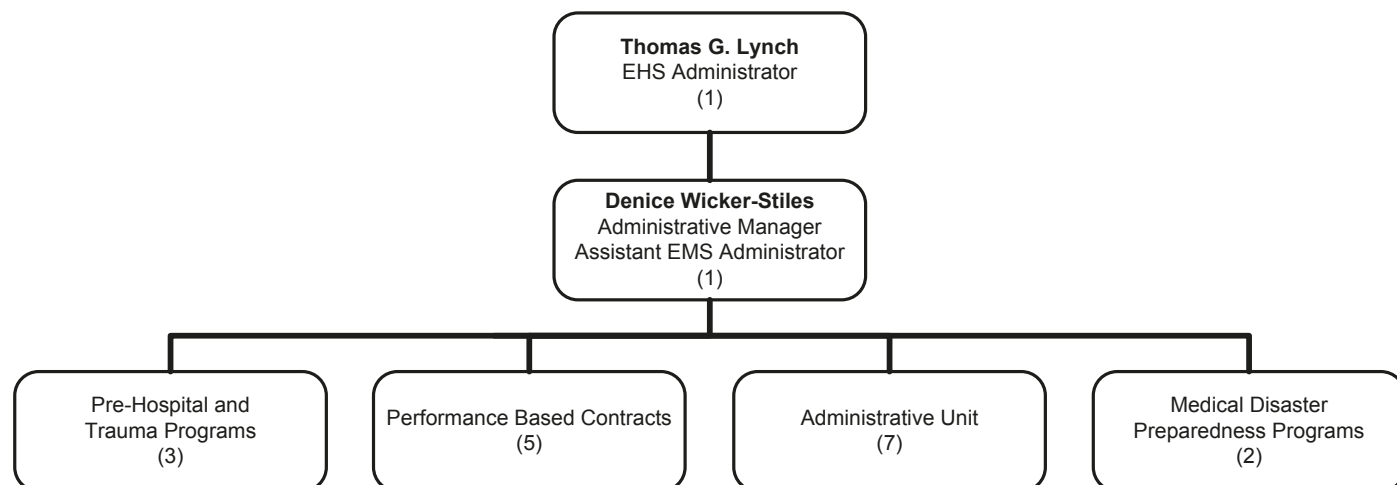
Thomas G. Lynch

## DEPARTMENT MISSION STATEMENT

*Inland Counties Emergency Medical Agency ensures an effective system of quality patient care and coordinated emergency medical response by planning, implementing and evaluating an effective emergency medical services (EMS) system including fire departments, public ambulances, pre-hospital providers, hospitals, and specialty hospitals, such as trauma, stroke and cardiac care hospitals.*



## ORGANIZATIONAL CHART



## 2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>Other Agencies</b>						
Inland Counties Emergency Medical Agency	4,051,140	4,139,228		(88,088)		19
Total Other Agencies	4,051,140	4,139,228	0	(88,088)	0	19
<b>Total - All Funds</b>	4,051,140	4,139,228	0	(88,088)	0	19

OTHER AGENCIES



## 2015-16 MAJOR ACCOMPLISHMENTS

- Received the California State Association of Counties (CSAC) Merit Award for the Continuation of Specialty Care program which allows for an expedited transfer of trauma, STEMI, or Stroke patients to Specialty Care Centers using the 9-1-1 system, preventing any delays in treatment.
- Received National Association of Counties (NACO) Award for the Continuation of Specialty Care Program, for the EMS Credentialing Portal, and for the Medical and Health Operational Area Coordinator.
- Received a California Department of Public Health (CDPH) grant for the development of a statewide stroke registry.
- Completed a state sponsored Federal Block Grant to evaluate and develop a process for integration of EMS into Health Information Exchange (HIE).
- Completed a state sponsored Federal Block Grant to successfully transition into National Emergency Medical Services Information System (NEMSIS) Version 3.
- Facilitated California in becoming the first state to transmit EMS data to NEMSIS National Database.
- Facilitated mutual aid responses during the initial Waterman Incident on December 2, 2015 and months that followed for Department of Behavioral Health and Division of Environmental Health of Department of Public Health.

## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	Number of new revenue contracts and workplans/ applications submitted	5	4	2	2
STRATEGY	Cooperatively develop service contracts with State and Federal agencies to fund department activities.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Number of Ambulance Patient Offload Delay (bed delay) hours	28,701	25,232	34,458	25,000
STRATEGY	Collaboratively develop policies and procedures to reduce Ambulance Patient Offload Delay (bed delay) hours.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Percentage of air transports reviewed for quality improvement	100%	100%	100%	100%
STRATEGY	Ensure patient safety and improve patient care through quality improvement review of air transport documentation.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Actual	2016-17 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	Number of EMS Continuing Education providers audited	22	20	9	24
STRATEGY	Ensure EMS Continuing Education/Training Programs are compliant with Title 22, California Code of Regulations and educational standards.					



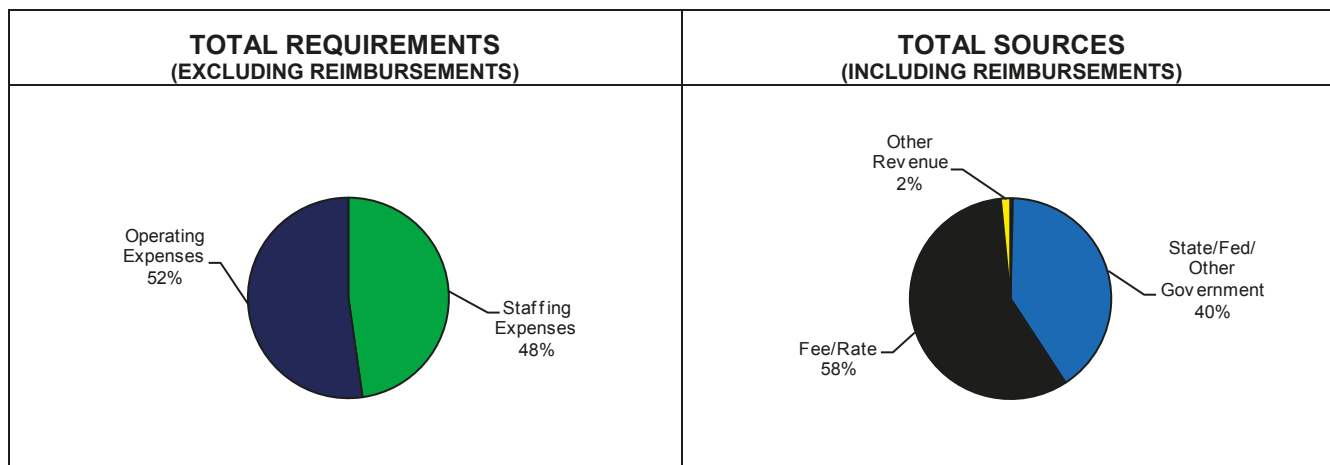
## Inland Counties Emergency Medical Agency

### DESCRIPTION OF MAJOR SERVICES

The Inland Counties Emergency Medical Agency (ICEMA) was developed under a Joint Powers Agreement with San Bernardino, Inyo, and Mono Counties. ICEMA is responsible for ensuring effective emergency medical services for the three county areas. Specifically, they are charged with the coordination, evaluation, and monitoring of Emergency Medical Services (EMS) within the public and private pre-hospital providers, specialty hospitals, paramedic base hospitals, as well as the effectiveness of EMS educational programs and medical disaster preparedness.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$4,051,140
Total Sources (Incl. Reimb.)	\$4,139,228
Use of/ (Contribution to) Fund Balance	(\$88,088)
Total Staff	19

### 2016-17 ADOPTED BUDGET



OTHER AGENCIES



## ANALYSIS OF 2016-17 ADOPTED BUDGET

GROUP: Administration  
DEPARTMENT: Inland Counties Emergency Medical Agency  
FUND: ICEMA

BUDGET UNIT: SMI ICM  
FUNCTION: Health and Sanitation  
ACTIVITY: Hospital Care

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
<b>Requirements</b>							
Staffing Expenses	1,982,988	2,035,785	1,861,215	1,962,059	1,826,120	1,934,143	(27,916)
Operating Expenses	1,635,813	1,737,636	2,332,139	2,132,488	1,873,032	2,116,997	(15,491)
Capital Expenditures	356,290	49,439	66,000	58,230	44,948	0	(58,230)
Total Exp Authority	3,975,091	3,822,860	4,259,354	4,152,777	3,744,100	4,051,140	(101,637)
Reimbursements	0	0	(242)	0	0	0	0
Total Appropriation	3,975,091	3,822,860	4,259,112	4,152,777	3,744,100	4,051,140	(101,637)
Operating Transfers Out	0	110,000	330,000	0	0	0	0
Total Requirements	3,975,091	3,932,860	4,589,112	4,152,777	3,744,100	4,051,140	(101,637)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	1,464,556	1,430,177	1,121,437	1,689,875	1,542,936	1,673,175	(16,700)
Fee/Rate	2,676,857	2,129,954	3,341,095	2,499,923	2,314,371	2,386,816	(113,107)
Other Revenue	49,472	16,869	30,045	20,158	27,575	63,937	43,779
Total Revenue	4,190,885	3,576,999	4,492,577	4,209,956	3,884,883	4,123,928	(86,028)
Operating Transfers In	287,530	261,360	44,954	49,976	19,503	15,300	(34,676)
Total Financing Sources	4,478,415	3,838,359	4,537,530	4,259,932	3,904,386	4,139,228	(120,704)
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance**	(503,324)	94,501	51,581	(107,155)	(160,285)	(88,088)	19,067
Available Reserves				844,831		1,011,549	166,718
Total Fund Balance				737,676		923,461	185,785
Budgeted Staffing*	24	21	20	18	18	19	1

\*Data represents final budgeted staffing

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

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET

Staffing Expenses of \$1.9 million fund 19 budgeted positions.

Operating Expenses of \$2.1 million are primarily comprised of computer software of \$140,852, special department expense of \$212,223 required for the Hospital Preparedness Program, professional and specialized services of \$466,000, software maintenance of \$189,400 for the ongoing ePCR system, and transfers of \$451,750 for building leases and central services.

Sources of \$4.1 million are primarily comprised of state and federal grant funds, fines and penalties, fees for licenses and permits, and performance based contract revenues.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$101,637 primarily due to reductions in Staffing Expenses and no planned Capital Expenditures.

Sources are decreasing by \$120,704 primarily due to a reduction in Maddy funds (SB612) received. The Maddy funds are derived from additional penalties assessed on fines and bail forfeitures that the courts collect for certain criminal offenses and motor vehicle violations. These funds are used for emergency services and payment to trauma and emergency physicians and hospitals.





## ANALYSIS OF FUND BALANCE

The department expects to have a contribution to Fund Balance of \$88,088 in 2016-17. The majority of the increase in departmental Fund Balance is a result of no planned Capital Expenditures in 2016-17 and cost savings from staffing reorganizations.

### 2016-17 POSITION SUMMARY\*

Division	2015-16 Final Staffing	Adds	Deletes	Re-Orgs	2016-17 Adopted	Limited	Regular
Administration	8	1	0	0	9	2	7
Pre-Hospital and Trauma Programs	3	0	0	0	3	2	1
Performance Based Contracts	5	0	0	0	5	1	4
Medical Disaster Preparedness Program	2	0	0	0	2	0	2
<b>Total</b>	<b>18</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>19</b>	<b>5</b>	<b>14</b>

\*Detailed classification listing available in Appendix D.

### STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$1.9 million fund 19 budgeted positions of which 14 are regular positions and five are limited term positions. Despite the addition of one limited term position, a small overall reduction in costs occurred due to retirement of one senior staff.



# HOUSING AUTHORITY OF THE COUNTY OF SAN BERNARDINO

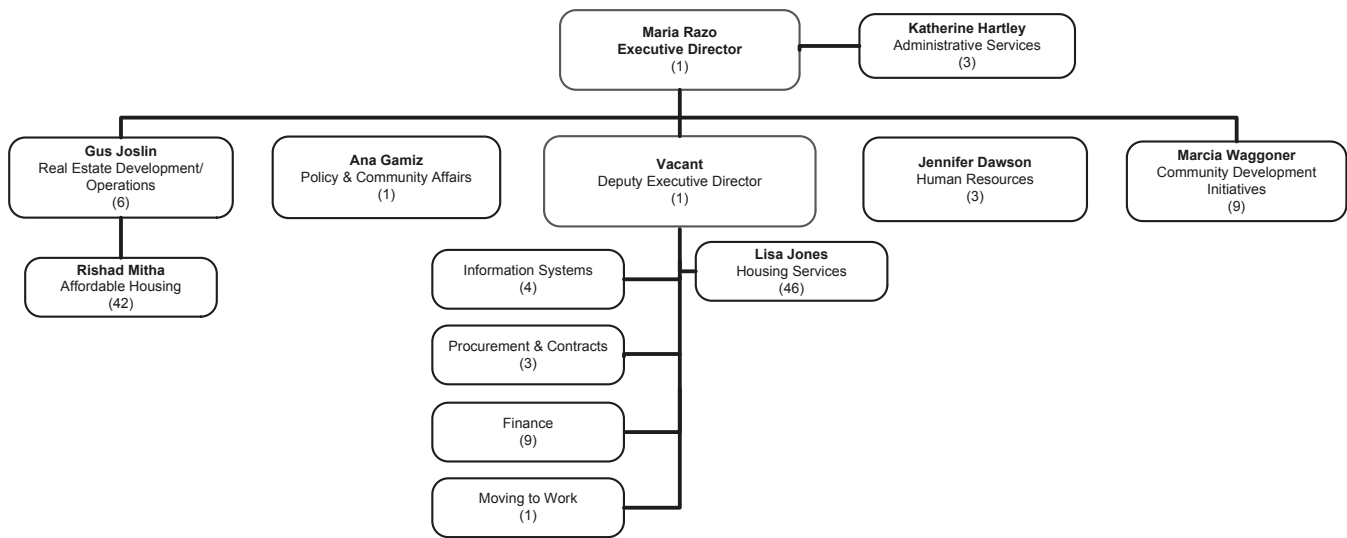
## Maria Razo

### DEPARTMENT MISSION STATEMENT

*The Housing Authority of the County of San Bernardino empowers all individuals and families in need to achieve an enriched quality of life by providing housing opportunities and resources throughout San Bernardino County.*



### ORGANIZATIONAL CHART



### 2016-17 SUMMARY OF BUDGET UNITS

2016-17						
Other Agencies	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Housing Authority of the County of San Bernardino	308,007,341	309,437,623			(1,430,282)	129
Total Other Agencies	308,007,341	309,437,623	0	0	(1,430,282)	129
<b>Total - All Funds</b>	<b>308,007,341</b>	<b>309,437,623</b>	<b>0</b>	<b>0</b>	<b>(1,430,282)</b>	<b>129</b>

OTHER AGENCIES



## 2015-16 MAJOR ACCOMPLISHMENTS

- Leveraged the value of 11 Project Based Vouchers to assist in completing the overall financing package of the Bloomington Groves Apartments, a 106-unit housing development that includes a public library that is part of Phase 1 of the greater 190-unit affordable mixed-generational housing development in the community of Bloomington that will provide 55-year affordable housing to residents. The additional rent revenues created from the Project-Based Vouchers will be utilized to help offset the high cost of new project infrastructure required to build in this unincorporated area of the County.
- Achieved, for families participating in the agency's Five-Year Lease Assistance Program, a 35.5% increase from part-time to full-time employment, a 41% increase from unemployed to employed, a 50% high school education attainment rate (for those without a high school education), a 48% increase in income from wages, and a 66% decrease in income from welfare through career readiness coaching, onsite Workforce Development Specialist services, and in partnership with the County's Workforce Development Department and Transitional Assistance Department (TAD).
- Closed the agency's first Rental Assistance Demonstration (RAD) transaction with developer partner National Community Renaissance that provided partial financial assistance for the revitalization of the initial phase of the Waterman Gardens Neighborhood, that when complete will include over 400 mixed-income housing units as well as other public and private uses intended to revitalize and provide economic advancement for one of the City of San Bernardino's most distressed areas.
- Received an award of \$1.1 million from TAD to administer the new CalWORKs Housing Support Program which promotes housing stability for homeless families, reducing the likelihood of families recidivating into homelessness.
- Contracted with Knowledge, Education for Your Success, Inc. (KEYS), a non-profit organization that has taken a leadership role in providing wraparound case management services to help families move from poverty to economic mobility, resulting in the opportunity to serve 582 families and provide housing for 338 families.
- Provided 50-Project Based Vouchers to support Phase 1 of Horizons at Yucaipa, a 77-unit senior apartment complex, of which 10 of the 77-units will be set aside for seniors participating in the Mental Health Services Act program. The Project Based Vouchers provide for deeper subsidies making these units affordable to extremely low income families (families at or below 30% of the area median income).
- Continued the No Child Left Unsheltered (NCLU) program that houses chronically homeless children and their families, expanding beyond the initial 10-public housing units to house 40 additional families in various apartment complexes owned and managed by HACSB.
- Assisted 29 families to become new homeowners through the homeownership program, transitioning those who currently receive rental subsidies to permanent, stable housing.
- Closed and transitioned 552 units through HUD's Rental Assistance Demonstration Program from Public Housing to the Project Based Voucher Program (50% of the Public Housing Portfolio) providing these subsidized units with stabilized funding.
- Provided long-term rental assistance through the Veterans Affairs Supportive Housing (VASH) program to 109 homeless veteran families (a 54% increase in families housed), leading the fight to end veteran homelessness within the County by December 2015.



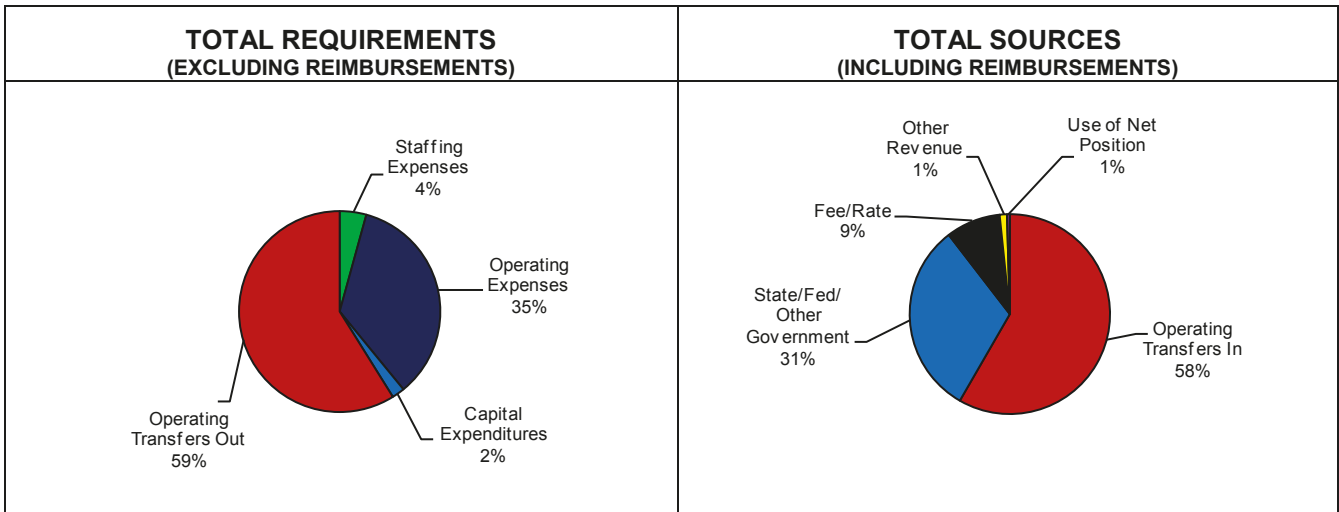
## Housing Authority of the County of San Bernardino

### DESCRIPTION OF MAJOR SERVICES

The Housing Authority of the County of San Bernardino (HACSB) is a critical economic partner of the County. As the County's largest provider of affordable housing, HACSB proudly serves in excess of 32,000 lives, most of whom are in-need seniors, disabled individuals, and children. As a catalyst for economic growth, HACSB provides vital resources, skills, and motivation to individuals and families to help them transition out of government-assisted programs and into economic independence. This not only greatly benefits the individuals served, but the County as a whole, stimulating long-term economic growth and providing a model for self-sufficiency to be passed through generations of County residents.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$308,007,341
Total Sources (Incl. Reimb.)	\$309,437,623
Use of / (Contribution To) Net Position	(\$1,430,282)
Total Staff	129

### 2016-17 ADOPTED BUDGET



OTHER AGENCIES



**ANALYSIS OF 2016-17 ADOPTED BUDGET**

GROUP: Other Agencies  
 DEPARTMENT: Housing Authority of the County of San Bernardino  
 FUND: HACSB

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

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A) Change From Prior Year Final Budget
	Actual	Actual	Actual	Final Budget	Estimate***	Adopted Budget	
<b>Requirements</b>							
Staffing Expenses	10,123,912	12,077,120	11,751,060	12,343,718	12,540,583	13,166,510	822,792
Operating Expenses	93,175,371	92,140,658	96,234,178	99,514,239	96,583,663	107,236,963	7,722,724
Capital Expenditures	393,391	540,739	217,059	1,788,000	0	6,300,663	4,512,663
Total Exp Authority	103,692,675	104,758,517	108,202,297	113,645,957	109,124,246	126,704,136	13,058,179
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	103,692,675	104,758,517	108,202,297	113,645,957	109,124,246	126,704,136	13,058,179
Operating Transfers Out	2,281,512	1,672,798	163,826,791	166,287,872	159,106,711	181,303,205	15,015,333
Total Requirements	105,974,187	106,431,315	272,029,088	279,933,829	268,230,957	308,007,341	28,073,512
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	86,241,589	87,964,967	86,142,585	87,313,326	91,826,970	97,118,369	9,805,043
Fee/Rate	14,680,557	14,651,533	16,233,613	26,530,778	12,022,572	27,362,219	831,441
Other Revenue	2,932,504	5,176,006	7,946,019	767,244	6,275,510	3,653,830	2,886,586
Total Revenue	103,854,650	107,792,506	110,322,216	114,611,348	110,125,052	128,134,418	13,523,070
Operating Transfers In	2,281,512	1,672,798	163,826,791	166,287,872	159,106,711	181,303,205	15,015,333
Total Financing Sources	106,136,162	109,465,304	274,149,007	280,899,220	269,231,763	309,437,623	28,538,403
<b>Net Position</b>							
Use of/ (Contribution to) Net Position**	(161,975)	(3,033,989)	(2,119,920)	(965,391)	(1,000,806)	(1,430,282)	(464,891)
Est. Net Position Available						101,950,059	
Total Est. Unrestricted Net Position						100,519,777	
Budgeted Staffing*	128	130	123	126	126	129	3

\*Data represents final budgeted staffing

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

\*\*\*HACSB operates on a 10/1 - 9/30 fiscal year, thus the 2015-16 Actuals were not available at time of preparation of this document

**MAJOR REQUIREMENTS AND SOURCES IN 2016-17 ADOPTED BUDGET**

Requirements of \$308.0 million primarily consist of Operating Expenses of \$107.2 million which includes payments of \$80.2 million related to Housing Assistance payments, Staffing Expenses of \$13.2 million, Capital Expenditures of \$6.3 million, and Operating Transfers Out of \$181.3 million.

Sources of \$309.4 million are primarily related to federal grant revenue of \$97.1 million and Operating Transfers In of \$181.3 million. The federal grants include the Affordable Housing grant, Capital Fund, and the Housing Choice Voucher programs.

The Operating Transfers In/Out reflect the movement of funds related to the Moving to Work Program. HACSB has been designated as a Moving to Work agency and funding transferred between the Affordable Housing, Capital Fund, and Housing Choice Voucher programs is shown as Operating Transfers In/Out.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Total Requirements are increasing by \$28.1 million primarily due to increases of \$3.8 million in payments for Housing Assistance (Operating Expenses), \$822,792 in Staffing Expenses, and \$4.5 million in Capital Expenditures.

Sources are increasing by \$28.5 million primarily due to increases in state and federal funding including increases of \$4.5 million in the Capital Fund Program and \$5.7 million in the Housing Choice Voucher program, which is partially offset by a decrease of \$2.8 million in Affordable Housing Program funding. The increase in the Housing



Choice Voucher program is mainly due to the HACSB conversion to the Rental Assistance Demonstration (RAD) Program which converts Affordable Housing units to the RAD program.

**ANALYSIS OF NET POSITION**

Estimated Net Position Available in the amount of \$102.0 million is available for expenditures relating to the various programs of HACSB. A majority of this Net Position is restricted to U.S Department of Housing and Urban Development (HUD) funded programs which include the Affordable Housing, Capital Fund, Housing Choice Voucher, and the Moving to Work program.

Net Position also includes revenue from HACSB’s Owned and Local Fund programs. This portion of Net Position can be used to expand housing in these programs depending on needs identified by HACSB.

**2016-17 POSITION SUMMARY\***

Division	2015-16	Adds	Deletes	Re-Orgs	2016-17	Limited	Regular
	Final Staffing				Adopted		
Administration	99	6	-1	0	104	4	100
Maintenance	27	0	-2	0	25	0	25
Total	126	6	-3	0	129	4	125

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$13.2 million fund 129 positions of which 125 are regular positions and four are limited term positions. This represents an increase of three net positions. Three positions are being deleted: two Affordable Housing Program maintenance workers and one Affordable Housing Program regional manager, and six positions are being added: one Accountant, one Human Resource Assistant, two Housing Specialists, one Housing Assistant, and one Supportive Housing Director.







# CAPITAL IMPROVEMENT PROGRAM





**CAPITAL IMPROVEMENT PROGRAM  
SUMMARY**

<b>PROJECTS ADMINISTERED BY</b>	<b>Page #</b>	<b>Discretionary General Funding</b>	<b>Other Funding</b>	<b>Total</b>
<b><u>REAL ESTATE SERVICES DEPARTMENT - PROJECT MANAGEMENT DIVISION</u></b>	684			
NEW PROJECTS		58,580,178	70,918,702	129,498,880
CARRYOVER PROJECTS		98,514,203	54,998,817	153,513,020
TOTAL PROJECTS ADMINISTERED BY PROJECT MANAGEMENT DIVISION		<u>157,094,381</u>	<u>125,917,519</u>	<u>283,011,900</u>
<b><u>DEPARTMENT OF PUBLIC WORKS</u></b>	724			
TRANSPORTATION				
NEW PROJECTS		14,446,608	20,350,727	34,797,335
CARRYOVER BALANCES		9,021,991	24,029,036	33,051,027
TOTAL PROJECTS ADMINISTERED BY TRANSPORTATION		<u>23,468,599</u>	<u>44,379,763</u>	<u>67,848,362</u>
SOLID WASTE MANAGEMENT	730			
NEW PROJECTS		-	3,752,500	3,752,500
CARRYOVER PROJECTS		-	6,343,500	6,343,500
TOTAL PROJECTS ADMINISTERED BY SOLID WASTE MANAGEMENT		<u>-</u>	<u>10,096,000</u>	<u>10,096,000</u>
TOTAL PROJECTS ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS		<u>23,468,599</u>	<u>54,475,763</u>	<u>77,944,362</u>
<b><u>OTHER DEPARTMENTS</u></b>	732			
NEW PROJECTS		-	411,000	411,000
CARRYOVER BALANCES		-	-	-
TOTAL PROJECTS ADMINISTERED BY OTHERS		<u>-</u>	<u>411,000</u>	<u>411,000</u>
<b>TOTAL 2016-17 CAPITAL IMPROVEMENT PROJECT BUDGET</b>		<u><b>180,562,980</b></u>	<u><b>180,804,282</b></u>	<u><b>361,367,262</b></u>



## CAPITAL IMPROVEMENT PROGRAM

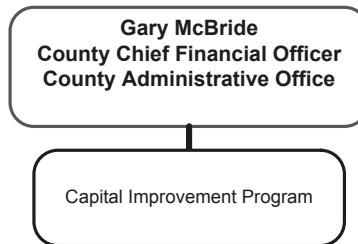
Gary McBride

### DEPARTMENT MISSION STATEMENT

*The Capital Improvement Program receives and evaluates capital expenditure requests, recommends priorities for the acquisition or improvement of land, facilities and infrastructure, oversees and monitors major capital projects, and guides growth and change of County facilities and infrastructure by anticipating future needs.*



### ORGANIZATIONAL CHART



### 2016-17 SUMMARY OF BUDGET UNITS

Funding for capital projects is included in the Real Estate Services Department-Project Management Division Capital Improvement Program (CIP) funds, and specific Arrowhead Regional Medical Center, Airports, Regional Parks, Transportation, and Solid Waste Management CIP funds.

CAPITAL IMPROVEMENT PROGRAM



## 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 Real Estate Services Department – Leasing and Acquisition Division (RES-LAD) and Project Management Division (RES-PMD), 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 department using a funding source over which the Board has discretion (such as realignment, fines and forfeitures, special revenue, or internal service funds such as Risk Management and Fleet Management), or is from a dedicated source for a specified purpose (such as grants, Inmate Welfare Fund, enterprise funds, Courts, Library, fees, dedicated gas and sales tax, and state and federal aid).

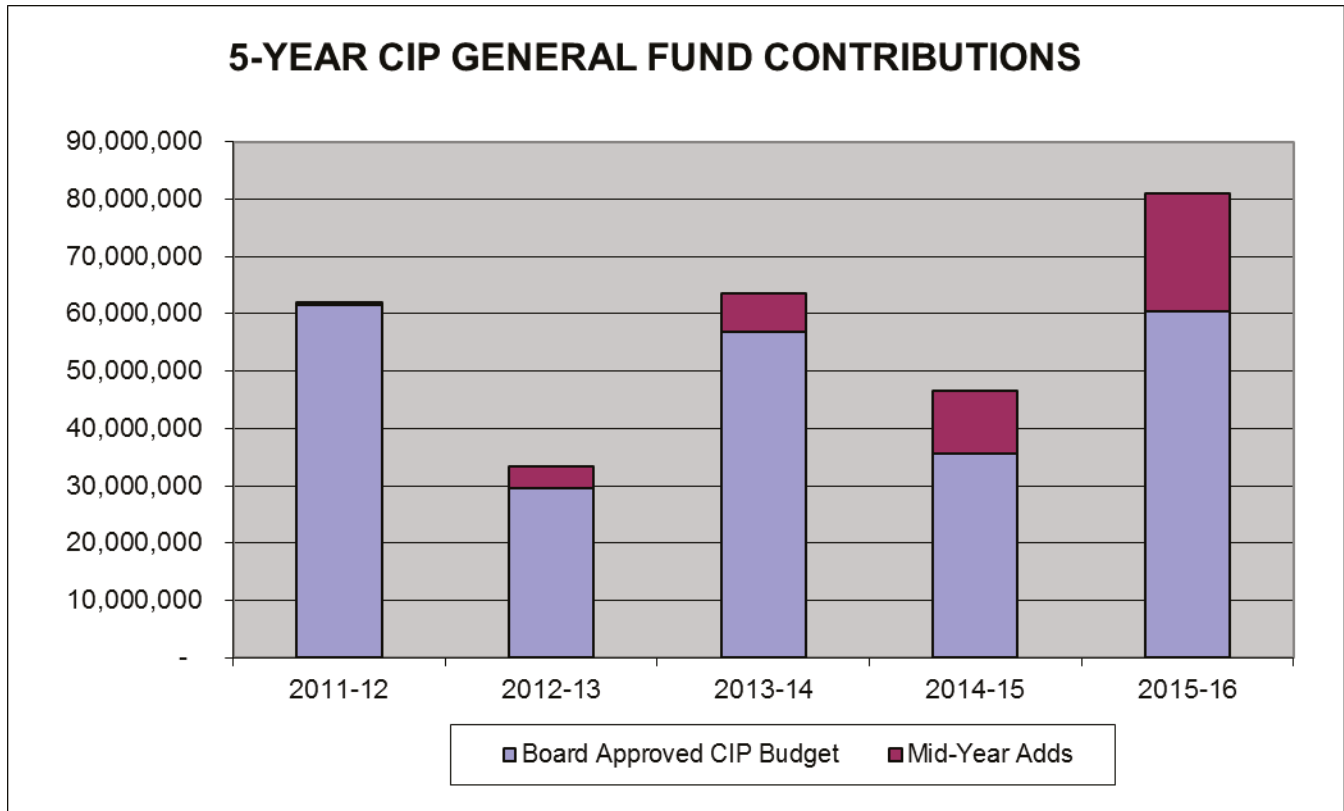
The County's CIP includes construction, rehabilitation, and repair projects for numerous facilities and structures. Solid Waste Management and Transportation Division (road) projects are administered by the Department of Public Works (DPW). RES-PMD administers projects for all others, including Arrowhead Regional Medical Center (ARMC), Airports, Regional Parks, general fund departments, and Community Development and Housing (CDH).

CIP funds are budgeted in various capital budget units and expended in various capital asset object codes for County-owned facilities: 4005-Land, 4010-Improvements to Land, 4030-Structures and Improvements to Structures, 4040-Equipment and 5010/5012-Transfers.

The amount of Discretionary General Funding (Net County Cost) for CIP varies annually based on available one-time funding. The following chart demonstrates the Board's commitment in recent years to address the backlog



of deferred maintenance projects for County buildings and infrastructure. General fund contributions to CIP over the past five years total **\$286.3 million**. Contributions have averaged approximately \$57.3 million per year.



### IMPACT OF CAPITAL IMPROVEMENT PROJECTS ON OPERATING BUDGETS

The County has a separate capital budget policy. This policy directs that project proposals should indicate the project’s impact on the operating budget, including, but not limited to, long-term maintenance and operational costs necessary to support the facility. The plan for funding projected staffing, operation and maintenance, and utility costs must be identified as part of the approval process for each capital project.

Operational impacts resulting from new construction, major remodels, and expansion projects, such as operating expenses and new staffing costs, are summarized in the discussion of the individual new and carryover major projects that follow.

Operating expenses such as maintenance, grounds, custodial and utility costs are budgeted in the Real Estate Services Department – Facilities Management and Utility budgets. County departments reimburse these costs quarterly or through the Countywide Cost Allocation Plan. New staffing and other operational costs incurred as a result of new construction, expansions or major remodels are budgeted in the individual County department budgets.



## 2016-17 ADOPTED BUDGET

In August 2015, County departments were requested to provide a five-year projection of their capital requirements. The 2016-2021 5-Year Capital Improvement Program Plan was completed in December 2015. That document included information on Major Capital Improvements that are currently in progress, and projects proposed by County departments and Special Districts to commence within the next five years. It is intended to be a tool for management and the Board to prioritize capital needs, develop funding plans, and stay informed about the progress of multi-year projects. This document was produced prior to the call for CIP projects for 2016-17.

On December 18, 2015, County departments were requested to submit CIP requests for projects to commence in 2016-17. The CAO received 206 requests from 23 departments with an estimated total project cost of \$180.4 million. Departments submitting more than one CIP request prioritized their requests. CIP requests were also submitted by RES-PMD and Real Estate Services - Facilities Management Division for Maintenance and Non-Major CIP projects.

The CIP budget includes a base budget allocation for Maintenance and Non-Major CIP projects funded with Discretionary General Funding. The base budget allocation for Maintenance and Non-Major CIP projects was \$12.0 million for 2015-16. For 2016-17, the base budget allocation for CIP remains the same. This funding level will allow the County to continue to invest in County building assets at an acceptable level. The following are funded from the base budget allocation of **\$12.0 million** for 2016-17:

### MAINTENANCE AND NON-MAJOR CIP PROJECTS

- **Deferred Maintenance** **\$3.4 million**
  - Minor CIP Program – This program addresses minor deferred or unscheduled maintenance projects for County facilities in the total amount of \$3,400,847. Funding is for projects identified and implemented as they occur during the year.
- **Roofing** **\$1.8 million**
  - Roofing Repairs/Replacement Program – Seven projects and an amount that remains unprogrammed totaling \$1,791,300 are funded for 2016-17: Needles Library Reroof (\$480,000); Youth Justice Center Roof Replacement (\$275,000); 175 Building Roof Rehabilitation (\$220,000); Wrightwood Library Roof Replacement (\$150,000); Redlands Public Guardian Re-Roof (\$146,300); Fontana Sheriff Roof Drains (\$125,000); and Redlands Museum Education Center Roof (\$45,000); and unprogrammed (\$350,000).
- **Heating, Ventilation and Air Conditioning (HVAC)** **\$1.6 million**
  - HVAC Program - Fourteen HVAC projects in the total amount of \$1,598,400 are funded for 2016-17: Countywide HVAC Controls Upgrade (\$500,000); Trona Public Health HVAC Units and Ductwork Distribution System Replacement (\$160,000); West Valley Detention Center (WVDC) Deaerator Tank (\$144,000); 351 Building Air Handler Refurbish (\$135,000); Victor Valley Museum HVAC Equipment Replacement (\$125,000); Central Detention Center (CDC) Air Conditioner #5 Air Handler Unit Upgrade to Fan Wall System (\$125,000); High Desert Detention Center (HDDC) Redundant Air Conditioning Add to Server Room (\$100,000); WVDC Central Plant Isolation Valves (\$92,000); Twin Peaks County Building Direct Digital Controls System (\$75,000); Rialto Office of Emergency Services (OES) New Hydrogen Gas Detection and Exhaust Fan (\$35,000); Juvenile Delinquency Court Seimens Panel and Expansion Controllers (\$32,400); 157 and 401 Buildings Heat Exchangers Refurbish (\$25,000); Countywide Chiller Plants Freon Detectors Study (\$25,000); and Barstow Public Health Actuator (\$25,000)
  - Historic Courthouse (Superblock) Mechanical Plant Chiller #2 and Auxiliary Equipment Pumps – The funding sources are Discretionary General Funding of \$23,413 and the Judicial Council of California (JCC) (\$513,587) for the Court's share of capital costs.



- Health/Safety/Americans with Disabilities Act (ADA) \$1.5 million**

  - Americans with Disabilities Act (ADA) Program – This program makes ADA improvements to County facilities in the total amount of \$954,850. Multiple projects are funded to address ADA issues at various facilities: 777 Building ADA Restroom Addition (\$250,000); Miscellaneous ADA Parking Lot Signage (\$100,000); Trona Library Restroom Upgrade (\$100,000); CGC Drinking Fountain ADA Replacement (\$65,000); High Desert Government Center (HDGC) Veteran’s Affairs Door Modification (\$50,000); Juvenile Delinquency Court Parking Lot ADA Changes (\$50,000); Victor Valley Museum Automated Door Replacement (\$40,000); and funding that is currently un-programmed to address ADA issues as they are identified during the year (\$299,850).
  - Yucaipa Regional Park ADA Improvements – The funding sources are Discretionary General Funding of \$100,150 and Community Development Block Grant (CDBG) funding of \$599,850.
  - Fire/Life Safety Program – Two projects in the total amount of \$455,000 improve fire/life safety: Countywide Relocate Fire Sprinkler Backflows (6 locations) (\$245,000); and Victorville Court Sheriff’s Holding Area (\$210,000).
  
- Infrastructure \$0.9 million**

  - Site Infrastructure Program - Six projects in the total amount of \$330,000 will improve site infrastructure: Gilbert Street Well Tank Booster Pump (\$90,000); Wrightwood Library Concrete Repairs and Refresh (\$65,000); Redlands Museum Sewer Line Repair (\$60,000); Countywide Backflow Device Cages (\$50,000); Barstow Mtn. View Complex Retaining Wall (\$35,000); and Barstow Sheriff’s Jail Sewer Line Repair (\$30,000).
  - Countywide Generator Replacements Program – Six projects in the total amount of \$595,000 are funded for 2016-17: CDC Generator (\$300,000); HDDC Generator Controls Integration (\$100,000); Facilities Management and Crime Lab Complex Engineering Study for Generator Services (\$75,000); WVDC Generator Controls Integration (\$50,000); CDC Generator Controls Integration (\$50,000); and Redlands Museum Sump Pump Generator (\$20,000).
  
- Paving \$0.8 million**

  - Pavement Management Program - Eight paving projects in the amount of \$805,250 are funded from the Pavement Management Program for 2016-17: Gilbert Street-Paseo Road Replacement (\$250,250); Countywide Parking Lot Management Plan (\$235,000); Victorville District Attorney Annex Parking Lot (\$100,000); 157 Building Parking Lot Rear Drain (\$60,000); Gilbert Street Electrical Vault Raise Ring and Pave (\$50,000); Rework Slope at Scientific Division Investigations Back Door (\$45,000); Fontana Office Building Sidewalk (\$40,000); and Devore Sheriff Academy West Parking Lot (\$25,000).
  
- Exterior Renovations \$0.7 million**

  - Exterior Renovation Program - This program makes various improvements to renovate building exterior areas in the total amount of \$665,000. Four projects are funded for 2016-17: Trona Library Repaint (\$190,000); County Government Center (CGC) Awning Refurbish and Paint (\$175,000); CGC 5<sup>th</sup> Floor Board Patio Doors (\$150,000); and CGC Painting Doors and Hand Rails (\$150,000).
  - Rancho Courthouse Exterior Cleaning Project – The funding sources are Discretionary General Funding of \$41,433 and the JCC (\$131,567) for the Court’s share of capital costs.
  - Rancho Courthouse Outside Patio Drain Repair - The funding sources are Discretionary General Funding of \$5,987 and the JCC (\$19,013) for the Court’s share of capital costs.
  
- Interior Renovations/Remodels \$0.7 million**

  - Interior Renovation Program – Seven projects in the total amount of \$669,000 are funded for 2016-17: Trona Library Interior Deferred Maintenance (\$295,000); Twentynine Palms Library Interior Deferred Maintenance (\$125,000); Countywide Conference Room Upgrades (\$100,000); 777 Building Carpet and Vinyl Composition Tile Replacement in Lobby and Halls with Vapor Barrier (\$94,000); 351 Building Pump Controllers (\$30,000); Regional Youth Educational Facility (RYEF) Electrolysis Study for Re-Pipe (\$20,000); and CGC Electrical Rework 3<sup>rd</sup> Floor (\$5,000).





- Rancho Courthouse Public Restroom Partition Replacement – The funding sources are Discretionary General Funding of \$14,370 and the JCC (\$45,630) for the Court's share of capital costs.

- **Building System Improvements**

**\$0.6 million**

- Countywide Elevator Modernization Program – Two projects in the total amount of \$450,000 will refurbish elevators: Ontario Preschool Services Elevator Sump Pump (\$250,000); and CDC Freight Elevator (\$200,000).
- Boiler Replacement Program – \$100,000 is funded for the CDC Boiler Circulation Tank and Heat Exchanger project.

The 2016-17 new projects will extend the useful life of facilities, remove potential hazards and reduce liability, and decrease operating expenses in some cases.

In addition to the base budget above of \$12.0 million funded from ongoing Discretionary General Funding, additional ongoing Discretionary General Funding of \$17.9 million for the 800 Megahertz (MHz) Upgrade Project and additional one-time Discretionary General Funding of \$28.7 million is funded for the following projects:

## MAJOR CIP PROJECTS

- **Construction/Major CIP Projects**

**\$46.6 million**

- 800 MHz Upgrade Project – This project will address the upgrade of the aging 800 Megahertz (MHz) digital radio system countywide. For 2016-17, one-time funding of \$8.5 million is being transferred from the Fire Consolidated Headquarters Complex Acquisition Project (the \$8.5 million is a portion of the \$12.0 million used to establish a reserve for fire facilities, that was funded by a reduction of the County Fire Subsidy in 2015-16), to the 800 MHz Upgrade Project, and \$17,881,452 of ongoing contribution of Discretionary General Funding is funded, for a total contribution in 2016-17 of \$26,381,452, bringing the total funded to date to \$132.1 million.
- Various Sheriff's Projects Funded from the Glen Helen Rehabilitation Center (GHRC) Reserve - \$12,175,500 is redirected from the GHRC Reserve to fund six projects:
  - GHRC M1/M2 Remodel (Phase I) - \$5,245,000
  - Sheriff Consolidation Acquisition Project – Additional funding of \$4,500,000
  - West Valley Detention Center Recreation Yard Enclosure - \$1,200,000
  - GHRC Security Panel and Intercom - \$755,000
  - Morongo Jail Camera and Intercom System - \$400,000
  - Training Center – Range Restrooms - \$195,500 funded with \$75,500 from the GHRC Reserve and \$120,000 from the Sheriff Department budget
- County Buildings Acquisition and Retrofit Project – This project will acquire, modernize and seismically retrofit certain County buildings, primarily in San Bernardino. This project now includes the Fire Consolidated Headquarters Complex Acquisition Project, the Valley Public Safety and Operations Center (PSOC), and the acquisition and remodel of the 323 Court Street Building. The total estimated project cost is \$176.0 million (excluding the construction budgets for County Fire and the PSOC) with a project duration of five years. \$8,000,000 is funded in 2016-17 (from \$44.0 million in County General Fund Reserves); \$1,080,000 from Probation AB 109 fund balance for the 157-175 W. 5<sup>th</sup> Street Building Remodel; and a reduction of \$8,500,000 is transferred to the 800 MHz Upgrade Project. This brings the total funded to date to \$84.3 million.



- Arrowhead Regional Medical Center (ARMC) Acute Care Prisoner Hospital/Clinic – Additional funding of \$2,500,000 for design (transferred from \$22.5 million set aside in County General Fund Reserves for this project). This project designs and builds an approximate 14,000 square foot detainee ward on the ARMC campus located at 400 N. Pepper Avenue in Colton. The total estimated project cost is \$22.5 million.
- Countywide Security Assessments and Security Improvements – This new program budget in the amount of \$2,000,000 will complete building security assessments and identify and implement various security measures for County buildings.
- Regional Parks Improvements – Four projects in the total amount of \$1,778,226 will make various improvements at Regional Park facilities:
  - Park Moabi Main Road Replacement Project - \$1,025,726
  - Calico Ghost Town Roof Replacement Project - \$400,000
  - Prado Regional Park Lake Drainage Pipe Repair Project - \$202,500
  - Regional Parks System Wide Security Cameras Improvements Project
    - Glen Helen Regional Park - \$50,000
    - Cucamonga-Guasti Regional Park - \$50,000
    - Yucaipa Regional Park - \$50,000
- Apple Valley Library Structural Repair – Additional funding of \$1,340,000 will complete the structural repairs at the Apple Valley Library.
- Demo Old Central Juvenile Hall Buildings – Additional funding of \$500,000 will complete the removal of underground infrastructure for the old Central Juvenile Hall buildings on Gilbert Street in San Bernardino.
- County Government Center Café Remodel – This project in the amount of \$250,000 will provide design to reposition the existing cafeteria, kitchen, and servery, and reconfigure underutilized cafeteria area space to incorporate storage and meeting areas while maintaining a food service presence with reduced seating area.
- Demolish Searles Valley Historical Society Building – This project in the amount of \$105,000 will demolish the Searles Valley Historical Society Building located at 82275 Trona Road in Trona.
- New Camera System for Main Museum – This project in the amount of \$50,000 will install a camera system for the Main Museum located at 2024 Orange Tree Lane in Redlands.

In addition to the Discretionary General Funding projects identified above in the total amount of **\$58.6 million**, other new projects will be funded from other sources in the total amount of **\$70.9 million**, including department funded projects, for a total of **\$129.5 million** in new projects administered by RES-PMD. The Department of Public Works (DPW) will administer various Transportation new projects in the amount of **\$34.8 million** funded with \$14.4 million in Discretionary General Funding and \$20.4 million funded by various other sources, and Solid Waste Management will administer various new projects in the amount of **\$3.8 million** utilizing other funding sources. In addition, various departments will manage smaller CIP projects with total departmental funding of **\$411,000** with oversight and inspection provided by RES-PMD as needed. In 2016-17, the total budget for new CIP projects is **\$168.5 million**.





The following chart demonstrates the allocation of funding sources for all new projects for 2016-17:

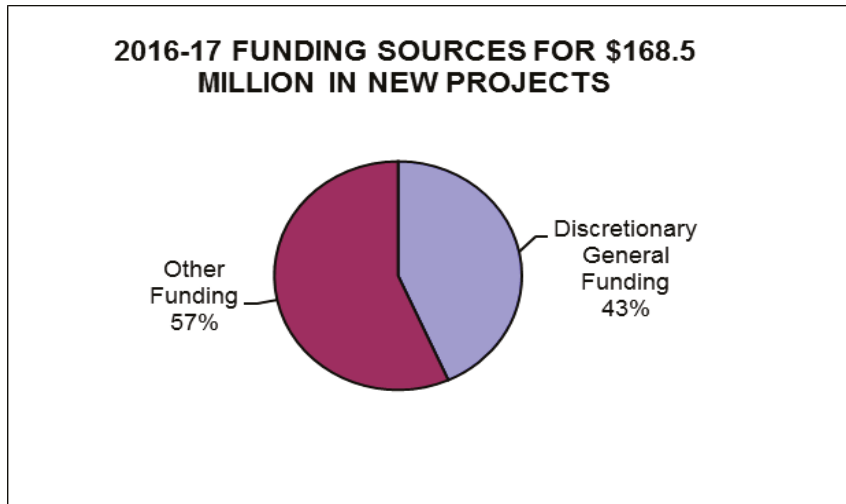


Table 1 provides a summary of all new CIP projects for 2016-17.

**Table 1**

SUMMARY OF 2016-17 NEW CIP PROJECTS			
	Discretionary General Funding	Other Funding	Total New Projects
<b>NEW PROJECTS ADMINISTERED BY RES-PMD:</b>			
RES-PMD Capital Fund (Fund CJP)	56,080,178	59,877,959	115,958,137
ARMC Capital Fund (Fund CJE)	2,500,000	11,040,743	13,540,743
<b>Total New Projects Administered by RES-PMD</b>	<b>58,580,178</b>	<b>70,918,702</b>	<b>129,498,880</b>
<b>NEW PROJECTS ADMINISTERED BY DPW:</b>			
Transportation New Projects (Various Funds)	14,446,608	20,350,727	34,797,335
Solid Waste Management New Projects (Various Funds)	-	3,752,500	3,752,500
<b>Total New Projects Administered by DPW</b>	<b>14,446,608</b>	<b>24,103,227</b>	<b>38,549,835</b>
<b>NEW PROJECTS ADMINISTERED BY OTHER DEPARTMENTS:</b>			
Various Departments (Various Funds)	-	411,000	411,000
<b>TOTAL NEW CIP PROJECTS</b>	<b>73,026,786</b>	<b>95,432,929</b>	<b>168,459,715</b>

**REVIEW OF CARRYOVER PROJECTS**

Large capital projects often span more than one fiscal year and project balances are carried over annually until project completion. Carryover projects administered by RES-PMD have carryover balances of approximately \$153.5 million. Carryover projects administered by the Department of Public Works have carryover balances of \$39.4 million. Table 2 provides a summary of all Carryover Projects.



Table 2

SUMMARY OF 2016-17 CARRYOVER BALANCES			
	Discretionary General Funding	Other Funding	Carryover Balance
<b>CARRYOVER PROJECTS ADMINISTERED BY RES-PMD:</b>			
RES-PMD Capital Fund (Fund CJP)	97,529,449	51,750,967	149,280,416
RES-PMD Capital Fund (Fund CJV)	890,825	8,505	899,330
ARMC Capital Fund (Fund CJE)	93,929	3,239,345	3,333,274
<b>Total RES-PMD Carryover Projects</b>	<b>98,514,203</b>	<b>54,998,817</b>	<b>153,513,020</b>
<b>CARRYOVER PROJECTS ADMINISTERED BY DPW:</b>			
Transportation Carryover Projects (Various Funds)	9,021,991	24,029,036	33,051,027
Solid Waste Mgmt Carryover Projects (Various Funds)	-	6,343,500	6,343,500
<b>Total DPW Carryover Projects</b>	<b>9,021,991</b>	<b>30,372,536</b>	<b>39,394,527</b>
<b>CARRYOVER PROJECTS ADMINISTERED BY OTHER DEPARTMENTS:</b>			
Various Departments (Various Funds)	-	-	-
<b>TOTAL CARRYOVER PROJECTS</b>	<b>107,536,194</b>	<b>85,371,353</b>	<b>192,907,547</b>

Following is a status of the large carryover construction projects administered by RES-PMD:

Project	Total Project Cost	Carryover Balance
<p><b>800 MHz Upgrade Project</b></p> <p>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. \$101.9 million has been funded in prior years, a \$3.8 million rebate was received from Sprint for equipment purchases, and \$8.5 million of one-time funding will be transferred from the Fire Consolidated Headquarters Complex Acquisition Project (the \$8.5 million is a portion of \$12.0 million, which was funded by a reduction of the County Fire Subsidy in 2015-16, which was used to establish reserves for Fire Facilities), and \$17.9 million of ongoing funding is proposed for 2016-17 bringing the total funded to date to \$132.1 million.</p> <p>In December 2013, the Board approved an amendment to Motorola's agreement and an agreement with Aviat Networks for equipment services to upgrade the Public Safety Radio System and Microwave Network. The upgrade project is being implemented in six phases over seven years. The project is in the fourth year with completion planned for December 2020. 20% of the existing radio sites have been converted to digital operation and 18% of the microwave transport interlinks have been installed and are operational. Approximately \$72.2 million has been expended or encumbered to date. During 2016-17, the top priorities of the project continue to center on construction and implementation of new radio equipment buildings and towers in strategic locations to enhance signal coverage, and the continued installation of upgraded microwave radio equipment to link dispatch centers with public safety agencies and</p>	<b>\$158.2 million</b>	<b>\$56.8 million*</b>



Project	Total Project Cost	Carryover Balance
<p><b>800 MHz Upgrade Project (Continued)</b>                      responders throughout the County. Work continues to convert the existing fleet of mobile and portable radios, preparing them to support full digital operation. To date, 38% of the fleet conversion work has been completed.</p> <p><b>Operational Impact:</b> There are no additional staffing costs associated with this project. Ongoing lease and operations and maintenance costs for additional radio communication sites will be determined as the project progresses. Information Services Department Telecommunications budget (IAM ISD) costs are funded by Board approved Internal Service Fund rates and charged to internal and external public safety radio system users.</p> <p>*Budgets of \$12.1 million were distributed to individual 800 MHz project locations. Current carryover balances for those projects are \$3.4 million.</p>		
<p><b>County Buildings Acquisition and Retrofit Project</b>                      In 2011-12, the Board allocated one-time Discretionary General Funding of \$30.0 million to acquire office space, complete tenant improvements to existing buildings, and seismically retrofit and modernize certain existing buildings in San Bernardino. Since that time, additional funding has been allocated to this project bringing total funding to \$83.9 million (\$78.7 million of Discretionary General Funding; \$2.0 million from Probation AB 109 fund balance for the 157 Building Seismic and Remodel Project located at 157 W. 5<sup>th</sup> Street in San Bernardino; \$2.0 million from County Fire Household Hazardous Waste; \$720,000 from the District Attorney budget; and \$475,000 from Purchasing Surplus Internal Service Funds).</p> <p>The 2016-17 budget includes additional funding of \$8.0 million funded from Discretionary General Funding (Net County Cost) (the Board previously approved the set aside of \$44.0 million in general fund reserves for this project), and \$1.1 million from Probation AB 109 fund balance for the 157 Building. The 2016-17 budget also proposes the transfer of \$8.5 million from this project to the 800 MHz Upgrade Project. This brings the total funding to date to \$84.5 million. Approximately \$47.9 million has been expended or encumbered.</p> <p>Accomplishments include: The remodel of the 303 Building located at 303 W. 3<sup>rd</sup> Street in San Bernardino for the consolidation of District Attorney staff; the acquisition and remodel of the 268 Building located at 268 W. Hospitality Lane in San Bernardino for the consolidation of Auditor-Controller/Treasurer/Tax Collector staff; the acquisition of land for the Hospitality Campus and Phase I improvements to add 31 parking spaces; and the acquisition of three office buildings, consisting of a total of 163,270 square feet (one in Victorville and two in San Bernardino).</p> <p>Activities currently in process include: Phase II to add 169 additional parking spaces at the Hospitality Campus; design for the remodel of the 222 Building located at 222 W. Hospitality Lane in San Bernardino for the consolidation of Assessor-Recorder-Clerk staff and relocation of Special Districts and Veterans Affairs from the 157 Building; design for the</p>	<p><b>\$176.0 million</b></p>	<p><b>\$9.0 million*</b></p>



Project	Total Project Cost	Carryover Balance
<p><b>County Buildings Acquisition and Retrofit Project (Continued)</b>                      County Government Center Campus improvements including new streets, landscape, hardscape, parking, lighting and signage; and building assessments and space programming for the 157 Building, and 825 W. 3<sup>rd</sup> Street buildings in San Bernardino. The project also now includes the acquisition and remodel of the 323 Court Street Building for consolidation of Public Defender staff and Sheriff Court Services' staff; and planning for the Fire Consolidated Headquarters Complex Acquisition Project and the Valley Public Safety Operations Center (PSOC) (\$2.0 million is proposed to be moved in 2016-17 to the PSOC project for planning and design).</p> <p>The current estimated total cost of the County Buildings Acquisition and Retrofit Project is \$176.0 million (excluding the construction budgets for County Fire and the PSOC). Assuming the remaining \$36.0 million in general fund reserves is moved to the project, \$55.7 million remains unfunded. It is anticipated that the sale of surplus property in the amount of \$65.0 million will meet the future cash flow requirements of the project.</p> <p><b>Operational Impact:</b> The acquisition of approximately 163,270 square feet of additional office space resulted in increased annual operating costs of approximately \$866,000, offset by annual lease savings of \$702,000 and annual lease revenue of \$513,000. There are no other operational or staffing costs associated with this project.</p> <p>*Budgets of \$75.5 million were distributed to individual building projects. Current carryover balances for those building projects are \$29.3 million.</p>		
<p><b>Sheriff's Aviation Relocation from Rialto Airport to San Bernardino International Airport</b>                      This project constructs approximately 50,000 square feet of maintenance and hangar space and approximately 11,640 square feet of office space on 8 acres of land at the San Bernardino International Airport (SBIA) for the Sheriff's Aviation Division. On February 25, 2014 (Item No. 45), the Board approved a 25-year lease with the San Bernardino International Airport Authority (SBIAA) for a total lease cost of \$9.6 million for hangar rent funded \$4.1 million from the City of Rialto for the cost to relocate the Sheriff's Aviation Division from the Rialto Airport, \$1.0 million from the Sheriff's Asset Seizure Fund, and \$4.5 million from one-time Discretionary General Funding approved by the Board in the 2013-14 budget. On January 6, 2015 (Item No. 36), the Board approved an increase in the project budget of \$2.72 million from \$9.6 million to \$12.32 million due to a new estimate of cost higher than originally anticipated. The increase was funded by cancelling the High Desert Juvenile Detention Center Secondary Water Source Project (\$1,063,560), anticipated savings from the Sheriff's Crime Lab Expansion Project (\$1,456,440), and from savings from the completion of the High Desert Detention Center Expansion Project (\$200,000). Subsequently, the City of Rialto paid SBIAA the \$4.1 million directly and the budget was revised to \$8.2 million. On March 1, 2016 (Item No. 30), the Board approved an increase of \$250,000 increasing the project budget from \$8.2 to \$8.5 million. The County's share of the cost of the project will be paid in full within 60 days of completion of the aviation facility improvements estimated to be in July 2016.</p>	<p><b>\$8.5 million</b></p>	<p><b>\$7.7 million</b></p>



Project	Total Project Cost	Carryover Balance
<p><b>Sheriff’s Aviation Relocation from Rialto Airport to San Bernardino International Airport (Continued)</b>                      Other one-time costs associated with this new aviation facility include RES-PMD project management oversight, Information Services Department charges to establish telephone and data communications, moving expense, and the purchase of furniture, fixtures and equipment estimated at approximately \$1.0 million that will be paid from the Sheriff’s budget.</p> <p><b>Operational Impact:</b> The agreement with SBIAA also provides for ground rent over the 25-year term in the total estimated amount of \$2.7 million to be paid from the Sheriff’s budget. Annual ground lease payments (\$82,196 annually for the first five years, increasing every five years based on the percentage change to the Consumer Price Index) and operating costs and utility expense (\$390,800) for the new space are partially offset by lease and operating cost savings from the termination of the existing Sheriff aviation hangar and office space leases at SBIA and Rialto estimated at \$171,500 annually. There are no additional staffing costs associated with this project.</p>		

A summary of new projects and previously approved CIP projects still in progress is provided in:

- Exhibit A – 2016-17 Capital Improvement Program Projects Administered by Real Estate Services – Project Management Division.
- Exhibit B – 2016-17 Capital Improvement Program Projects Administered by Department of Public Works-Transportation
- Exhibit C – 2016-17 Capital Improvement Program Projects Administered by Department of Public Works-Solid Waste Management
- Exhibit D – 2016-17 Capital Improvement Program Projects Administered by Other Departments

**FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM PLAN**

The Five-Year CIP for Maintenance and Non-Major CIP projects is reviewed annually and revised based on current circumstances and opportunities and considers historic requirements and expenditures for capital projects. While the Five-Year CIP does not appropriate funds, it does serve as a budgeting tool to set priorities, identify needed capital projects, estimate capital requirements, and coordinate financing and timing. It identifies projects for annual funding, focuses resources in program areas, and supports the County Goals and Objectives. It also identifies project impacts on future operating budgets, including additional staffing, maintenance, and other recurring operational expenditures that require ongoing funding and must be considered in the planning and approval of new projects.

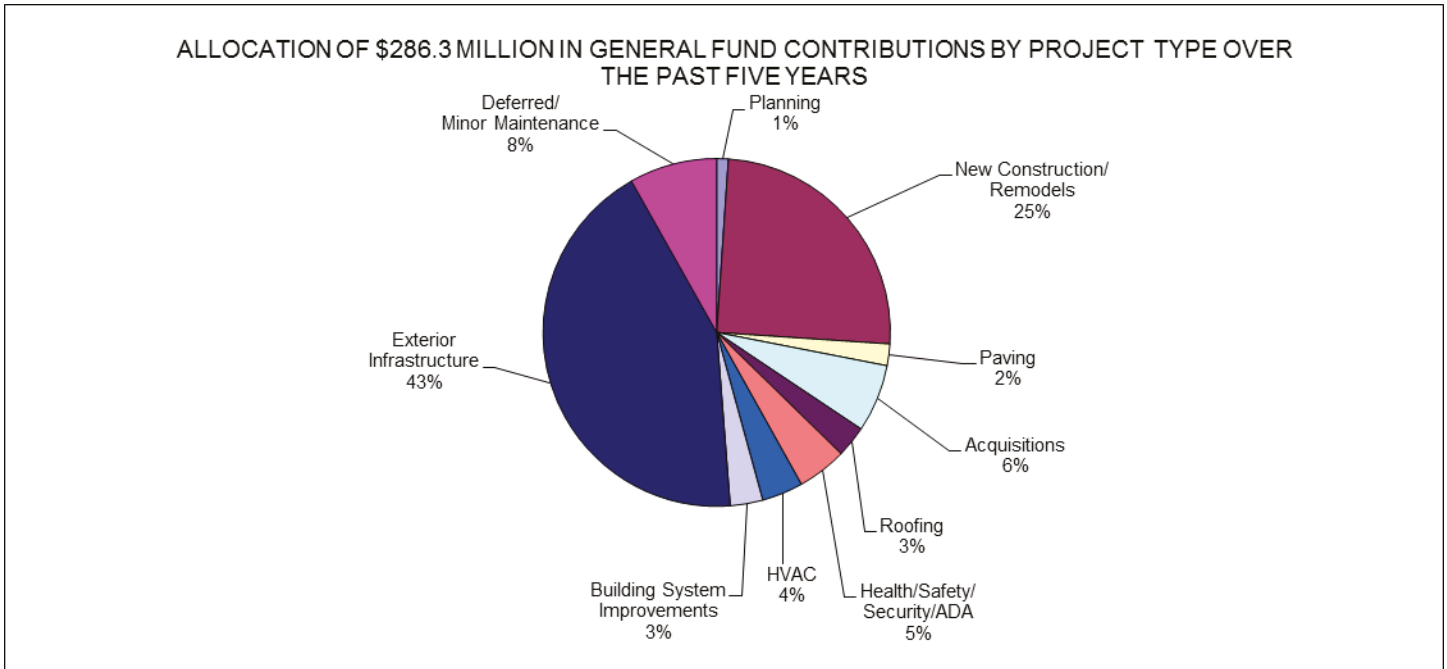
The current general fund annual allocation for Maintenance and Non-Major CIP projects is \$12.0 million and the focus is on maintenance. That funding has been programmed over the next five years and is summarized on Exhibit E – 2016-17 through 2020-21 Five-Year Capital Improvement Program and includes capital expenditures of \$60.0 million.

The Five Year CIP for major capital projects include major infrastructure, facility or technology projects that are currently in progress, or are proposed by County departments or Special Districts to commence within the next five years. These are detailed in the County’s 5-Year Capital Improvement Program – 2016/2021 Plan.



### THE LAST FIVE YEARS

Over the past five years, the Board of Supervisors has allocated \$286.3 million in general fund contributions for the CIP. The following chart indicates how those resources have been allocated by project type:



**CIP NEEDS ADDRESSED DURING THE LAST FIVE YEARS**

- **Departmental Requirements**
  - Carpet/paint
  - Minor remodels
  - Restroom upgrades/ADA improvements
- **Building Systems**
  - Backlog of deferred maintenance
  - Moving towards emphasis on Preventative Maintenance
  - Emphasis on energy efficiency projects
- **Building Exterior/Interior Renovations**
- **Site Infrastructure**
  - Landscaping, irrigation and lighting
  - Pavement management
- **County Buildings Acquisition and Retrofit Project**
  - Allocated from \$2.4 to \$2.9 million per year to the County Buildings Acquisition and Retrofit Project





**Exhibit A**  
**2016-17 Capital Improvement Program Projects**  
**Administered by Real Estate Services Department – Project Management Division**

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
1	Adelanto-9428 Commerce Way	1	Real Estate Services-Facilities Management (RES-FMD)	High Desert Detention Center (HDDC) Modular.	16-120	CJP	6K21
2	Adelanto-9428 Commerce Way	1	Sheriff/Coroner/ Public Administrator (Sheriff)	HDDC Generator.	16-094	CJP	6X07
3	Adelanto-9428 Commerce Way	1	Sheriff	HDDC Expansion Project post construction activities.	07-305	CJP	7701
4	Apple Valley-14901 Dale Evans Pkwy	1	Library	Additional funding for the Apple Valley Library Structural Repair.	NA	CJP	050A
5	Apple Valley-21101 Dale Evans Pkwy	1	Probation	High Desert Juvenile Detention and Assessment Center (HDJDAC) Flooring Replacement funded by Prop 172.	15-205	CJP	5P70
6	Apple Valley-21101 Dale Evans Pkwy	1	Probation	HDJDAC Door Hinges funded by the Probation Department budget (AAA PRB).	15-224	CJP	5P90
7	Apple Valley-21600 Corwin Rd.	1	Airports	Apple Valley Airport T-Hangar Improvements funded by Airports Department County Service Area 60 (CSA 60) budget.	14-001	CJP	4J05
8	Apple Valley-21600 Corwin Rd.	1	Airports	Apple Valley Airport Terminal Parking Lot Improvements funded by CSA 60 budget.	15-013	CJP	5J05
9	Apple Valley-21600 Corwin Rd.	1	Airports	Apple Valley Airport Taxiway Reconstruction and Drainage funded by CSA 60 (RAI) and Operating fund (EBJ).	15-014	CJP	5J10
10	Apple Valley-21600 Corwin Rd.	1	Airports	Apple Valley Airport Acquisition for construction/installation of new solar-powered obstruction lighting funded by CSA 60.	16-042	CJP	6J00
11	Apple Valley-21600 Corwin Rd.	1	Airports	Apple Valley Airport Terminal HVAC Upgrade funded by CSA 60.	16-043	CJP	6J50
12	Apple Valley-21600 Corwin Rd.	1	Airports	New project to purchase land for drainage basin at southwest quadrant of Apple Valley Airport property funded by CSA 60.	17-010	CJP	7J05
13	Apple Valley-21600 Corwin Rd.	1	Airports	New project to upgrade Apple Valley Airport perimeter fence including installation of wildlife barrier pursuant to new design standard funded by CSA 60. The total project cost is \$297,775. The Airports Department will manage the design portion of the project at a cost of \$20,000. The Real Estate Services-Project Management Division (RES-PMD) will manage the construction portion of the project in the amount of \$277,775.	17-011	CJP	7J40
14	Apple Valley-21600 Corwin Rd.	1	Airports	New project for roofing maintenance program to maintain and repair roofing structures funded by the Airports Department CSA 60 (RAI 400) budget. The total cost of this project is \$24,500. The roofing assessment portion of the project in the amount of \$10,500 will be managed by the Airports Department. The construction portion of the project in the amount of \$14,000 will be managed by RES-PMD.	17-018	CJP	7J50
15	Barstow-1300 E. Mountain View Ave.	1	Probation	Barstow Probation Building Acquisition funded by Assembly Bill (AB) 109.	15-209	CJP	5P85
16	Barstow-29802 Highway 58	1	Fleet Management	Barstow Service Center Expansion funded by Fleet Management Internal Service Fund (ISF) Retained Earnings.	15-007	CJP	5F10
17	Barstow-304 E. Buena Vista	1	Real Estate Services-Project Management Division (RES-PMD)	Barstow Library Restroom Americans with Disabilities Act (ADA) Upgrades.	16-005	CJP	6X24
18	Barstow-Elephant Mountain	1	Information Services Department (ISD)	Elephant Mountain 800 MHz Upgrades.	12-104	CJP	5W11





**Exhibit A  
2016-17 Capital Improvement Program Projects  
Administered by Real Estate Services Department – Project Management Division**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2016-17 Adopted Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
45,000			-		307	307	307	1
1,000,000			-	1,000,000		1,000,000	1,000,000	2
1,136,766			-	37,791		37,791	37,791	3
2,960,000	1,340,000	-	1,340,000		1,113,711	1,113,711	2,453,711	4
448,000			-		3,640	3,640	3,640	5
625,486		60,000	60,000		(46,653)	(46,653)	13,347	6
250,000			-		242,555	242,555	242,555	7
200,000			-		199,750	199,750	199,750	8
250,000			-		250,000	250,000	250,000	9
490,000			-		489,863	489,863	489,863	10
75,000			-		75,000	75,000	75,000	11
50,000		50,000	50,000			-	50,000	12
297,775		277,775	277,775			-	277,775	13
24,500		14,000	14,000			-	14,000	14
2,445,000			-		1,464,875	1,464,875	1,464,875	15
555,000			-		62,568	62,568	62,568	16
55,000			-	97,059		97,059	97,059	17
100,000			-	50,974		50,974	50,974	18

CAPITAL IMPROVEMENT PROGRAM



**Exhibit A**  
**2016-17 Capital Improvement Program Projects**  
**Administered by Real Estate Services Department – Project Management Division**

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
19	Barstow-TBD	1	Preschool Services Department (PSD)	New project for the acquisition of a building in Barstow funded by the PSD budget.	17-197	CJP	6K47
20	Big Bear Lake - Onyx Peak	3	ISD	Onyx Peak 800 MHz Antenna Site Upgrade.	16-171	CJP	6W27
21	Big Bear-41930 Garstin Dr.	3	RES-PMD	Big Bear Library East Entry Canopy.	16-085	CJP	6X23
22	Big Bear-41930 Garstin Dr.	3	RES-PMD	Big Bear Library/Medical Office Building Leak Restoration	16-078	CJP	6X87
23	Big Bear-42090 N. Shore Dr.	3	Public Works	Big Bear yard parking lot paving funded by Gas Tax.	17-045	CJP	7K02
24	Big Bear-477 Summit Blvd.	3	RES-PMD	Big Bear Courthouse Roofing Replacement funded by the Judicial Council of California (JCC) (21.14%-\$76,104) and Discretionary General Funding (78.86%-\$283,896).	16-089	CJP	6T05
25	Chino	4	RES	New project to remove trash dumped on the property funded by Prop 70 Dairies Special Revenue Fund (SIF INQ).	17-140	CJP	7K19
26	Chino Hills-Intersection Soquel Canyon Rd. and Pipeline Rd.	4	ISD	Aerojet 800 MHz Antenna Site.	NA	CJP	6W24
27	Chino-16700 S. Euclid Ave.	4	Regional Parks	New project to repair drainage pipes at the bottom of the Prado Regional Park lake.	17-020	CJP	7X14
28	Chino-5585 Riverside Dr.	4	PSD	Chino Head Start Playground Improvement Project funded from the PSD budget.	16-179	CJP	6K36
29	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Retention and Storm Water Conveyance Phase II.	09-170	CJP	2J03
30	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Runway Safety Fire Suppression funded by Airport Department budget.	14-009	CJP	4J10
31	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Paving Project-Yanks Air Museum.	16-133	CJP	6J05
32	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Building A-270 Roof Coating.	16-045	CJP	6J15
33	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Building A-305 Demo and Phone System Relocation.	16-046	CJP	6J20
34	Chino-7000 Merrill Ave.	4	Airports	New project to relocate taxiway including pavement, reflectors and underground drainage funded by the Airports Department budget (RAA APT). The design portion of the project in the amount of \$15,000 will be managed by the Airports Department. The construction portion in the amount of \$185,000 will be managed by RES-PMD.	17-014	CJP	7J10
35	Chino-7000 Merrill Ave.	4	Airports	New project for replacement of air compressor at commercial hangars at Chino Airport funded by the Airports Department budget (RAA APT). This project will be managed by RES-PMD.	17-015	CJP	7J15
36	Chino-7000 Merrill Ave.	4	Airports	New project for replacement of hangar doors at commercial hangars at Chino Airport funded by the Airports Department budget (RAA APT).	17-016	CJP	7J20
37	Chino-7000 Merrill Ave.	4	Airports	New project for Chino Airport Mail Center and Modular Restroom. Total project cost is \$220,000. The Airports Department will manage the design in the amount of \$6,000. RES-PMD will manage the construction portion of the project in the amount of \$214,000.	17-171	CJP	7J30
38	Chino-7000 Merrill Ave.	4	Airports	New project to demolish and remove Building A220 including lead and asbestos surveys at the Chino Airport funded by the Airports Department budget (RAA APT). The total project cost is \$50,000. The design portion of the project in the amount of \$5,000 will be managed by the Airports Department. RES-PMD will manage the construction portion of the project in the amount of \$45,000.	17-013	CJP	7J45



**Exhibit A  
2016-17 Capital Improvement Program Projects  
Administered by Real Estate Services Department – Project Management Division**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2016-17 Adopted Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
1,500,000		1,500,000	1,500,000			-	1,500,000	19
120,000			-	119,657	-	119,657	119,657	20
300,000			-	284,420		284,420	284,420	21
50,000			-	47,581		47,581	47,581	22
150,000		150,000	150,000			-	150,000	23
360,000			-		51,688	51,688	51,688	24
110,000		110,000	110,000			-	110,000	25
25,000			-	3,765		3,765	3,765	26
202,500	202,500		202,500			-	202,500	27
75,000			-		73,875	73,875	73,875	28
332,570			-	92,570	236,246	328,816	328,816	29
1,000,000			-		998,575	998,575	998,575	30
450,000			-		446,110	446,110	446,110	31
275,000			-		275,000	275,000	275,000	32
75,000			-		75,000	75,000	75,000	33
200,000		185,000	185,000			-	185,000	34
75,000		75,000	75,000			-	75,000	35
125,000		125,000	125,000			-	125,000	36
220,000		214,000	214,000			-	214,000	37
50,000		45,000	45,000			-	45,000	38



**Exhibit A**  
**2016-17 Capital Improvement Program Projects**  
**Administered by Real Estate Services Department – Project Management Division**

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
39	Chino-7000 Merrill Ave.	4	Airports	New project for roofing maintenance program to maintain and repair roofing structures funded by the Airports Department budget (RAA APT). The total cost of this project is \$45,500. The roofing assessment portion of the project in the amount of \$19,500 will be managed by the Airports Department. The construction portion of the project in the amount of \$26,000 will be managed by RES-PMD.	17-018	CJP	7J55
40	Colton-400 N. Pepper Ave.	5	Arrowhead Regional Medical Center (ARMC)	ARMC Dual Purpose Catheterization Laboratory Upgrade Project.	12-116	CJE	2G15
41	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Walk-In Freezer Repair.	15-089	CJE	5G30
42	Colton-400 N. Pepper Ave.	5	ARMC	Additional funding for design for the ARMC Acute Care Prisoner Hospital/Clinic Project.	14-207	CJE	5G55
43	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Operating Room Surgical Light and Column Replacement.	16-059	CJE	6G00
44	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Sterile Processing Cart Washer Replacement.	16-060	CJE	6G05
45	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Floor Loader Sterilizer Replacement.	16-061	CJE	6G10
46	Colton-400 N. Pepper Ave.	5	ARMC	ARMC X-Ray Room Equipment Replacement.	16-063	CJE	6G20
47	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Building Automation Upgrade.	16-064	CJE	6G25
48	Colton-400 N. Pepper Ave.	5	ARMC	ARMC ADA Site Accessibility Upgrade.	16-065	CJE	6G30
49	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Fire Alarm Panel Upgrade.	16-067	CJE	6G40
50	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Fire Protection Upgrade for ARMC Data Centers.	16-069	CJE	6G50
51	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Retention Basin Remediation.	16-131	CJE	6G60
52	Colton-400 N. Pepper Ave.	5	ARMC	ARMC-Fontana/San Bernardino Leases Space Planning.	16-117	CJE	6G65
53	Colton-400 N. Pepper Avenue	5	ARMC	New project for Emergency Department Patient Bathroom Remodel funded by ARMC Enterprise Funds.	17-103	CJE	7G01
54	Colton-400 N. Pepper Avenue	5	ARMC	New project for Emergency Department Staff Bathroom Remodel. Project will add additional bathroom stalls in male and female staff bathrooms in Emergency Department funded by ARMC Enterprise Funds.	17-104	CJE	7G02
55	Colton-400 N. Pepper Avenue	5	ARMC	New project for Labor and Delivery Security Doors. Project will install a door for the Labor and Delivery area funded from ARMC Enterprise Funds.	17-105	CJE	7G03
56	Colton-400 N. Pepper Avenue	5	ARMC	New project for Labor and Delivery Remodel. The project will make various updates to the Labor and Delivery Department area funded from ARMC Enterprise Funds.	17-106	CJE	7G04
57	Colton-400 N. Pepper Avenue	5	ARMC	New project for Operating Room Surgical Lights and Columns. ARMC to purchase \$1,026,027 in equipment and \$1,768,889 to be funded in CIP from ARMC Enterprise Funds for a total project cost of \$2,794,916.	17-107	CJE	7G05
58	Colton-400 N. Pepper Avenue	5	ARMC	New project for Sterile Processing Flooring Replacement funded by ARMC Enterprise Funds.	17-108	CJE	7G06
59	Colton-400 N. Pepper Avenue	5	ARMC	New project for X-Ray Room Equipment Replacement. ARMC to purchase \$200,518 in equipment and \$133,925 to be funded in CIP from ARMC Enterprise Funds for a total project cost of \$334,443.	17-109	CJE	7G07
60	Colton-400 N. Pepper Avenue	5	ARMC	New project for Computed Tomography (CT) Scanner Replacement in Medical Imaging Department. ARMC to purchase \$818,813 in equipment and \$888,750 to be funded in CIP from ARMC Enterprise Funds for a total project cost of \$1,707,563.	17-111	CJE	7G08



**Exhibit A  
2016-17 Capital Improvement Program Projects  
Administered by Real Estate Services Department – Project Management Division**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2016-17 Adopted Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
45,500		26,000	26,000			-	26,000	39
1,110,000		50,000	50,000		(31,975)	(31,975)	18,025	40
102,670			-		6,096	6,096	6,096	41
2,600,000	2,500,000		2,500,000	93,929		93,929	2,593,929	42
569,642			-		47,930	47,930	47,930	43
265,406		187,000	187,000		76,348	76,348	263,348	44
179,989		90,000	90,000		88,596	88,596	178,596	45
356,128			-		132,636	132,636	132,636	46
356,756			-		356,756	356,756	356,756	47
635,699			-		558,545	558,545	558,545	48
773,270			-		158,601	158,601	158,601	49
280,939			-		317,471	317,471	317,471	50
200,000		15,970	15,970		(15,970)	(15,970)	-	51
15,000			-		8,030	8,030	8,030	52
1,099,650		1,099,650	1,099,650			-	1,099,650	53
564,000		564,000	564,000			-	564,000	54
217,313		217,313	217,313			-	217,313	55
649,677		649,677	649,677			-	649,677	56
2,794,916		1,768,889	1,768,889			-	1,768,889	57
44,439		44,439	44,439			-	44,439	58
334,443		133,925	133,925			-	133,925	59
1,707,563		888,750	888,750			-	888,750	60

CAPITAL IMPROVEMENT PROGRAM



**Exhibit A**  
**2016-17 Capital Improvement Program Projects**  
**Administered by Real Estate Services Department – Project Management Division**

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
61	Colton-400 N. Pepper Avenue	5	ARMC	New project for MRI Replacement. The project will replace a 1/5 Tesla MRI with a 3.0 Tesla MRI in the Medical Imaging Department. The total project cost is \$2,922,984. \$75,000 for design will be funded in 2016-17. ARMC to purchase \$1,676,712 in equipment and \$1,171,272 to be funded in CIP in 2017-18 in the total amount for year 2 of \$2,847,984.	17-112	CJE	7G09
62	Colton-400 N. Pepper Avenue	5	ARMC	New project for Walk-In Freezer (Blast Chiller Relocation). This project will relocate the refrigerant rack for the walk-in freezer #3 from the roof to the basement for Nutrition Services funded from ARMC Enterprise Funds.	17-113	CJE	7G10
63	Colton-400 N. Pepper Avenue	5	ARMC	New project for Bi-Plane Angio Room. This project will conduct a study for the installation of bi-plane radiography equipment capability for the Medical Imaging Department funded from ARMC Enterprise Funds. Phase II in 2017-18 would include construction and equipment for a total project cost of \$3,884,422.	17-114	CJE	7G11
64	Colton-400 N. Pepper Avenue	5	ARMC	New project for Multipurpose Angio Unit Installation. This project will replace the Fluoro Unit with Multipurpose Angio Unit in the Medical Imaging Department. ARMC to purchase \$540,642 in equipment and \$897,320 to be funded in CIP from ARMC Enterprise Funds for a total project cost of \$1,437,962.	17-115	CJE	7G12
65	Colton-400 N. Pepper Avenue	5	ARMC	New project for Walk-In Freezer (Food Bank) Relocation. This project will relocate the refrigerant rack for the walk-in freezer #2 from the roof to the basement for Nutrition Services funded from ARMC Enterprise Funds.	17-116	CJE	7G13
66	Colton-400 N. Pepper Avenue	5	ARMC	New project for Parking Lot Emergency Telephones/Call Boxes. This project will install wireless emergency telephones/call boxes in the parking lots. ARMC to purchase \$490,000 in equipment and \$49,000 to be funded in CIP from ARMC Enterprise Funds for a total project cost of \$539,000.	17-117	CJE	7G14
67	Colton-400 N. Pepper Avenue	5	ARMC	New project for Negative Pressure Room Monitors. This project will install new negative room monitors and alarms to link with existing Energy Management System. ARMC to purchase \$275,545 in equipment and \$107,897 to be funded in CIP from ARMC Enterprise Funds for a total project cost of \$383,442.	17-118	CJE	7G15
68	Colton-400 N. Pepper Avenue	5	ARMC	New project for Nurse Call System Upgrade. This project will install nurse call base masters, patient stations, and code blue requirements upgrade in Diagnostics and Therapeutic Emergency Department. ARMC to purchase \$174,925 in equipment and \$78,482 to be funded in CIP from ARMC Enterprise Funds for a total project cost of \$253,407.	17-119	CJE	7G16
69	Colton-400 N. Pepper Avenue	5	ARMC	New project for Fire Door Magnetic Hold Open. This project will install a magnetic door hold open device linked to the fire alarm system for Diagnostics and Therapeutic Emergency Department and Behavioral Health buildings funded by ARMC Enterprise Funds.	17-120	CJE	7G17
70	Colton-400 N. Pepper Avenue	5	ARMC	New project for Waste Anesthesia Gas Vacuum Pump Replacement. This project will replace waste anesthesia gas vacuum pumps in operating rooms funded by ARMC Enterprise Funds.	17-121	CJE	7G18
71	Colton-400 N. Pepper Avenue	5	ARMC	New project for ADA Site Accessibility Upgrades - Parking Lot. This project will upgrade existing site paving areas for Code Compliance at accessible parking areas and accessible paths of travel in the parking lots funded from ARMC Enterprise Funds.	17-122	CJE	7G19



**Exhibit A  
2016-17 Capital Improvement Program Projects  
Administered by Real Estate Services Department – Project Management Division**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2016-17 Adopted Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
2,922,984		75,000	75,000			-	75,000	61
59,968		59,968	59,968			-	59,968	62
3,884,422		75,000	75,000			-	75,000	63
1,437,962		897,320	897,320			-	897,320	64
57,376		57,376	57,376			-	57,376	65
539,000		49,000	49,000			-	49,000	66
383,442		107,897	107,897			-	107,897	67
253,407		78,482	78,482			-	78,482	68
101,550		101,550	101,550			-	101,550	69
149,805		149,805	149,805			-	149,805	70
600,000		600,000	600,000			-	600,000	71

CAPITAL IMPROVEMENT PROGRAM



**Exhibit A**  
**2016-17 Capital Improvement Program Projects**  
**Administered by Real Estate Services Department – Project Management Division**

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
72	Colton-400 N. Pepper Ave.	5	ARMC	New project for Perimeter Security Improvements. This project will include panic/dress buttons and camera upgrades. ARMC to purchase \$510,000 in equipment and \$51,000 to be funded in CIP from ARMC Enterprise Funds for a total project cost of \$561,000.	17-123	CJE	7G20
73	Colton-400 N. Pepper Ave.	5	ARMC	New project for Building Automation Upgrade Phase 2. This project will upgrade the current Metasys Building Automation System that operates the Medical Center fire alarm, Heating, Ventilation and Air Conditioning (HVAC) system, utilities and other critical support systems to be funded in CIP from ARMC Enterprise Funds.	17-124	CJE	7G21
74	Colton-400 N. Pepper Ave.	5	ARMC	New project for Cooling Tower Fill Media Repair/Replacement. This project will repair/replace six cooling tower cells. ARMC to purchase \$236,887 in equipment and \$47,376 to be funded in CIP from ARMC Enterprise Funds for a total project cost of \$284,263.	17-125	CJE	7G22
75	Colton-400 N. Pepper Ave.	5	ARMC	New project for Specialty Clinic Registration Relocation. This project will relocate the Specialty Clinic Registration staff to improve visibility and efficiency of registration funded by ARMC Enterprise Funds.	17-126	CJE	7G23
76	Colton-400 N. Pepper Ave.	5	ARMC	New project for Labor and Delivery Lobby Expansion. This project will expand the Labor and Delivery lobby by removing a glass wall inlet and building a new wall with a wider, automated door funded by ARMC Enterprise Funds.	17-127	CJE	7G24
77	Colton-400 N. Pepper Ave.	5	ARMC	New project for Urgent Care Center. This project will relocate patient accounts staff from the 2nd floor of the Medical Office Building to a new location, build out space to become the new primary care clinic, relocate the primary care clinic from the first to second floor and utilize the first floor clinic as an urgent care center funded by ARMC Enterprise Funds. The total project cost is \$2,317,500. ARMC to fund \$345,000 from its budget for FF&E, telephone/data and moving expense and \$1,972,500 is funded in CIP for construction.	17-129	CJE	7G25
78	Colton-400 N. Pepper Ave.	5	ARMC	New project for ADA Site Accessibility Upgrades Interior. This project will make ADA internal site accessibility upgrades funded by ARMC Enterprise Funds.	17-130	CJE	7G26
79	Colton-400 N. Pepper Ave.	5	ARMC	New project to conduct a Parking Structure Study for construction of a 300-space parking structure on ARMC campus to accommodate growth funded from ARMC Enterprise Funds.	17-193	CJE	7G27
80	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Residual Enterprise Funds.	Program	CJE	ARMC
81	Colton-400 N. Pepper Ave.	5	ISD	800 MHz Antenna Upgrades.	12-104	CJP	5W21
82	Colton-400 N. Pepper Ave.	5	RES	Colton - Acquisition of Land.	NA	CJP	5X05
83	Countywide-Variou	All	Airports	New Program budget for oversight, project management, estimating, and inspection and maintenance and repair of Airport projects funded by Airports budget.	17-194	CJP	AIRP
84	Countywide-Variou	All	Fleet Management	Install/Replace Fuel Tanks Phase I funded by Fleet Management ISF Retained Earnings.	15-009	CJP	5F15





**Exhibit A  
2016-17 Capital Improvement Program Projects  
Administered by Real Estate Services Department – Project Management Division**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2016-17 Adopted Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
561,000		51,000	51,000			-	51,000	72
356,756		356,756	356,756			-	356,756	73
284,263		47,376	47,376			-	47,376	74
155,320		155,320	155,320			-	155,320	75
264,750		264,750	264,750			-	264,750	76
2,317,500		1,972,500	1,972,500			-	1,972,500	77
500,000		500,000	500,000			-	500,000	78
75,000		75,000	75,000			-	75,000	79
Program Budget		(342,970)	(342,970)		1,536,281	1,536,281	1,193,311	80
75,000			-	27,249		27,249	27,249	81
2,200,000			-	2,173,235		2,173,235	2,173,235	82
75,000		75,000	75,000			-	75,000	83
809,000			-		649,437	649,437	649,437	84



**Exhibit A**  
**2016-17 Capital Improvement Program Projects**  
**Administered by Real Estate Services Department – Project Management Division**

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
85	Countywide-Variou	All	ISD	<p>The total estimated cost of the 800 MHz Upgrade Project is \$158,215,198. Additional funding of \$17,881,452 of ongoing Discretionary General Funding and \$8,500,000 from the Fire Consolidated Headquarters Complex Acquisition Project (Project No. 5X52) is funded in 2016-17. The budget for the Fire Headquarters project (\$12 million of which was funded by a reduction of the County Fire Subsidy in 2015-16, which was used to establish reserves for Fire Facilities) is being reduced by \$8.5 million. This \$8.5 million is being transferred to the 800 MHz project. An additional \$3,815,077 was also added to this project as a rebate from Sprint for equipment purchases in 2015-16 bringing the total funded to date from \$101,881,452 to \$132,077,981. Following is the distribution of budget in the amount of \$132,077,981 transferred to individual building projects:</p> <ul style="list-style-type: none"> <li>-800 MHz Upgrade Project Program Budget-\$119,947,633 (Org 2V03)</li> <li>-Rialto Antenna Site Upgrade-\$3,000,000 (Org 4W01)</li> <li>-ISD Garden Office No. 2 Remodel-\$40,190 (Org 4W02)</li> <li>-Twin Peaks, 800 MHz Upgrades-\$8,517 (Org 5W04)</li> <li>-San Sevaine, 800 MHz Upgrades-\$67 (Org 5W05)</li> <li>-Heaps Peak, 800 MHz Upgrades-\$9,003 (Org 5W06)</li> <li>-Keller Peak,800 MHz Upgrades-\$13,103 (Org 5W07)</li> <li>-Bertha Peak, 800 MHz Upgrades-\$7,669 (Org 5W08)</li> <li>-Onyx Peak, 800 MHz Upgrades-\$5,202 (Org 5W09)</li> <li>-High Desert Government Center Public Safety Operations Center-\$4,750,000 (Org 2X62)</li> <li>-Oak Hills 800 MHz Upgrades-\$0 (Org 5W10)</li> <li>-Elephant Mountain, 800 MHz Upgrades-\$100,000 (Org 5W11)</li> <li>-Forest Falls, 800 MHz Upgrades-\$100,000 (Org 5W12)</li> <li>-Rancho Cucamonga 800 MHz-\$1,350,000 (Org 5W13)</li> <li>-West Valley Detention Center 800 MHz Upgrades-\$1,400,000 (Org 5W14)</li> <li>-Claremont Yards 800 MHz Antenna Site-\$12,523 (Org 5W15)</li> <li>-Skyland Peak 800 MHz Upgrades-\$30,377 (Org 5W16)</li> <li>-HVAC Upgrades at 25 800 MHz Sites-\$800,000 (Org 5W17)</li> <li>-Rialto 120 Foot Mono Pole-\$32,990 (Org 5W18)</li> <li>-GSA Spur Sites-\$25,435 (Org 5W19)</li> <li>-Loma Linda Antenna Site-\$90,000 (Org 5W20)</li> <li>-ARMC 800 MHz Antenna Upgrades-\$75,000 (Org 5W21)</li> <li>-Aero Jet Chino Hills 800 MHz-\$10,060 (Org 5W22)</li> <li>-Skyland Peak Tower-\$100,000 (Org 6W23)</li> <li>-Aero Jet Chino Hills, 800 MHz-\$25,000 (Org 6W24)</li> <li>-Chino Hills 800 MHz Antenna-\$11,659 (Org 6W25)</li> <li>-Padua 800 MHz Antenna Upgrade-\$13,553 (Org 6W26)</li> <li>-Onyx Peak, 800 MHz Antenna Site-\$120,000 (Org 6W27)</li> </ul>	16-071	CJP	2V03
86	Countywide-Variou	All	ISD	HVAC Upgrades at 25 800 MHz Sites.	12-104	CJP	5W17

CAPITAL IMPROVEMENT PROGRAM



**Exhibit A  
2016-17 Capital Improvement Program Projects  
Administered by Real Estate Services Department – Project Management Division**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2016-17 Adopted Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
158,215,198	17,881,452	8,500,000	26,381,452	30,447,414		30,447,414	56,828,866	85
800,000			-	166,102		166,102	166,102	86

CAPITAL IMPROVEMENT PROGRAM



**Exhibit A**  
**2016-17 Capital Improvement Program Projects**  
**Administered by Real Estate Services Department – Project Management Division**

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
87	Countywide-Variou	All	RES-PMD	<p>The total estimated cost of the County Buildings Acquisition and Retrofit Project is \$176,000,000 (excluding the construction cost for the County Fire Consolidated Headquarters and the Valley Dispatch Center Projects added in 2015-16). \$8,000,000 is funded in 2016-17 from County General Fund Reserves set aside for this project, \$2,000,000 is transferred to the Valley Dispatch Center Project (Org 6X09). Other activities include funding of \$1,080,000 from Probation AB 109 fund balance for the 157-175 Building Remodel (Org 3D06) and \$8,500,000 is transferred from the Fire Consolidated Headquarters Complex Acquisition Project (Org 5X52) to the 800MHz Upgrade project (Org 2V03) bringing the total net funding to date to \$84,489,834. Funding sources are: Discretionary General Funding (Net County Cost)-\$78,189,834; DA-\$720,000; Purchasing-\$475,000; County Fire-\$25,000, Household Hazardous Waste-\$2,000,000; and Probation AB 109 funding-\$3,080,000. Following is the distribution of budget in the amount of \$84,489,834 to individual building projects:</p> <ul style="list-style-type: none"> <li>-County Buildings Acquisition and Retrofit Project-\$8,987,576(Org 2X64)</li> <li>-Downtown Building Project Master Planning Budget-\$260,538 (Org 3D00)</li> <li>-County Government Center Campus Improvements-\$3,164,290 (Org 3D01)</li> <li>-268 Building Acquisition and Improvements-\$12,327,097 (Org 3D02)</li> <li>-Hospitality Lane Additional Parking Acquisition and Improvements-\$1,524,738 (Org 3D03)</li> <li>-222 Building Remodel-\$6,000,000 (Org 3D04)</li> <li>-104 Building Exterior Improvements-\$0 (Org 3D05)</li> <li>-157-175 Building Seismic Retrofit and Improvements-\$3,387,903 (Org 3D06). \$1,080,000 is funded from Probation AB 109 fund balance for 2016-17.</li> <li>-172 Building Seismic Retrofit and Improvements-\$750,000 (Org 3D07)</li> <li>-351 Building Remodel-\$100,000 (Org 3D08)</li> <li>-303 Building Improvements-\$11,220,000 (Org 3D09)</li> <li>-316 Building Improvements-\$3,750,000 (Org 3D11)</li> <li>-401 Building Demolition-\$0 (Org 3D12)</li> <li>-825 Building Remodel-\$200,000 (Org 3D13)</li> <li>-Behavioral Health Move to IEHP Building-\$33,782 (Org 3D14)</li> <li>-268 Building Remodel-\$13,350,000 (Org 3D15)</li> <li>-15371 Civic, VV Acquisition-\$2,210,672 (Org 4D16)</li> <li>-15456 Sage, VV Acquisition-\$2,601 (Org 4D17)</li> <li>-150 W. 5th Acquisition-\$1,700 (Org 4D18)</li> <li>-Fire Consolidated Headquarters Complex Acquisition Project-\$12,025,000 (Org 5X52). \$8,500,000 of the previous \$20,525,000 total budget is moved to the 800 MHz Upgrade Project (Org 2V03) in 2016-17.</li> <li>-Hospitality Lane Campus Parking-\$18,675 (Org 6D20)</li> <li>-Hospitality Parking Expansion-Phase II-\$475,262 (Org 6D21)</li> <li>-323 Court St. Building Acquisition-\$2,500,000 (Org 6D22)</li> <li>-Valley Dispatch Center Project-\$2,200,000 (Org 6X09)</li> </ul>	12-102	CJP	2X64

CAPITAL IMPROVEMENT PROGRAM



**Exhibit A  
2016-17 Capital Improvement Program Projects  
Administered by Real Estate Services Department – Project Management Division**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2016-17 Adopted Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
176,000,000	8,000,000	(2,000,000)	6,000,000	2,987,577		2,987,577	8,987,577	87

CAPITAL IMPROVEMENT PROGRAM



**Exhibit A**  
**2016-17 Capital Improvement Program Projects**  
**Administered by Real Estate Services Department – Project Management Division**

Proj.	Location/		Dist	Department	Project Name-Description	CIP		Proj #
	Address					Log #	Fund	
88	Countywide-Various		All	RES-PMD	Countywide HVAC Control System Upgrade.	13-100	CJP	3X20
89	Countywide-Various		All	RES-PMD	Countywide Conference Room Upgrade.	14-087	CJP	4X39
90	Countywide-Various		All	RES-PMD	Miscellaneous Countywide ADA Parking Lot Signage.	16-072	CJP	6X25
91	Countywide-Various		All	RES-PMD	Miscellaneous Countywide ADA Interior Signage.	16-072	CJP	6X26
92	Countywide-Various		All	RES-PMD	Facilities Management Water Treatment Upgrades.	NA	CJP	6X99
93	Countywide-Various		All	RES-PMD	Americans with Disabilities Act (ADA) Program-Anticipated New Projects: - Countywide Various-Unprogrammed-\$299,850 - San Bernardino-777 E. Rialto Ave.-777 Building ADA Restroom Addition-\$250,000 (CIP #17-133) - Countywide-Various-Miscellaneous ADA Parking Lot Signage-\$100,000 - Trona-82805 Mt. View-Trona Library Restroom Upgrade-\$100,000 - San Bernardino-385 N. Arrowhead Ave.-County Government Center (CGC) Drinking Fountain ADA Replacement-\$65,000 - Hesperia-15900 Smoketree Ln.-High Desert Government Center (HDGC) Veteran's Affairs Door Modification-\$50,000 - San Bernardino-900 E. Gilbert St.-Juvenile Delinquency Court Parking Lot ADA Changes-\$50,000 - Apple Valley-11873 Apple Valley Rd.-Victor Valley Museum Automated Door Replacement-\$40,000	17-147	CJP	ADA
94	Countywide-Various		All	RES-PMD	ADA Management.	Program	CJP	ADAM
95	Countywide-Various		All	RES-PMD	HDJDAC Facility Sewer Reimbursement.	Program	CJP	AVWD
96	Countywide-Various		All	RES-PMD	Boiler Replacements Program-Unprogrammed Anticipated New Project: - San Bernardino-630 E. Rialto Ave.-Central Detention Center (CDC) Boiler Circulation Tank and Heat Exchanger-\$100,000	Program 16-073	CJP	BOIL
97	Countywide-Various		All	RES-PMD	Minor CIP Administration.	Program	CJP	CIPA
98	Countywide-Various		All	RES-PMD	Capital Improvement Program Residual.	Program	CJP	CJPR
99	Countywide-Various		All	RES-PMD	Court Buildings Capital Projects.	Program	CJP	CRTB
100	Countywide-Various		All	RES-PMD	Countywide Elevator Modernization Program-Anticipated New Projects: - Ontario-555 Maple St.-Preschool Services Elevator Sump Pump-\$250,000 - San Bernardino-630 E. Rialto Ave.-CDC Freight Elevator-\$200,000	Program 16-074	CJP	ELEV
101	Countywide-Various		All	RES-PMD	Energy Projects Program.	Program	CJP	ENGR
102	Countywide-Various		All	RES-PMD	Countywide Exterior Renovation Program-New Projects: - Trona-82805 Mt. View-Library Repaint-\$190,000 - San Bernardino-385 N. Arrowhead Ave.-CGC Awning Refurbish and Paint-\$175,000 - San Bernardino-385 N. Arrowhead Ave.-CGC 5th Floor Board Patio Doors-\$150,000 - San Bernardino-385 N. Arrowhead Ave.-CGC Painting Doors and Hand Rails-\$150,000	Program 16-085	CJP	EXTR



**Exhibit A**  
**2016-17 Capital Improvement Program Projects**  
**Administered by Real Estate Services Department – Project Management Division**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2016-17 Adopted Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/Other Funding	Total Carryover Balances		
1,675,000			-	37,284		37,284	37,284	88
240,000			-	239,875		239,875	239,875	89
25,000			-	19,892		19,892	19,892	90
20,000			-	30,571		30,571	30,571	91
113,000			-	105,315		105,315	105,315	92
Program Budget	954,850		954,850	385,839		385,839	1,340,689	93
Program Budget			-	13,544		13,544	13,544	94
Program Budget			-	133,516		133,516	133,516	95
Program Budget	100,000		100,000	421,594		421,594	521,594	96
Program Budget			-	2,481		2,481	2,481	97
Program Budget			-	449,237		449,237	449,237	98
Program Budget			-	200,000		200,000	200,000	99
Program Budget	450,000		450,000	199,871		199,871	649,871	100
Program Budget			-	935,541		935,541	935,541	101
Program Budget	665,000		665,000	35,466		35,466	700,466	102



**Exhibit A**  
**2016-17 Capital Improvement Program Projects**  
**Administered by Real Estate Services Department – Project Management Division**

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
103	Countywide-Variou	All	RES-PMD	Countywide Generator Replacements Program-New Projects: - San Bernardino-630 E. Rialto Ave.-CDC Generator-\$300,000  - Adelanto-9438 Commerce Way-HDDC Generator Controls Integration-\$100,000 - San Bernardino-200 S. Lena Rd.-Facilities Management and Crime Lab Complex Engineering Study for Generator Services (Cam Lock Option)-\$75,000 - Rancho Cucamonga-9500 Etiwanda Ave.-West Valley Detention Center (WVDC) Generator Controls Integration-\$50,000 - San Bernardino-630 E. Rialto Ave.-CDC Generator Controls Integration-\$50,000 - Redlands-2024 Orange Tree Ln.-Redlands Museum Sump Pump Generator-\$20,000	Program 16-075	CJP	GENR
104	Countywide-Variou	All	RES-PMD	Heating, Ventilation and Air Conditioning (HVAC) Upgrades/Maintenance/Replacement Program-New Projects: - Countywide-Variou-Countywide HVAC Controls Upgrade-\$500,000 - Trona-13207 Market Ave.-Public Health Replace HVAC Units and Ductwork Distribution System Replacement-\$160,000  - Rancho Cucamonga-9500 Etiwanda Ave.-WVDC Deaerator Tank-\$144,000 - San Bernardino-351 Mtn. View-Air Handler Refurbish-\$135,000 - Apple Valley-11873 Apple Valley Rd.-Victor Valley Museum HVAC Equipment Replacement-\$125,000 (CIP #17-032)  - San Bernardino-630 E. Rialto Ave.-CDC Air Conditioner #5 Air Handler Unit Upgrade to Fan Wall System-\$125,000 - Adelanto-9438 Commerce Way-HDDC Redundant AC Add to Server Room-\$100,000 - Rancho Cucamonga-9500 Etiwanda Ave.-WVDC Central Plant Isolation Valves-\$92,000 - Twin Peaks-26010 Hwy 189-Twin Peaks County Building Direct Digital Controls System-\$75,000 - Rialto-1743 Miro Way-OES New Hydrogen Gas Detection and Exhaust Fan-\$35,000 - San Bernardino-900 E. Gilbert St.-Juvenile Delinquency Court Seimens Panel and Expansion Controllers-\$32,400 - San Bernardino-157-175 5th St. and 401 N. Arrowhead Ave.-157 and 401 Building Heat Exchangers Refurbish-\$25,000  - Countywide-Variou-Chiller Plants Freon Detectors Study-\$25,000 - Barstow-303 E. Mtn. View-Public Health Actuator-\$25,000	Program 16-076	CJP	HVAC

CAPITAL IMPROVEMENT PROGRAM





**Exhibit A  
2016-17 Capital Improvement Program Projects  
Administered by Real Estate Services Department – Project Management Division**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2016-17 Adopted Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/Other Funding	Total Carryover Balances		
Program Budget	595,000		595,000	218,646		218,646	813,646	103
Program Budget	1,598,400		1,598,400	386,184		386,184	1,984,584	104

CAPITAL IMPROVEMENT PROGRAM



**Exhibit A  
2016-17 Capital Improvement Program Projects  
Administered by Real Estate Services Department – Project Management Division**

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
105	Countywide-Variou	All	RES-PMD	Countywide Interior Renovation Program-New Projects: - Trona-82805 Mtn. View-Trona Library Deferred Maintenance-\$295,000 (CIP #17-035) - Twentynine Palms-6078 Adobe-Twentynine Palms Library Interior Deferred Maintenance-\$125,000 (CIP #17-034) - Countywide-Variou-Countywide Conference Room Upgrades-\$100,000 - San Bernardino-777 E. Rialto Ave.-777 Building Carpet and VCT Replacement in Lobby and Halls with Vapor Barrier-\$94,000  - San Bernardino-351 Mtn. View Ave.-351 Building Pump Controllers-\$30,000 - San Bernardino-900 E. Gilbert St.-Regional Youth Education Facility (RYEF) Electrolysis Study for Re-Pipe-\$20,000 - San Bernardino-385 N. Arrowhead Ave.-CGC Electrical Rework 3rd Floor-\$5,000	Program 16-077	CJP	INTR
106	Countywide-Variou	All	RES-PMD	Minor Capital Improvements Program-Unprogrammed.	Program 16-078	CJP	MCIP
107	Countywide-Variou	All	RES-PMD	Pavement Management Program-New Projects: - San Bernardino-Gilbert St.-Paseo Rd.-Road Replacement-\$250,250 - Countywide-Variou-County Parking Lot Management Plan-\$235,000 - Victorville-15371 Civic Dr.-District Attorney Annex Parking Lot-\$100,000 - San Bernardino-157-175 5th St.-157 Building Parking Lot Rear Drain-\$60,000 - San Bernardino-Gilbert St.-Electrical Vault Raise Ring and Pave-\$50,000 - San Bernardino-200 Lena Rd.-Rework Slope at Scientific Division Investigations Back Door-\$45,000 - Fontana-17830 Arrow Blvd.-Fontana Office Building Sidewalk-\$40,000 - Devore-18000 Institution Rd.-Sheriff Academy West Parking Lot-\$25,000	Program	CJP	PAVE
108	Countywide-Variou	All	Regional Parks	Regional Parks Improvement Program budget.	Program 16-026	CJP	REGP
109	Countywide-Variou	All	RES-PMD	Roofing Program-Anticipated New Projects: - Needles-1111 Bailey Ave.-Library-\$480,000  - Unprogrammed-\$350,000  - San Bernardino-900 E. Gilbert St.-Youth Justice Center Roof Replacement-\$275,000 - San Bernardino-175 W. 5th St. Roof Rehabilitation-\$220,000  - Wrightwood-6011 Pine St.-Library Roof Replacement-\$150,000 (CIP #17-033) - Redlands-222 W. Brookside-Public Guardian Reroof-\$146,300  - Fontana-17780 Arrow Blvd.-Fontana Sheriff Roof Drains-\$125,000 - Redlands-2024 Orange Tree Ln.-Redlands Museum Education Center Roof-\$45,000	Program	CJP	ROOF

CAPITAL IMPROVEMENT PROGRAM



**Exhibit A  
2016-17 Capital Improvement Program Projects  
Administered by Real Estate Services Department – Project Management Division**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2016-17 Adopted Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
Program Budget	669,000		669,000	178,041		178,041	847,041	105
Program Budget	3,400,847		3,400,847	1,647,524		1,647,524	5,048,371	106
Program Budget	805,250		805,250	46,233		46,233	851,483	107
Program Budget			-	137,603		137,603	137,603	108
Program Budget	1,791,300		1,791,300	224,648		224,648	2,015,948	109



**Exhibit A**  
**2016-17 Capital Improvement Program Projects**  
**Administered by Real Estate Services Department – Project Management Division**

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
110	Countywide-Variou	All	RES-PMD	Fire/Life Safety Program-New Projects:  - Countywide-Variou-Relocate Fire Sprinkler Backflows Six Locations: Facilities Management, Public Works, 777 Building, CGC, 157-175 Building, ISD-\$245,000 - Victorville-14455 Civic Dr.-Victorville Court Sheriff's Holding Area-\$210,000	Program 16-082	CJP	SAFE
111	Countywide-Variou	All	RES-PMD	New Program budget to conduct security assessments and make security improvements to various County facilities to be identified as a result of the security assessments.	17-167	CJP	SECR
112	Countywide-Variou	All	RES-PMD	Site Infrastructure Program-New Projects:  - San Bernardino-Gilbert St.-Well Tank Booster Pump-\$90,000  - Wrightwood-6011 Pine St.-Wrightwood Library Concrete Repairs and Refresh-\$65,000 (CIP #17-136) - Redlands-Museum-Sewer Line Repair-\$60,000 (CIP #17-163)  - Countywide Variou-Backflow Device Cages (3rd Year Funding)-\$50,000 - Barstow-Mtn. View Complex-Retaining Wall-\$35,000 - Barstow-225 E. Mtn. View-Sheriff's Jail Sewer Line Repair-\$30,000	Program 16-081	CJP	SITE
113	Countywide-Variou	All	Sheriff	Additional funding of \$4,500,000 for Sheriff Consolidated Acquisition Project bringing the total funded to date to \$11,525,000. The estimated project budget is \$14,700,000. The remaining required budget of \$3,175,000 will be funded in a future phase.	15-238	CJP	4X99
114	Crestline-24107 Rockview Dr.	2	ISD	Skyland Peak Tower.	16-071	CJP	6W23
115	Crestline-24171 Lake Dr.	2	Regional Parks	Lake Gregory Dam Rehabilitation Project Phase II.	NA	CJP	4R10
116	Crestline-24171 Lake Dr.	3	RES-PMD	Lake Gregory Regional Park N. Shore ADA Entry Improvements.	15-117	CJP	5X32
117	Daggett-39500 National Trails Hwy	1	Airports	New project for Daggett Apron Rehab. Total project cost is \$5,050,000. First year funding (Phase I) of \$250,000 will rehabilitate the apron north of taxiway B funded from Airport CIP funds.	17-173	CJP	7J35
118	Devore-18000 Institution Rd.	5	County Fire	Special Operations/Training 4,800 Square Foot Butler Building funded by County Fire Reserves (FPD 106 800).	15-072	CJP	5K35
119	Devore-18000 Institution Rd.	3	County Fire	Glen Helen Training Center North Parking Lot Paving funded from County Fire Reserves (FAR 106 1101) and CIP funds (FPD-106-800).	16-038	CJP	6K02
120	Devore-18000 Institution Rd.	2	County Fire	New project for construction of a 3,200 square foot butler building to protect and secure two dozers, two transports, two Cozad trailers and other heavy equipment for the Glen Helen regional training facility funded by County Fire Reserves (FHR 107).	17-077	CJP	7K08
121	Devore-18000 Institution Rd.	2	County Fire	New project to install temporary portables for approximately 4,475 square feet of office space for Division 11 personnel, administrative staff and training classrooms while the Training Headquarters Building is planned and under construction funded by County Fire Reserves (FHR 107).	17-079	CJP	7K09

CAPITAL IMPROVEMENT PROGRAM



**Exhibit A  
2016-17 Capital Improvement Program Projects  
Administered by Real Estate Services Department – Project Management Division**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2016-17 Adopted Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
Program Budget	455,000		455,000	300,000		300,000	755,000	110
2,000,000	2,000,000		2,000,000			-	2,000,000	111
Program Budget	330,000		330,000	196,350		196,350	526,350	112
14,700,000	4,500,000		4,500,000	2,905,235		2,905,235	7,405,235	113
100,000			-	99,520		99,520	99,520	114
1,200,000			-	295,759		295,759	295,759	115
50,000			-	12,233		12,233	12,233	116
5,050,000		250,000	250,000			-	250,000	117
283,000			-		242,490	242,490	242,490	118
50,050			-		50,050	50,050	50,050	119
323,780		323,780	323,780			-	323,780	120
150,000		150,000	150,000			-	150,000	121



**Exhibit A**  
**2016-17 Capital Improvement Program Projects**  
**Administered by Real Estate Services Department – Project Management Division**

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
122	Devore-18000 Institution Rd.	2	County Fire	New project to install three portable buildings including utility connections consisting of approximately 4,774 square feet to accommodate Battalion Chief, Nurse Educators, Training Officers and EMS Coordinator as well as up to 150 trainees while the Headquarters Building is under construction funded by County Fire Reserves (FHR 107).	17-080	CJP	7K10
123	Devore-18000 Institution Rd.	5	RES-PMD	GHRC Video Camera Installation.	15-102	CJP	4Y67
124	Devore-18000 Institution Rd.	5	RES-PMD	Glen Helen Training Center Parking Lot Paving.	16-079	CJP	6Y06
125	Devore-18000 Institution Rd.	5	Sheriff	Sheriff's Training Center Expansion.	12-009	CJP	2S00
126	Devore-18000 Institution Rd.	5	Sheriff	Sheriff's Academy Scenario Village - Phase I - funded by Federal Asset Forfeitures (SCK SHR).	13-153	CJP	3S13
127	Devore-18000 Institution Rd.	5	Sheriff	Training Center Lead Mitigation Phase II-Range 3, 4, 5 and the rifle range.	16-011	CJP	6X01
128	Devore-18000 Institution Rd.	5	Sheriff	Glen Helen Rehabilitation Center (GHRC) Shower Remodel Phase II-M1 and M2 Units.	16-013	CJP	6X02
129	Devore-18000 Institution Rd.	5	Sheriff	GHRC M1/M2 Remodel (Phase I). Remodel housing units to increase security and ensure ADA, BSCC and Title 15 compliance funded from \$22.5 million set aside in County reserves.	17-091	CJP	7X01
130	Devore-18000 Institution Rd.	5	Sheriff	Replace outdated control panels that control security doors and install intercom system for jail staff to communicate with staff and inmates at the GHRC funded from \$22.5 million set aside in County reserves.	17-092	CJP	7X02
131	Devore-18901 Institution Road	5	Sheriff	New project to purchase and install a pre-fabricated, concrete restroom building in the green belt area in front of Ranges 1 and 2 at the Sheriff's Training Center funded \$75,500 with Discretionary General Funding (Net County Cost) and \$120,000 from the Sheriff's department budget.	17-095	CJP	7X04
132	Devore-19777 Shelter Way	5	RES-PMD	Devore Animal Shelter Security and Maintenance Project.	16-135	CJP	6X90
133	Devore-2555 Glen Helen Pkwy	5	Regional Parks	Glen Helen Regional Park (GHRP) Sewer Main Extension.	14-074	CJP	4X20
134	Devore-2555 Glen Helen Pkwy.	5	Regional Parks	New project to install Security Cameras at Glen Helen Regional Park.	17-204	CJP	7X10
135	El Mirage-APN 0461-181-32, 0461-262-05 and 0461-244-11.	1	RES-PMD	El Mirage Off Highway Vehicle Area Improvements funded from the El Mirage Trust Fund.	16-158	CJP	6K33
136	Fontana-17830 Arrow Blvd.	5	Probation	Remodel for West Valley Day Reporting Center funded by Probation Department with AB109 fund balance.	14-116	CJP	4P10
137	Fontana-9315 Citrus Ave.	5	Preschool Services	Fontana Citrus Head Start Playground Project funded by the Preschool Services Department budget.	16-186	CJP	6K43
138	Fontana-Carob St.	5	Department of Behavioral Health (DBH)	New project for the acquisition of land and construction of a 10,000 square foot Crisis Residential Treatment Center funded by the Mental Health Wellness Act of 2013 (SB 82) through the California Health Facilities Financing Authority (CHFFA) grant (Round 4) and Mental Health Services Act (MHSA).	17-187	CJP	6N10
139	Fontana-TBD	5	DBH	New project to acquire land and construct a 12,000 square foot West Valley Crisis Stabilization Unit funded by SB 82 through the CHFFA grant (Round 5) and the balance by MHSA.	17-037	CJP	7N25
140	Forest Falls	3	ISD	Forest Falls 800 MHz Upgrades.	12-104	CJP	5W12
141	Hesperia-15900 Smoke Tree	1	RES-PMD	High Desert Government Center Recorder ADA Improvements.	16-188	CJP	6Y29
142	Hesperia-9393 Santa Fe Ave.	1	Special Districts	Special Districts Water and Sanitation Building Acquisition funded from one time reserves in the Special District's budget (SKU).	16-159	CJP	6K34
143	High Desert-To Be Determined	1	DBH	New Project to acquire land and construct a High Desert DBH Residential Crisis Center funded by Mental Health Wellness Act of 2013 (Senate Bill 82 grant).	15-228	CJP	5N05



**Exhibit A  
2016-17 Capital Improvement Program Projects  
Administered by Real Estate Services Department – Project Management Division**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2016-17 Adopted Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
230,000		230,000	230,000			-	230,000	122
300,000			-	14,491		14,491	14,491	123
55,000			-	55,000		55,000	55,000	124
3,317,000			-	3,151		3,151	3,151	125
300,000			-		10,533	10,533	10,533	126
2,470,000			-	2,414,403		2,414,403	2,414,403	127
406,600			-	321,893		321,893	321,893	128
5,245,000	5,245,000		5,245,000		(1,696)	(1,696)	5,243,304	129
755,000	755,000		755,000			-	755,000	130
195,500	75,500	120,000	195,500			-	195,500	131
75,000			-	49,949		49,949	49,949	132
500,000			-	263,041		263,041	263,041	133
50,000	50,000		50,000			-	50,000	134
50,000			-		49,125	49,125	49,125	135
5,595,000			-		1,642,621	1,642,621	1,642,621	136
75,000			-		65,107	65,107	65,107	137
6,460,000	-	6,460,000	6,460,000		(12,864)	(12,864)	6,447,136	138
7,425,000		7,425,000	7,425,000			-	7,425,000	139
100,000			-	18,476		18,476	18,476	140
10,000			-	9,794		9,794	9,794	141
600,000			-		600,000	600,000	600,000	142
5,890,000		1,013,401	1,013,401		4,331,257	4,331,257	5,344,658	143

CAPITAL IMPROVEMENT PROGRAM



**Exhibit A**  
**2016-17 Capital Improvement Program Projects**  
**Administered by Real Estate Services Department – Project Management Division**

Proj.	Location/			Project Name-Description	CIP		Proj #
	Address	Dist	Department		Log #	Fund	
144	High Desert-To Be Determined	1	Public Health	High Desert Animal Shelter.	10-109	CJP	0X80
145	Highland-32330 Santa Ana Canyon Rd.	3	Public Works	New project for Fleet Management to coordinate, purchase, install and hook up a generator to run gates and equipment at Seven Oaks Dam during power failures/outages funded 7% by San Bernardino County Flood Control District, and 93% by Orange and Riverside Counties.	17-044	CJP	7K01
146	Joshua Tree-62499 Twentynine Palms Hwy.	3	Public Works	New Project for Fleet Management to coordinate, purchase, install and hook up a generator to run the equipment at the Joshua Tree Yard during power failures/outages funded by Gas Tax.	17-047	CJP	7K03
147	Joshua Tree-6527 White Feather Rd.	1	Sheriff	New project to install new security cameras with digital video recording system and intercom system.	17-094	CJP	7X03
148	Lake Arrowhead-27470 North Bay Rd.	2	County Fire	Fire Station #94 Covered Parking funded by County Fire Reserves (FMZ 600 4000).	15-060	CJP	5K30
149	Lake Arrowhead-981 N. State Hwy 173	2	County Fire	Fire Station #92 Covered Parking funded by County Fire Reserves (FMZ 600 4000).	15-051	CJP	5K20
150	Lake Gregory-24171 Lake D.	2	RES-PMD	Lake Gregory Regional Park ADA Improvements funded by Community Development Block Grant funding (CDBG).	17-184	CJP	7A15
151	Loma Linda-APN 0284-401-34	5	ISD	800 MHz Antenna site.	12-104	CJP	5W20
152	Lucerne Valley-33269 Hwy 247 East	1	County Fire	Additional funding of \$15,000 increasing the project budget from \$188,538 to \$203,538 for the Station #8 Remodel to Add Two Bedrooms Project funded by County Fire Reserves.	16-032	CJP	6K03
153	Mentone-10300 Crafton Ave.	3	County Fire	New project for Fire Station #9 stucco repair and painting of the exterior funded by County Fire Reserves.	17-054	CJP	7K07
154	Mentone-1300 Crafton Ave.	3	County Fire	Station #9 Roof Replacement funded from one-time reserves (FVR 580 4000).	16-028	CJP	6K04
155	Morongo Basin-TBD	3	DBH	New project to acquire land and construct a 10,180 square foot Crisis Residential Treatment Facility funded by the SB 82 through the CHFFA grant (Round 5) and the MHSA.	17-038	CJP	7N20
156	Mt. Baldy-APN #0353-151-12	2	DPW-Transportation	Mt. Baldy Yard Cinder Building Design funded by Transportation Gas Tax (SAA TRA TRA).	16-025	CJP	6K14
157	Needles-100 Park Moabi	1	Regional Parks	Park Moabi Boaters' Area Improvements funded by a \$840,000/grant and \$77,700 from Regional Parks Maintenance and Development budget (SPR CCR).	14-117	CJP	4R05
158	Needles-100 Park Moabi Rd.	1	Regional Parks	New project to replace the four mile main road from the gate house to the peninsula campground at Park Moabi.	17-026	CJP	7X15
159	Needles-1111 Bailey St.	1	Probation	Probation Needles Office Refurbish funded with SB 678 fund balance.	16-168	CJP	6P35
160	Needles-TBD	1	County Fire	Needles Fire Station.	12-137 13-095	CJP	2Y30
161	Ontario-150 E. Holt Blvd.	4	Public Health	New project for architectural services for redesign of the lab.	17-195	CJP	7U05
162	Ontario-800 N. Archibald Ave.	2	Regional Parks	Cucamonga-Guasti Install Dechlorination Unit.	15-122	CJP	5X22
163	Ontario-800 N. Archibald Ave.	2	Regional Parks	New project to install security cameras at Cucamonga-Guasti Regional Park.	17-205	CJP	7X11
164	Rancho Cucamonga-8303 Haven Ave.	2	District Attorney (DA)	Rancho Courthouse DA Remodel.	15-192	CJP	5X55
165	Rancho Cucamonga-8303 Haven Ave.	2	ISD	Rancho Cucamonga 800 MHz.	12-104	CJP	5W13
166	Rancho Cucamonga-8303 Haven Ave.	2	RES-PMD	Rancho Courthouse Base Isolation Testing	NA	CJP	7200
167	Rancho Cucamonga-8303 Haven Ave.	2	RES-PMD	FLJC Elevator 1-4 Modernization funded by Discretionary General Funding (23.95%-\$251,475) and from the Judicial Council of California (JCC) (76.05%-\$798,525).	14-194	CJP	4Y59
168	Rancho Cucamonga-8303 Haven Ave.	2	RES-PMD	Rancho Courthouse Energy Measures and Implementation funded by the JCC (76.05%-\$698,481) and Discretionary General Funding (Net County Cost) (23.95%-\$219,969).	15-231	CJP	5T35





**Exhibit A  
2016-17 Capital Improvement Program Projects  
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Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2016-17 Adopted Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
1,160,000			-	1,160,000		1,160,000	1,160,000	144
35,000		35,000	35,000			-	35,000	145
35,000		35,000	35,000			-	35,000	146
400,000	400,000		400,000			-	400,000	147
133,000			-		20,730	20,730	20,730	148
133,000			-		17,106	17,106	17,106	149
331,128		331,128	331,128			-	331,128	150
90,000			-	9,748		9,748	9,748	151
203,538		15,000	15,000		154,835	154,835	169,835	152
160,000		160,000	160,000			-	160,000	153
63,840			-		2,505	2,505	2,505	154
5,875,000		5,875,000	5,875,000		(9,086)	(9,086)	5,865,914	155
20,000			-		7,860	7,860	7,860	156
917,700			-		843,009	843,009	843,009	157
1,025,726	1,025,726		1,025,726			-	1,025,726	158
35,300			-		32,326	32,326	32,326	159
3,609,568			-	415,069		415,069	415,069	160
10,000		10,000	10,000			-	10,000	161
148,292			-	8,839		8,839	8,839	162
50,000	50,000		50,000			-	50,000	163
1,454,900			-	1,371,431		1,371,431	1,371,431	164
1,350,000			-	1,297,972		1,297,972	1,297,972	165
80,000			-	80,000		80,000	80,000	166
1,050,000			-	251,475	781,752	1,033,227	1,033,227	167
918,450			-	191,045	698,481	889,526	889,526	168

CAPITAL IMPROVEMENT PROGRAM



**Exhibit A**  
**2016-17 Capital Improvement Program Projects**  
**Administered by Real Estate Services Department – Project Management Division**

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
169	Rancho Cucamonga-8303 Haven Ave.	2	RES-PMD	Rancho Courthouse Public Restroom Partition Replacement funded by the JCC (76.05%-\$60,840) and Discretionary General Funding (23.95%-\$19,160).	16-087	CJP	6T15
170	Rancho Cucamonga-8303 Haven Ave.	2	RES-PMD	Rancho Courthouse Interior Roadway Rehabilitation funded by the City of Rancho Cucamonga (20%-\$88,000), JCC (60.8%-\$267,696), and Discretionary General Funding (Net County Cost) (19.2%-\$84,304).	16-088	CJP	6T20
171	Rancho Cucamonga-8303 Haven Ave.	2	RES-PMD	Rancho Courthouse Water Main Re-Pipe.	16-078	CJP	6Y30
172	Rancho Cucamonga-8303 Haven Ave.	2	RES-PMD	Additional funding of \$173,000 increasing the project budget from \$180,000 to \$353,000 for the Rancho Courthouse Exterior Cleaning Project funded 76.05% by the JCC (\$268,456) and 23.95% for the County's share (\$84,544).	17-198	CJP	6T25
173	Rancho Cucamonga-8303 Haven Ave.	2	RES-PMD	New project for Rancho Courthouse Outside Patio Drain Repair funded by the JCC (76.05%-\$19,013) and Discretionary General Funding (Net County Cost) (23.95%-\$5,987).	17-176	CJP	7T10
174	Rancho Cucamonga-8303 Haven Ave.	2	RES-PMD	New project for Rancho Courthouse Restroom Partition Replacement funded 76.05% JCC (\$45,630) and 23.95% Discretionary General Funding (Net County Cost) (\$14,370).	17-178	CJP	7T20
175	Rancho Cucamonga-8575 Haven Ave.	2	RES-PMD	8575 Building Public Health-Environmental Health Services (EHS) Remodel.	16-174	CJP	6Y13
176	Rancho Cucamonga-8575 Haven Ave.	2	RES-PMD	Card Access Haven Second District Office.	NA	CJP	6Y22
177	Rancho Cucamonga-9478 Etiwanda Ave.	2	Probation	Remodel West Valley Juvenile Detention and Assessment Center (WVJDAC) to Relocate Probation's Training Center funded by AB 109.	15-200	CJP	5P45
178	Rancho Cucamonga-9500 Etiwanda Ave.	2	ISD	West Valley Detention Center (WVDC) 800 MHz.	12-104	CJP	5W14
179	Rancho Cucamonga-9500 Etiwanda Ave.	2	RES-PMD	WVDC Elevator Modernization.	16-074	CJP	6X64
180	Rancho Cucamonga-9500 Etiwanda Ave.	2	RES-PMD	WVDC Transformer Replacement.	16-078	CJP	6X82
181	Rancho Cucamonga-9500 Etiwanda Ave.	2	RES-PMD	WVDC Roof Leak.	16-078	CJP	6Y07
182	Rancho Cucamonga-9500 Etiwanda Ave.	2	Sheriff	WVDC Emergency Chiller Project.	NA	CJP	054A
183	Rancho Cucamonga-9500 Etiwanda Ave.	2	Sheriff	WVDC Revocation Hearing Rooms Remodel funded by by the Probation Department with AB 109 fund balance.	13-146	CJP	3S10
184	Rancho Cucamonga-9500 Etiwanda Ave.	2	Sheriff	WVDC ADA Improvements funded \$1,596,304 from Discretionary General Funding and \$4,703,696 from CDBG funding.	15-134	CJP	3S16
185	Rancho Cucamonga-9500 Etiwanda Ave.	2	Sheriff	WVDC Security Controls Upgrade.	NA	CJP	4X85
186	Rancho Cucamonga-9500 Etiwanda Ave.	2	Sheriff	WVDC Shower Tile Replacement funded by AB 109.	15-135	CJP	5S40
187	Rancho Cucamonga-9500 Etiwanda Ave.	2	Sheriff	WVDC Nurse Card Reader Installation Project funded by AB 109.	15-105	CJP	5S45
188	Rancho Cucamonga-9500 Etiwanda Ave.	2	Sheriff	WVDC Recreation Yard Enclosures funded by the Sheriff's Department Corrections budget.	16-107	CJP	6S20
189	Rancho Cucamonga-9500 Etiwanda Ave.	2	Sheriff	WVDC Plumbing Overhaul Installation funded from AB 109 fund balance.	15-138	CJP	6S25
190	Rancho Cucamonga-9500 Etiwanda Ave.	2	Sheriff	New project to construct/install steel enclosures that contain a toilet, sink, telephone and intercom in the recreation yards of housing units 1, 3, 4, 9, 10 and 15 at the WVDC funded from a portion of \$22.5 million set aside in County general fund reserves.	17-098	CJP	7X05



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Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2016-17 Adopted Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
80,000			-	19,160	54,642	73,802	73,802	169
440,000			-	84,304	355,076	439,380	439,380	170
31,354			-	4,743		4,743	4,743	171
353,000	41,433	131,567	173,000	43,111	123,610	166,721	339,721	172
25,000	5,987	19,013	25,000			-	25,000	173
60,000	14,370	45,630	60,000			-	60,000	174
975,000			-	630,150		630,150	630,150	175
10,000			-	1,322		1,322	1,322	176
6,227,000			-		5,796,924	5,796,924	5,796,924	177
1,400,000			-	1,361,837		1,361,837	1,361,837	178
500,000			-	489,887		489,887	489,887	179
346,000			-	4,976		4,976	4,976	180
200,000			-	342		342	342	181
525,000			-	18,283		18,283	18,283	182
1,300,000			-		283,573	283,573	283,573	183
6,300,000			-		172,029	172,029	172,029	184
5,000,000			-	8,264		8,264	8,264	185
600,000			-		185,647	185,647	185,647	186
87,750			-		87,750	87,750	87,750	187
250,000			-		245,643	245,643	245,643	188
330,000			-		152,127	152,127	152,127	189
1,200,000	1,200,000		1,200,000			-	1,200,000	190

CAPITAL IMPROVEMENT PROGRAM



**Exhibit A**  
**2016-17 Capital Improvement Program Projects**  
**Administered by Real Estate Services Department – Project Management Division**

Proj.	Location/		Dist	Department	Project Name-Description	CIP		Proj #	Total Project Cost
	Address					Log #	Fund		
191	Redlands-2024 Orange Tree Ln.		3	County Museum	New project for Redlands Museum Hall of Geological Wonders Lighting Upgrade project funded from the Museum budget.	17-196	CJP	7M05	20,000
192	Redlands-2024 Orange Tree Ln.		3	County Museum	New project for a Camera System for the Main Museum.	17-190	CJP	7X08	50,000
193	Redlands-2024 Orange Tree Ln.		3	Museum	Hall of History Refurbishing funded from grants and Museum budget.	08-206	CJV	8X78	3,150,730
194	Redlands-2024 Orange Tree Ln.		3	RES-PMD	Redlands Museum ADA Compliant Project funded by CDBG.	17-182	CJP	7A10	500,000
195	Rialto-1743 Miro Way		5	County Fire-Office of Emergency Services (OES)	New project to seal coat and crack seal the OES parking lot funded by County Fire budget (FES 108).	17-053	CJP	7K06	78,905
196	Rialto-1743 Miro Way		5	RES-PMD	Emergency Operations Center Package Unit Replacement.	16-076	CJP	6X29	290,000
197	Rialto-1771 Miro Way		5	ISD	Rialto Antenna Site Upgrade.	12-104	CJP	4W01	3,000,000
198	San Bernardino Valley Area-to be determined		5	County Fire	Fire Consolidated Headquarters Complex Acquisition Project. \$8,500,000 of the previous \$20,525,000 total budget is transferred to the 800 MHz Upgrade Project (Org 2V03) in 2016-17.	15-229	CJP	5X52	12,025,000
199	San Bernardino Valley Area-to be determined		All	Sheriff	Valley Dispatch Center Project. Transfer of funding from the County Buildings Acquisition and Retrofit project (Org 2X64) for Phase II for design of the building for the selected site increasing the project budget from \$200,000 to \$2,200,000.	16-014	CJP	6X09	2,200,000
200	San Bernardino-104 W. 4th St.		5	Probation	104 Building Exterior Awning Installation funded by AB 109.	15-208	CJP	5P20	130,000
201	San Bernardino-104 W. 4th St.		5	Probation	Central Day Reporting Center Electrical Upgrade funded by AB 109.	16-123	CJP	6P15	303,200
202	San Bernardino-1499 S. Tippecanoe Ave.		5	RES	San Bernardino 1499 Tippecanoe Remodel for Lease.	15-230	CJP	5X53	554,948
203	San Bernardino-1499 S. Tippecanoe Ave.		5	RES-PMD	Split System Replacement-Autism Center.	NA	CJP	6Y19	15,000
204	San Bernardino-150 W. 5th St.		5	Probation	Central Operation Office Modification funded with SB 678.	16-122	CJP	6P10	2,030,000
205	San Bernardino-150 W. 5th St.		5	Probation	New project to complete interior construction and finishes, plumbing and electrical work and other improvements including a gated parking area funded by SB 678.	17-082	CJP	7P05	669,041
206	San Bernardino-157-175 W. 5th St.		5	Probation	157 Building Administration Swipe Card System funded by AB 109.	15-196	CJP	5P25	40,000
207	San Bernardino-157-175 W. 5th St.		5	Probation	157 Building Professional Standards Areas Remodel funded by AB 109.	15-197	CJP	5P30	200,000
208	San Bernardino-157-175 W. 5th St.		5	Probation	157 Building Remodel Restrooms and Break Room on 4th Floor funded by AB 109.	15-199	CJP	5P40	425,000
209	San Bernardino-157-175 W. 5th St.		5	RES-PMD	Additional funding of \$1,080,000 for the 157-175 Building Seismic Retrofit and Improvements Project funded from the Probation Department by AB 109.	NA	CJP	3D06	3,387,903
210	San Bernardino-157-175 W. 5th St.		5	RES-PMD	157-175 Building Window Replacements funded \$25,000 Risk Management and \$50,000 Discretionary General Funding.	15-234	CJP	5X51	75,000
211	San Bernardino-157-175 W. 5th St.		5	RES-PMD	157 Building HR Water Leak Repair.	NA	CJP	6Y21	45,000
212	San Bernardino-172 W. 3rd St.		5	RES-PMD	172 Building Seismic Retrofit and Improvements.	NA	CJP	3D07	750,000
213	San Bernardino-172 W. 3rd St.		5	RES-PMD	172 Building 4th and 5th Floors Sewer Damage Repairs.	16-078	CJP	6X78	37,000
214	San Bernardino-175 S. Lena Rd.		5	Sheriff	Coroner Building Expansion Project.	15-100	CJP	5X10	1,915,000
215	San Bernardino-200 S. Lena Rd.		5	RES-FMD	New project to secure building and warehouse by enhancing entry access system and adding video surveillance funded from the RES-FMD budget.	17-102	CJP	7K14	40,000
216	San Bernardino-200 S. Lena Rd.		5	Sheriff	Sheriff's Crime Lab Expansion Project.	07-293	CJP	2Y65	15,543,560
217	San Bernardino-200 S. Lena Rd.		5	Sheriff	Sheriff's Scientific Investigations Division Remodel.	15-164	CJP	5S05	1,110,000
218	San Bernardino-210 N. Lena Rd.		5	Fleet Management	Fleet Management Automated Reservation and Keyboard funded by Fleet Management ISF Retained Earnings.	15-266	CJP	5F30	100,000



**Exhibit A  
2016-17 Capital Improvement Program Projects  
Administered by Real Estate Services Department – Project Management Division**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2016-17 Adopted Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
20,000		20,000	20,000			-	20,000	191
50,000	50,000		50,000			-	50,000	192
3,150,730			-		8,505	8,505	8,505	193
500,000		500,000	500,000			-	500,000	194
78,905		78,905	78,905			-	78,905	195
290,000			-	266,487		266,487	266,487	196
3,000,000			-	125,763		125,763	125,763	197
12,025,000			-	8,979,762	2,500,000	11,479,762	11,479,762	198
2,200,000		2,000,000	2,000,000	100,400		100,400	2,100,400	199
130,000			-		61,904	61,904	61,904	200
303,200			-		277,081	277,081	277,081	201
554,948			-	29,451		29,451	29,451	202
15,000			-	15,000		15,000	15,000	203
2,030,000			-		1,838,964	1,838,964	1,838,964	204
669,041		669,041	669,041			-	669,041	205
40,000			-		1,886	1,886	1,886	206
200,000			-		170,290	170,290	170,290	207
425,000			-		423,795	423,795	423,795	208
3,387,903		1,080,000	1,080,000	99,120	1,919,974	2,019,094	3,099,094	209
75,000			-	37,680	25,000	62,680	62,680	210
45,000			-	45,000		45,000	45,000	211
750,000			-	295,454		295,454	295,454	212
37,000			-	22,771		22,771	22,771	213
1,915,000			-	501,781		501,781	501,781	214
40,000		40,000	40,000			-	40,000	215
15,543,560			-	687,102		687,102	687,102	216
1,110,000			-	1,144,072		1,144,072	1,144,072	217
100,000			-		100,000	100,000	100,000	218



**Exhibit A**  
**2016-17 Capital Improvement Program Projects**  
**Administered by Real Estate Services Department – Project Management Division**

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
219	San Bernardino-210 N. Lena Rd.	5	Fleet Management/ Public Works	Pavement Management Fleet - 3rd and Lena Rd. funded by General Fund/Public Works Share (\$1,398,564); Fleet Management ISF Retained Earnings (\$1,451,436).	15-165	CJP	5K55
220	San Bernardino-222 W. Hospitality Lane, 3rd Floor	5	Risk Management Department	New project to remodel current floor space to accommodate the addition of four new positions and reallocate underutilized office space funded by Insurance ISF.	17-086	CJP	7K12
221	San Bernardino-222 W. Hospitality Ln.	5	RES-PMD	Hall of Records Sign Project funded by SANBAG.	12-133	CJP	2X88
222	San Bernardino-222 W. Hospitality Ln.	5	RES-PMD	222 Building Remodel.	NA	CJP	3D04
223	San Bernardino-222 W. Hospitality Ln.	5	Risk Management	Space Evaluation for Risk Management funded by Risk Management unrestricted net assets.	16-114	CJP	6K24
224	San Bernardino-268 W. Hospitality Ln.	5	RES	New project to make improvements to the 3rd floor required as part of the University of Loma Linda lease funded from the Rents budget (AAA RNT).	NA	CJP	6K45
225	San Bernardino-268 W. Hospitality Ln.	5	RES-PMD	268 Building Improvements.	17-142	CJP	7K20
226	San Bernardino-268 W. Hospitality Ln.	5	RES-PMD	268 Building Boiler Controls Integration.	NA	CJP	3D15
227	San Bernardino-268 W. Hospitality Ln.	5	RES-PMD	268 Building Boiler Controls Integration.	NA	CJP	6Y20
228	San Bernardino-303 W. 3rd St.	5	District Attorney (DA)	New project to install a dry suppression system, environmentally seal the server room, door sweeps, seals, fire caulking and mechanical vent dampers for the service room funded by the department's Federal Asset Forfeiture fund (SDN).	17-084	CJP	7K11
229	San Bernardino-303 W. 3rd St.	5	DA	303 Building Parking Lot Barrier Arm funded from DA budget.	16-154	CJP	6K31
230	San Bernardino-303 W. 3rd St.	5	RES-PMD	303 Building Remodel funded \$10,500,000 from Discretionary General Funding and \$720,000 from DA budget.	NA	CJP	3D09
231	San Bernardino-303 W. 3rd St.	5	RES-PMD	303 Building MDF/IDF HVAC Controls.	16-076	CJP	6X76
232	San Bernardino-316 Mtn. View	5	RES-PMD	316 Building Remodel.	NA	CJP	3D11
233	San Bernardino-323 W. Court St.	5	RES-PMD	323 Building Acquisition and Remodel.	NA	CJP	6D22
234	San Bernardino-340 and 364 Mtn. View Ave.	5	RES-PMD	340 & 364 Buildings Sidewalk Replacements.	15-124	CJP	5X26
235	San Bernardino-351 Mtn. View Ave.	5	RES-PMD	Black Infant Health Paint and Carpet.	16-188	CJP	6Y28
236	San Bernardino-351 N. Arrowhead Ave.	5	RES-PMD	Central Courthouse ADA Improvements.	NA	CJP	6A01
237	San Bernardino-351 N. Arrowhead Ave.	5	RES-PMD	New project for Historic Courthouse Mechanical Plant Chiller #2 and Auxiliary Equipment Pumps funded JCC (95.64%-\$513,587) and Discretionary General Funding (Net County Cost) (4.36%-\$23,413).	17-175	CJP	7T05
238	San Bernardino-351 N. Mtn. View Ave.	5	RES-PMD	351 Building Remodel.	NA	CJP	3D08
239	San Bernardino-351 N. Mtn. View Ave.	5	RES-PMD	351 Building 2nd Floor HVAC Unit Replacement.	16-076	CJP	6X28
240	San Bernardino-351 N. Arrowhead Ave.	5	RES-PMD	Central Courthouse Siemens Panel and Expansion Controllers funded by the Judicial Council of California (JCC).	17-174	CJP	7T25
241	San Bernardino-385 N. Arrowhead Ave.	5	Board of Supervisors	County Government Center (CGC) BOS Dais Modification.	14-081	CJP	4X80
242	San Bernardino-385 N. Arrowhead Ave.	5	ISD	Board Chambers Audio/Visual System Replacement funded by ISD's ISF retained earnings (IAM).	16-104	CJP	6V10
243	San Bernardino-385 N. Arrowhead Ave.	5	Purchasing	CGC Quick Copy Room Clean-up funded by Purchasing Department budget.	16-137	CJP	6K25
244	San Bernardino-385 N. Arrowhead Ave.	5	RES-PMD	CGC 1st and 2nd Floor HVAC Modification	15-119	CJP	5X12
245	San Bernardino-385 N. Arrowhead Ave.	5	RES-PMD	CGC Chambers Renovation Study.	15-233	CJP	5X50
246	San Bernardino-385 N. Arrowhead Ave.	5	RES-PMD	CGC Exterior Cleaning.	16-085	CJP	6X22



**Exhibit A  
2016-17 Capital Improvement Program Projects  
Administered by Real Estate Services Department – Project Management Division**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2016-17 Adopted Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
2,850,000			-	604,811		604,811	604,811	219
200,000		200,000	200,000			-	200,000	220
5,000			-		5,000	5,000	5,000	221
6,000,000			-	5,674,140		5,674,140	5,674,140	222
10,000			-		9,206	9,206	9,206	223
10,000			-		300	300	300	224
80,000		80,000	80,000			-	80,000	225
12,500,000			-	9,908		9,908	9,908	226
12,000			-	1,870		1,870	1,870	227
124,731		124,731	124,731			-	124,731	228
38,000			-		6,729	6,729	6,729	229
11,220,000			-	20,157		20,157	20,157	230
85,000			-	8,435		8,435	8,435	231
3,750,000			-	3,634,406		3,634,406	3,634,406	232
2,500,000			-	135,339		135,339	135,339	233
50,000			-	50,000		50,000	50,000	234
30,000			-	29,350		29,350	29,350	235
70,000			-	4,882		4,882	4,882	236
537,000	23,413	513,587	537,000			-	537,000	237
100,000			-	16,425		16,425	16,425	238
90,000			-	90,000		90,000	90,000	239
108,000		108,000	108,000			-	108,000	240
5,000			-	4,173		4,173	4,173	241
90,400			-		55,580	55,580	55,580	242
24,000			-		24,000	24,000	24,000	243
1,500,000			-	1,269,899		1,269,899	1,269,899	244
1,245,000			-	1,177,071		1,177,071	1,177,071	245
540,000			-	523,703		523,703	523,703	246

CAPITAL IMPROVEMENT PROGRAM



**Exhibit A**  
**2016-17 Capital Improvement Program Projects**  
**Administered by Real Estate Services Department – Project Management Division**

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
247	San Bernardino-385 N. Arrowhead Ave.	5	RES-PMD	CGC 5th Floor Patio Drain Piping Replacement.	16-077	CJP	6X32
248	San Bernardino-385 N. Arrowhead Ave.	5	RES-PMD	CGC Fountain Re-design.	16-078	CJP	6X61
249	San Bernardino-385 N. Arrowhead Ave.	5	RES-PMD	CGC Lobby and Security Renovation.	16-078	CJP	6X62
250	San Bernardino-385 N. Arrowhead Ave.	5	RES-PMD	385 Building Public Health-EHS Remodel.	16-172	CJP	6Y11
251	San Bernardino-385 N. Arrowhead Ave.	5	RES-PMD	County Administrative Office (CAO) Conference Room Upgrade.	14-087	CJP	6Y23
252	San Bernardino-385 N. Arrowhead Ave.	5	RES-PMD	New project for security improvements and café remodel. The initial budget of \$250,000 will complete the design. The construction budget will be established at a later date.	17-186	CJP	7X07
253	San Bernardino-385 N. Arrowhead Ave., First Floor	5	Land Use Services	Relocate the four to six mining division staff to approximately 1,650 square feet of County-owned space in close proximity to the County Government Center funded through fees collected for mining project activities (AAA PLN).	17-052	CJP	7K05
254	San Bernardino-401 N. Arrowhead	5	Probation	401 Building Landscaping funded with AB 109 fund balance.	16-119	CJP	6P05
255	San Bernardino-401 N. Arrowhead Ave.	5	Probation	Adult Annex Basement Restroom Refurbish funded with SB 678 fund balance.	16-167	CJP	6P40
256	San Bernardino-401 N. Arrowhead	5	RES-PMD	401 Building Exterior Seal and Paint.	16-085	CJP	6X21
257	San Bernardino-4280 Hallmark Ave.	5	PSD	PSD Hallmark Warehouse Pallet Rack Project funded by the PSD budget.	16-180	CJP	6K44
258	San Bernardino-4280 Hallmark Ave.	5	PSD	Hallmark Warehouse Grading and Drainage Repair funded by the PSD budget.	17-139	CJP	6K46
259	San Bernardino-503 E. Central	5	RES-PMD	Mill Head Start PSD Administration Building Remediation.	NA	CJP	6Y27
260	San Bernardino-630 E. Rialto Ave.	5	RES-PMD	Central Detention Center (CDC) Heat Exchangers Refurbish.	NA	CJP	062A
261	San Bernardino-630 E. Rialto Ave.	5	RES-PMD	CDC Sewer Main Repair/Replacement.	16-010	CJP	6X50
262	San Bernardino-655 E. 3rd St.	5	Sheriff	Sheriff's Headquarter's (HQ) Restroom and Locker Room Upgrade funded by AB 109.	15-127	CJP	5S50
263	San Bernardino-655 E. 3rd St.	5	Sheriff	Sheriff's Headquarter's Paint and Carpet.	16-100	CJP	6S15
264	San Bernardino-655 E. 3rd St.	5	Sheriff	Civil Liabilities Remodel-Remodel Sheriff's Museum space into a conference room and additional cubicle space.	16-016	CJP	6X03
265	San Bernardino-655 E. 3rd St.	5	Sheriff	Central Station Remodel funded from the Sheriff's Department budget.	17-207	CJP	7S15
266	San Bernardino-670 E. Gilbert St.	5	ISD	ISD Repave Parking Lot Project funded from ISD ISF (IAJ and IAM).	15-093	CJP	5V05
267	San Bernardino-670 E. Gilbert St.	5	ISD	ISD Warehouse funded from ISF Retained Earnings.	15-267	CJP	5V20
268	San Bernardino-670 E. Gilbert St.	5	ISD	ISD Fire Alarm System Repairs funded by ISD's ISF retained earnings.	16-116	CJP	6V05
269	San Bernardino-670 E. Gilbert St.	5	ISD	Additional funding of \$70,000 increasing the project budget from \$100,000 to \$170,000 for the ISD Sewer Line Replacement funded from ISD Retained Earnings.	16-134	CJP	6V20
270	San Bernardino-670 E. Gilbert St.	5	ISD	ISD Window Shades funded by ISD retained earnings.	16-164	CJP	6V25
271	San Bernardino-670 E. Gilbert St.	5	ISD	New project to enhance existing fencing and add perimeter fencing and security to the parking lot and surrounding areas at the ISD building funded by ISF Retained Earnings (IAJ and IAM).	17-085	CJP	7V05
272	San Bernardino-670 E. Gilbert St.	5	ISD	ISD Data Center UPS Upgrade funded by ISF Retained Earnings.	11-003	CJP	1V20
273	San Bernardino-700 E. Gilbert St.	5	DBH	San Bernardino Behavioral Health Crisis Residential Center Project funded by Mental Health Wellness Act of 2013 (Senate Bill 82 grant).	15-237	CJP	5N00
274	San Bernardino-740 and 900 E. Gilbert St.	5	Probation	Probation Camera Installation Project funded by excess Prop 172 funds.	15-261	CJP	5P96
275	San Bernardino-777 E. Rialto Ave.	5	Agriculture/ Weights and Measures	Agriculture Dyno Meter Installation funded by the Agriculture Department budget.	16-163	CJP	6K32





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**2016-17 Capital Improvement Program Projects**  
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Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2016-17 Adopted Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
35,000			-	32,214		32,214	32,214	247
10,000			-	6,100		6,100	6,100	248
30,000			-	6,187		6,187	6,187	249
2,025,000			-	1,159,183		1,159,183	1,159,183	250
80,000			-	41,937		41,937	41,937	251
1,000,000	250,000		250,000			-	250,000	252
35,750		35,750	35,750			-	35,750	253
26,500			-		26,500	26,500	26,500	254
63,020			-		1,875	1,875	1,875	255
45,000			-	40,546		40,546	40,546	256
45,000			-		23,392	23,392	23,392	257
125,000			-		40,166	40,166	40,166	258
129,142			-	899		899	899	259
25,000			-	1,298		1,298	1,298	260
650,000			-	528,127		528,127	528,127	261
926,000			-		53,618	53,618	53,618	262
250,000			-	69,184		69,184	69,184	263
180,000			-	171,288		171,288	171,288	264
618,000		618,000	618,000			-	618,000	265
1,187,606			-		155,553	155,553	155,553	266
2,700,000			-		2,591,833	2,591,833	2,591,833	267
20,000			-		1,078	1,078	1,078	268
170,000		70,000	70,000		(69,930)	(69,930)	70	269
8,300			-		8,300	8,300	8,300	270
390,000		390,000	390,000			-	390,000	271
4,729,705			-		2,545,730	2,545,730	2,545,730	272
5,300,072			-		863,740	863,740	863,740	273
2,477,939			-		2,400,497	2,400,497	2,400,497	274
300,000			-		298,242	298,242	298,242	275



**Exhibit A**  
**2016-17 Capital Improvement Program Projects**  
**Administered by Real Estate Services Department – Project Management Division**

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
276	San Bernardino-777 E. Rialto Ave.	5	Purchasing	Purchasing Lighting Fixtures Replacement funded by the Purchasing Department budget.	16-139	CJP	6K26
277	San Bernardino-777 E. Rialto Ave.	5	Purchasing	New project to retrofit the Purchasing Warehouse space to air conditioned space for information technology equipment, construct an outside covered canopy area, add perimeter fencing, and modernize racking funded from Surplus property and storage operations funded with unrestricted net position.	17-100	CJP	7K13
278	San Bernardino-777 E. Rialto Ave.	5	Purchasing	New project to replace carpet in Printing Services area funded from Printing Services' unrestricted net position.	17-132	CJP	7K15
279	San Bernardino-777 E. Rialto Ave.	5	Purchasing	New project to install and wire an emergency backup generator funded from one-time rebate revenue.	17-134	CJP	7K16
280	San Bernardino-777 E. Rialto Ave.	5	Registrar of Voters (ROV)	ROV Storage Rack Mezzanine funded by ROV department budget.	15-269	CJP	5K91
281	San Bernardino-777 E. Rialto Ave.	5	RES-PMD	Purchasing Carpet Replacement.	15-112	CJP	4Y65
282	San Bernardino-777 E. Rialto Ave.	5	RES-PMD	777 Building Conference Room Refurbishment.	16-041	CJP	6X36
283	San Bernardino-777 E. Rialto Ave.	5	RES-PMD	777 Building Moisture Issues.	16-078	CJP	6X65
284	San Bernardino-820 E. Gilbert St.	5	RES-PMD	Phoenix Community Clinic Parking Area Crack and Slurry.	16-078	CJP	6X74
285	San Bernardino-825 E. 3rd St.	5	Public Works	Public Works DOC Emergency Lighting funded by the four Public Works Department Division, Gas Tax, Property Tax and Fees.	16-165	CJP	6K28
286	San Bernardino-825 E. 3rd St.	5	Public Works	New project for Fleet Management to coordinate, purchase, install and hook up a generator to run the entire main PW building during a power outage funded by the four divisions of PW.	17-048	CJP	7K04
287	San Bernardino-825 E. 3rd St.	5	RES-PMD	825 Building Remodel.	NA	CJP	3D13
288	San Bernardino-825 E. 3rd St.	5	RES-PMD	825 Building Seismic Assessment funded by the four divisions of PW, Gas Tax, Property Tax and Fees.	16-153	CJP	6Y01
289	San Bernardino-825 E. 3rd St.	5	RES-PMD	825 Building 2nd Floor Ceiling Repair.	16-078	CJP	6Y26
290	San Bernardino-900 E. Gilbert St.	5	Probation	Central Valley Juvenile Detention and Assessment Center (CVJDAC) Parking and Sally Port Lighting funded by Prop 172 funds.	15-201	CJP	5P50
291	San Bernardino-900 E. Gilbert St.	5	Probation	CVJDAC Swipe Card System funded by Prop 172 funds.	15-202	CJP	5P55
292	San Bernardino-900 E. Gilbert St.	5	Probation	CVJDAC Emergency Evacuation Area funded by Prop 172 funds.	15-203	CJP	5P60
293	San Bernardino-900 E. Gilbert St.	5	Probation	Gateway at RYEF Living Area Improvements funded by Prop 172.	15-207	CJP	5P80
294	San Bernardino-900 E. Gilbert St.	5	Probation	Central Juvenile Court Holding Modifications funded with Prop 172 fund balance.	16-126	CJP	6P25
295	San Bernardino-900 E. Gilbert St.	5	Probation	Building Modifications for Tattoo Removal Program funded with AB 109 fund balance.	16-171	CJP	6P45
296	San Bernardino-900 E. Gilbert St.	5	Probation	New project to rekey locks at the CVJDAC funded by Youthful Offender Block Grant fund balance.	17-101	CJP	7P10
297	San Bernardino-900 E. Gilbert St.	5	RES-PMD	Juvenile Delinquency Court Upgrade Project.	13-183	CJP	3X58
298	San Bernardino-900 E. Gilbert St.	5	RES-PMD	Regional Youth Educational Facility Generator Installation.	16-075	CJP	6X16
299	San Bernardino-900 E. Gilbert St.	5	RES-PMD	RYEF Machine Room Transformer Replacement.	16-081	CJP	6X49
300	San Bernardino-900 E. Gilbert St.	5	RES-PMD	Gilbert Street Modular Enhancements.	16-078	CJP	6Y24
301	San Bernardino-900 E. Gilbert St.	5	RES-PMD	Gilbert Street Cottage No. 1 Enhancements.	16-078	CJP	6Y25



**Exhibit A  
2016-17 Capital Improvement Program Projects  
Administered by Real Estate Services Department – Project Management Division**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2016-17 Adopted Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
25,000			-		25,000	25,000	25,000	276
230,000		230,000	230,000			-	230,000	277
50,160		50,160	50,160			-	50,160	278
50,000		50,000	50,000			-	50,000	279
143,000			-		8,163	8,163	8,163	280
112,000			-	5,728		5,728	5,728	281
151,250			-	132,723		132,723	132,723	282
10,000			-	7,995		7,995	7,995	283
65,000			-	61,628		61,628	61,628	284
20,000			-		20,000	20,000	20,000	285
219,000		219,000	219,000			-	219,000	286
200,000			-	57,398		57,398	57,398	287
40,000			-	39,782		39,782	39,782	288
30,000			-	29,354		29,354	29,354	289
63,000			-		6,713	6,713	6,713	290
164,000			-		68,556	68,556	68,556	291
474,000			-		472,762	472,762	472,762	292
106,000			-		2,356	2,356	2,356	293
580,000			-		580,000	580,000	580,000	294
1,012,200			-		1,011,940	1,011,940	1,011,940	295
223,265		223,265	223,265			-	223,265	296
1,640,000			-	30,646		30,646	30,646	297
50,000			-	21,879		21,879	21,879	298
125,000			-	114,415		114,415	114,415	299
60,088			-	4,477		4,477	4,477	300
10,000			-	8,125		8,125	8,125	301



**Exhibit A**  
**2016-17 Capital Improvement Program Projects**  
**Administered by Real Estate Services Department – Project Management Division**

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
302	San Bernardino-Gilbert St.	5	DBH	Vacate cottage 4 and construct approximately 23,679 square feet of office and clinic space on vacant land at Gilbert Street for the co-location of Children and Youth Collaborative Services (CYCS), Juvenile Justice Program (JJP), and California Work Opportunity and Responsibility for Kids (CalWorks) funded 5.86% MHSA, 45.35% Medi-Cal, 6.84% 1991 Realignment, 32.65% 2011 Realignment and 9.30% CalWORKS.	17-040	CJP	7N30
303	San Bernardino-Gilbert St.	5	RES-PMD	Gilbert Street Roadway Improvements.	15-121	CJP	5X16
304	San Bernardino-Gilbert St.	5	RES-PMD	Gilbert Street Water Line Replacement.	15-124	CJP	5X29
305	San Bernardino-Gilbert St.	5	RES-PMD	Additional funding of \$500,000 for the Demo of Old Juvenile Hall Buildings in order to remove underground tunnels and infrastructure increasing the project budget from \$1,830,000 to \$2,330,000.	16-083	CJP	6X04
306	San Bernardino-Gilbert St./Windsor Ave.	5	DBH	New project to construct a 10,000 square foot 20-bed Crisis Stabilization Unit on County-owned land funded by SB 82 through the CHFFA grant (Round 4).	17-188	CJP	6N15
307	San Bernardino-Gilbert St.-TBD	5	County Counsel/ Children and Family Services	New project for space planning for additional space for County Counsel and Children and Family Services serving the Juvenile Dependency Court funded from CIP Residual Funding (Org CJPR).	17-201	CJP	7X09
308	San Bernardino-Hospitality Ln.	5	RES-PMD	Hospitality Campus Parking Expansion Phase II.	NA	CJP	6D21
309	San Bernardino-San Bernardino International Airport	5	Sheriff	Sheriff Aviation Relocation Oversight funded from Sheriff department budget.	14-095	CJP	4S20
310	San Bernardino-San Bernardino International Airport	5	Sheriff	Sheriff's Aviation Relocation funded \$4.1 million by City of Rialto, \$1.0 million from Sheriff State Asset Forfeiture Funds and \$7.22 million from Discretionary General Funding.	14-095	CJP	4X05
311	San Bernardino-Various	5	RES-PMD	Downtown Building Project Master Planning Budget.	NA	CJP	3D00
312	San Bernardino-Various	5	RES-PMD	County Government Center Campus Improvements.	NA	CJP	3D01
313	Trona-82275 Trona Road	1	RES-PMD	New project to demolish Searles Valley Historical Society Building.	17-168	CJP	7X06
314	Twentynine Palms-78569 Twentynine Palms Hwy.	3	Airports	New project to construct a shadeport at Twentynine Palms Airport funded by the Airports Department budget (RAA APT).	17-019	CJP	7J25
315	Twin Peaks-26010 Hwy 189	2	RES-PMD	Twin Peaks Pavement Rehab.	15-121	CJP	5X18
316	Twin Peaks-26010 Hwy 189	2	RES-PMD	Twin Peaks County Building Controls Upgrades.	16-076	CJP	6X30
317	Upland-2413 Euclid Ave.	2	County Fire	Station #12 Bathroom Remodel funded from one-time County Fire Reserves (FVR 580 4000).	16-030	CJP	6K05
318	Victorville-14455 Civic Dr.	1	RES-PMD	Victorville Courthouse Parking Lot Rehabilitation funded by Discretionary General Funding (Net County Cost) (16.4%-\$295,036) and JCC (83.6%-\$342,744).	15-157	CJP	5T10
319	Victorville-18000 Yates Red.	1	Regional Parks	Mojave Narrows Water Service Improvements.	14-075	CJP	4X21
320	Victorville-To Be Determined	1	Fleet Management	High Desert Service Center Expansion funded by Fleet Management ISF Retained Earnings.	15-006	CJP	5F05
321	Wrightwood-5980 Elm St.	1	County Fire	Station #14 Dorm Room Remodel funded with one-time County Fire Reserves (FNR 590 5000).	16-031	CJP	6K07
322	Yermo-36600 Ghost Town Rd.	1	Regional Parks	Calico Off Highway Vehicle Campground Hook-Ups.	13-227	CJP	3R14
323	Yermo-36600 Ghost Town Rd.	1	Regional Parks	New project to repair or replace the roofs of Lil's Salon, Old Miner's Café, Hank's Hotel and the Red House at Calico Ghost Town.	17-022	CJP	7X13
324	Yermo-36600 Ghost Town Rd.	1	Regional Parks	Calico Ghost Town Water Quality Improvements.	09-047	CJV	9X20
325	Yermo-36600 Ghost Town Rd.	1	RES-PMD	Calico Ghost Town Upper Parking Lot Improvements.	16-026	CJP	6X55



**Exhibit A  
2016-17 Capital Improvement Program Projects  
Administered by Real Estate Services Department – Project Management Division**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2016-17 Adopted Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
12,881,376		12,881,376	12,881,376			-	12,881,376	302
100,000			-	99,710		99,710	99,710	303
350,000			-	133,422		133,422	133,422	304
2,330,000	500,000		500,000	35,704		35,704	535,704	305
6,960,000	-	6,960,000	6,960,000		(2,600)	(2,600)	6,957,400	306
25,000		25,000	25,000		(1,555)	(1,555)	23,445	307
475,262			-	401,022		401,022	401,022	308
60,000			-		19,844	19,844	19,844	309
12,320,000			-	6,664,300	1,000,000	7,664,300	7,664,300	310
260,538			-	33,279		33,279	33,279	311
3,164,290			-	2,369,490		2,369,490	2,369,490	312
105,000	105,000		105,000			-	105,000	313
75,000		75,000	75,000			-	75,000	314
120,000			-	90,997		90,997	90,997	315
100,000			-	96,967		96,967	96,967	316
59,850			-		44,562	44,562	44,562	317
637,780			-	214,689	342,744	557,433	557,433	318
150,000			-	70,064		70,064	70,064	319
8,000,000			-		7,977,180	7,977,180	7,977,180	320
69,825			-		11,989	11,989	11,989	321
1,000,000			-		105,101	105,101	105,101	322
400,000	400,000		400,000			-	400,000	323
1,300,000			-	890,825		890,825	890,825	324
88,533			-	44,965		44,965	44,965	325

CAPITAL IMPROVEMENT PROGRAM



**Exhibit A**  
**2016-17 Capital Improvement Program Projects**  
**Administered by Real Estate Services Department – Project Management Division**

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
326	Yermo-36600 Ghost Town Rd.	1	RES-PMD	Calico Ghost Town Camping Cabin/Bunk House Restroom Improvements.	16-026	CJP	6X56
327	Yermo-36600 Ghost Town Rd.	1	RES-PMD	Calico Ghost Town Park Office/Visitor Center Improvements.	16-026	CJP	6X57
328	Yucaipa-33900 Oak Glen Rd.	3	Regional Parks	New project to install security cameras at Yucaipa Regional Park.	17-206	CJP	7X12
329	Yucaipa-33900 Oak Glen Rd.	3	RES-PMD	Yucaipa Regional Park Electrical System Upgrades.	16-026	CJP	6X58
330	Yucaipa-33900 Oak Glen Rd.	3	RES-PMD	Yucaipa Regional Park Group Tent Shelter.	16-026	CJP	6X59
331	Yucaipa-33900 Oak Glen Rd.	3	RES-PMD	New project for ADA Improvements at Yucaipa Regional Park funded by Discretionary General Funding (Net County Cost) (\$100,150) and CDBG (\$599,850).	17-181	CJP	7A05
332	Yucca Valley-57201 Twentynine Palms Hwy	3	County Fire	Waste Water Treatment Project for Yucca Valley funded from one-time reserves (FSR 610).	16-033	CJP	6K08
<b>TOTAL PROJECTS ADMINISTERED BY PMD</b>							



**Exhibit A  
2016-17 Capital Improvement Program Projects  
Administered by Real Estate Services Department – Project Management Division**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2016-17 Adopted Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
854,750			-	808,993		808,993	808,993	326
152,775			-	151,614		151,614	151,614	327
50,000	50,000		50,000			-	50,000	328
162,239			-	4,057		4,057	4,057	329
165,765			-	139,099		139,099	139,099	330
700,000	100,150	599,850	700,000			-	700,000	331
53,200			-		53,200	53,200	53,200	332
<b>671,363,374</b>	<b>58,580,178</b>	<b>70,918,702</b>	<b>129,498,880</b>	<b>98,514,203</b>	<b>54,998,817</b>	<b>153,513,020</b>	<b>283,011,900</b>	



**Exhibit B**  
**2016-17 Capital Improvement Program Projects**  
**Administered by the Department of Public Works – Transportation**

Proj.	Location/ Address	Dist	Department	Project Name-Description	Fund
1	Amboy	1	Transportation	National Trails Highway Bridges - 127 Bridges, Design/Project Report for Replacement, and Bridge Repairs. Discretionary General Funding (reserves)	SAA
2	Amboy	1	Transportation	National Trails Highway, Amboy Rd E 17 miles - Centerline/edgeline raised pavement markers. Highway Safety Improvement Program (HSIP) 90%, Gas Tax match	SAA
3	Apple Valley	1	Transportation	Rock Springs Road Bridge 54-C670 @ Mojave River - Design Bridge Replacement. Fee Plan (construction not funded)	SXP
4	Baker	1	Transportation	Baker Boulevard Bridge 54-C127, 0.25M W of SH 127 - Feasibility Study for Bridge Replacement. Highway Bridge Program (HBP) 88.53%, Gas Tax match	SAA
5	Barstow Heights	3	Transportation	Rimrock Road, O St E/Agarita Ave - Repave - Pavement Condition Index (PCI) (City Lead). Measure I & City Participation	SAA
6	Big Bear	3	Transportation	Division Drive & Sugarpine Road - Repave - PCI. Discretionary General Fund & City Participation	SAA
7	Bloomington	5	Transportation	Cedar Avenue @ I-10 - Interchange. Right of Way purchase. SANBAG and Discretionary General Funding	SAA
8	Bloomington	5	Transportation	Yard 3 (Bloomington Area) Various Roads - Maintenance Overlays / Seals - PCI. Discretionary General Funding & City Participation	SAA
9	Chino	4	Transportation	Ramona Avenue, various locations - Repave - PCI. Discretionary General Fund & City participation	SAA
10	Devore	2	Transportation	Glen Helen Pkwy @ Cajon Wash - Bridge Replacement. HBP 88.53% & Gas Tax match	SAA
11	Fontana	2	Transportation	Etiwanda Avenue, North Abutment of 1-10 Bridge to 400' N of Valley - PCI. Measure I	SXE
12	Fontana	2	Transportation	San Bernardino Avenue, Calabash Ave E to Fontana Ave - Widen Roadway. SANBAG and Gas Tax (w/PCI Component)	SAA
13	Fontana	2	Transportation	Slover Ave Ph 2, Tamarind to Alder and Linden to Cedar - Widening. SANBAG Measure I (w/PCI Component)	SAA
14	Helendale	1	Transportation	Shadow Mountain Road, Helendale Road to National Trails Highway - Design road, grade separation & bridge. Local Fee Plan (construction not funded)	SWD
15	Joshua Tree	3	Transportation	Park Boulevard - Pulverization - PCI. Measure I & Discretionary General Funding	SAA/ SXO
16	Lake Arrowhead	2	Transportation	Arrowhead Villa Rd - Stabilize roadway slope.	SAA
17	Ludlow	1	Transportation	Dola Ditch Bridge on Nat Trls Hwy, Br No 54C 285, 2.08M E of Kelbaker - Design Bridge replacement. HBP 88.53%, Gas Tax match	SAA
18	Ludlow	1	Transportation	Lanzit Ditch Bridge on Nat Trls Hwy, Br No 54C 286, 2.77M E of Kelbaker - Design Bridge replacement. HBP 88.53%, Gas Tax match 11.47%	SAA
19	Morongo Basin / Joshua Tree	3	Transportation	Joshua Tree Area Project - Repave - PCI. Federal Surface Transportation Program (STP) & Toll Credits and General Fund Match	SAA
20	Needles	1	Transportation	Needles Highway N Street N&E to State Line - Design Passing Lanes. STP, PLH, Gas Tax	SAA
21	Redlands	3	Transportation	Garnet Street, Mill Creek Br No. 54C 420 - Bridge replacement. Design-HBP 80%, Toll Credits match 20%, Construction-HBP 100%	SAA
22	Spring Valley Lake	1	Transportation	Spring Valley Lake Project 2 - Chip Seals / Surface Seals - PCI. Measure I & City Participation	SXF





**Exhibit B  
2016-17 Capital Improvement Program Projects  
Administered by the Department of Public Works – Transportation**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2016-17 Adopted Requirements	Proj.
	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Carryover Balances		
131,000,000			-	3,679,555	-	3,679,555	3,679,555	1
778,400			-	-	758,400	758,400	758,400	2
31,204,439			-	76,849	593,151	670,000	670,000	3
13,515,500			-		1,173,644	1,173,644	1,173,644	4
827,000			-		827,000	827,000	827,000	5
935,000			-	5,000		5,000	5,000	6
62,730,000			-	80,000	2,010,000	2,090,000	2,090,000	7
4,251,120			-	2,741,000		2,741,000	2,741,000	8
1,456,000			-	906,000	300,000	1,206,000	1,206,000	9
28,154,925			-	70,540	544,460	615,000	615,000	10
1,094,000			-		994,000	994,000	994,000	11
3,201,385			-	33,600	46,400	80,000	80,000	12
9,196,776			-		150,000	150,000	150,000	13
49,319,132			-		250,000	250,000	250,000	14
1,511,000			-		100,000	100,000	100,000	15
534,400			-	488,400		488,400	488,400	16
2,569,793			-		1,796,738	1,796,738	1,796,738	17
2,711,081			-		2,135,048	2,135,048	2,135,048	18
2,084,000			-		100,000	100,000	100,000	19
87,799,116			-		100,000	100,000	100,000	20
8,251,300			-		6,868,300	6,868,300	6,868,300	21
1,440,000			-		1,290,000	1,290,000	1,290,000	22

CAPITAL IMPROVEMENT PROGRAM



**Exhibit B**  
**2016-17 Capital Improvement Program Projects**  
**Administered by the Department of Public Works – Transportation**

Proj.	Location/ Address	Dist	Department	Project Name-Description	Fund
23	Spring Valley Lake	1	Transportation	Yates Road, .24M N of Chinquapin Dr E & S to .02M S of Fortuna, Signal at Ridge Crest & Chinquapin - Widen, repave (City lead, County share only). Measure I, Regional Fee Plan, Discretionary General Funding (already transferred, w/PCI Component)	SAA/ SHW
24	Verdemont	5	Transportation	Institution Rd, .20M W of Verdemont Rch Rd east .40M - Repave. Discretionary General Funding (transferred previously)	SAA
25	Chino	4	Transportation	Central Avenue @SR 60 - Design Interchange Improvements (Construction not funded) - Fee Plan	SEO SGC
26	Pinon Hills	1	Transportation	Two Hundred Sixty Third St - Guardrail Installation - Gas Tax	SAA
27	Victorville	1	Transportation	Luna Road - Various Roads/locations - Maintenance Overlays - PCI. City Participation & Measure I.	SXF
28	Ludlow	1	Transportation	National Trails Highway, 6.42M E, Crucero Road E/1.32ME, Amboy Road - Chip Seals/Maintenance Overlays - PCI. Discretionary General Funding	SAA
29	Arrowbear	2	Transportation	Arrowbear Drive @ Spillway - Bridge Replacement - SANBAG Measure I - Major Local Highway SXV (SB Mountains)	SAA/ SXV
30	Redlands	3	Transportation	Alabama Street @ I-10 Interchange - Regional Development Fee Program	SGO
31	San Bernardino	5	Transportation	Santa Ana River Trail III - Regional Parks	SAA
32	San Bernardino	5	Transportation	Santa Ana River Trail IV - Regional Parks	SAA
33	Trona	1	Transportation	Trona Class I Bike Path - Measure I SXC (North Desert)	SXC
34	Bloomington	5	Transportation	Bloomington South - ADA Ramps - PCI. Discretionary General Funding and CDBG Funding	SAA
35	Bloomington	5	Transportation	Bloomington North - ADA Ramps - PCI. Discretionary General Funding & City Participation	SAA
36	Fontana	5	Transportation	Randall Ave - Pulverization - PCI. Measure I. City Lead, County Share	SXE
37	Chino	4	Transportation	Philadelphia St - Contract Overlay - PCI. Discretionary General Funding & City Participation	SAA
38	Mentone	3	Transportation	Crafton Avenue - Reconstruction - PCI. Discretionary General Funding	SAA
39	Del Rosa	5	Transportation	Sterling Avenue - Asphalt Rubber Seal Coat - PCI. Discretionary General Funding & City Participation	SAA
40	Fontana	2	Transportation	Cherry Avenue - Repavement - PCI. Discretionary General Funding	SAA
41	Lake Arrowhead	2	Transportation	Grass Valley Road - Chip Seal - PCI. Discretionary General Funding	SAA
42	Oak Glen	3	Transportation	Oak Glen - Chip Seal - PCI. Discretionary General Funding	SAA
43	Lake Arrowhead	2	Transportation	Fairway Drive - Maintenance Overlay - PCI. Discretionary General Funding	SAA
44	Silver Lakes	1	Transportation	Silver Lakes - Overlay - PCI. Discretionary General Funding	SAA
45	Yermo	1	Transportation	Yermo Road at Manix Wash - Design bridge replacement. HBP 88.53%, Toll Credits match	SAA
46	Amboy	1	Transportation	Adena Ditch Bridge on Nat Tris Hwy, Br No 54C 315, 21.9M E of Kelbaker - Bridge replacement. HBP 88.53%, General Fund match 11.47%	SAA
47	Victor Valley	1	Transportation	Ranchero Road - Traffic Signal. Measure I - RWV	RWV
48	Spring Valley Lake	1	Transportation	Ridge Crest Road - Temporary LT Lane - Measure I SXF	SXF



**Exhibit B  
2016-17 Capital Improvement Program Projects  
Administered by the Department of Public Works – Transportation**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2016-17 Adopted Requirements	Proj.
	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Carryover Balances		
2,870,000			-		700,000	700,000	700,000	23
7,000,000			-	541,047	-	541,047	541,047	24
949,541			-		42,295	42,295	42,295	25
70,000			-		70,000	70,000	70,000	26
2,500,000			-	-	2,450,000	2,450,000	2,450,000	27
2,000,000	1,940,000		1,940,000			-	1,940,000	28
2,920,000		450,000	450,000			-	450,000	29
3,605,784		132,160	132,160			-	132,160	30
3,000,000		2,970,000	2,970,000			-	2,970,000	31
2,990,000		22,000	22,000			-	22,000	32
143,000		143,000	143,000			-	143,000	33
704,000	44,000	560,000	604,000			-	604,000	34
763,150	635,241	107,909	743,150			-	743,150	35
600,000		600,000	600,000			-	600,000	36
1,204,000	699,000	495,000	1,194,000			-	1,194,000	37
3,000,000	2,984,000		2,984,000			-	2,984,000	38
600,000	100,000		100,000			-	100,000	39
6,500,000	100,000		100,000			-	100,000	40
1,464,000	1,464,000		1,464,000			-	1,464,000	41
1,001,000	601,000		601,000			-	601,000	42
799,000	291,000		291,000			-	291,000	43
3,500,000	1,511,025		1,511,025			-	1,511,025	44
2,650,319			-		328,000	328,000	328,000	45
1,705,400	41,292	318,708	360,000			-	360,000	46
22,321,000			-		100,000	100,000	100,000	47
301,600			-		301,600	301,600	301,600	48

CAPITAL IMPROVEMENT PROGRAM



**Exhibit B**  
**2016-17 Capital Improvement Program Projects**  
**Administered by the Department of Public Works – Transportation**

Proj.	Location/ Address	Dist	Department	Project Name-Description	Fund
49	Amboy	1	Transportation	National Trails Highway Bridges - 9 Bridges, Design/Project. HBP 88.53% and Discretionary General Funding 11.47%	SAA
50	Silver Lakes	1	Transportation	Lake View Drive - ADA Ramp Update - PCI. Discretionary General Funding	SAA
51	Mentone	3	Transportation	Yard 5 - Wabash Avenue and Others Chip Seal - PCI. Discretionary General Funding and City Participation	SAA
52	Mentone	3	Transportation	Mentone Area ADA Ramps - PCI. Discretionary General Funding	SAA
53	San Bernardino	5	Transportation	Accela Project - Cost accounting and systems upgrades	SAA
54	Chino	1	Transportation	Pipeline Avenue and Others Cape Seal - PCI. Measure I and City Participation	SXE
55	Twenty Nine Palms	3	Transportation	Valle Vista Road Microsurfacing- PCI. Measure I - City Lead, County Share	SXB
56	Angelus Oaks	1	Transportation	Yard 5 - Angelus Oaks Area Chip Seal - PCI. Measure I.	SXE
57	Newberry	1	Transportation	National Trails Highway, Ft Cady Road E/Lavic Road Maintenance Overlay - PCI. Measure I MLHP (SANBAG)	SXU
58	Lake Arrowhead	2	Transportation	Hook Creek Road and Hospital Road - PCI. Discretionary General Funding	SAA
59	Silver Lakes	1	Transportation	Silver Lakes Phase 2 - Overlay - PCI. Discretionary General Funding	SAA
60	Crestline	2	Transportation	Yard 7 - Maintenance Overlay - PCI. Discretionary General Funding	SAA
61	Big River	1	Transportation	Rio Vista Drive - Maintenance Overlay - PCI. Discretionary General Funding	SAA
62	Apple Valley	1	Transportation	Ocotillo Way - Maintenance Overlay - PCI. Discretionary General Funding and City Participation	SAA
63	Lucerne	3	Transportation	Lucerne Valley Overlay and Chip Seal - PCI. Measure I	SXF
64	Needles	1	Transportation	Needles Highway Street "Segment N" 600 Ft. North of Balboa Place to "N" Street - Construction	SAA
65	Needles	1	Transportation	Needles Highway Street "Segment 1A" 400 Ft. South of Terrace Drive - Construction	SAA
66	Yucca Valley and Joshua Tree	3	Transportation	Pioneer Town Road Area - Chip Seal - PCI. Measure I	SXB
67	Big Bear	3	Transportation	Yard 9 Overlay and Chip Seal - PCI. Measure I	SXD
68	Angelus Oaks & Barton Flats	3	Transportation	Yard 5 Seven Oaks Road and Others - Overlay and Chip Seal - PCI. Measure I	SXE
<b>TOTAL PROJECTS ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS-TRANSPORTATION</b>					



**Exhibit B**  
**2016-17 Capital Improvement Program Projects**  
**Administered by the Department of Public Works – Transportation**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2016-17 Adopted Requirements	Proj.
	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Carryover Balances		
14,023,400	172,050	1,327,950	1,500,000			-	1,500,000	49
300,000	20,000		20,000			-	20,000	50
1,365,000	1,065,000		1,065,000			-	1,065,000	51
300,000	270,000		270,000			-	270,000	52
2,000,000			-	400,000		400,000	400,000	53
2,563,000		2,563,000	2,563,000			-	2,563,000	54
20,000		20,000	20,000			-	20,000	55
1,148,400		300,000	300,000			-	300,000	56
2,200,000		2,200,000	2,200,000			-	2,200,000	57
1,350,000	1,350,000		1,350,000			-	1,350,000	58
2,591,000	100,000		100,000			-	100,000	59
710,000	710,000		710,000			-	710,000	60
265,000	265,000		265,000			-	265,000	61
168,000	84,000	84,000	168,000			-	168,000	62
3,000,000		1,000,000	1,000,000			-	1,000,000	63
606,000		606,000	606,000			-	606,000	64
4,651,000		4,651,000	4,651,000			-	4,651,000	65
2,000,000		500,000	500,000			-	500,000	66
2,500,000		1,000,000	1,000,000			-	1,000,000	67
1,148,400		300,000	300,000			-	300,000	68
<b>562,635,361</b>	<b>14,446,608</b>	<b>20,350,727</b>	<b>34,797,335</b>	<b>9,021,991</b>	<b>24,029,036</b>	<b>33,051,027</b>	<b>67,848,362</b>	



**Exhibit C**  
**2016-17 Capital Improvement Program Projects**  
**Administered by Department of Public Works – Solid Waste Management**

Proj.	Location/ Address	Dist	Department	Project Name-Description	Fund
1	Heaps Peak	2	Solid Waste	Entrance Road and Scalehouse Construction	EAA
2	Landers	3	Solid Waste	Scalehouse Construction	EAA
3	San Timoteo	3	Solid Waste	Entrance and Access Road Construction	EAA
4	Lenwood-Hinkley	1	Solid Waste	Ground Water Bioenhancement Injection System Wells	EAL
5	Apple Valley	1	Solid Waste	BLM Land Purchase	EAA
6	Landers	3	Solid Waste	Landfill Lateral Expansion	EAC
7	Mid-Valley	5	Solid Waste	Storm Water Drainage Basin	EAC
8	San Timoteo	3	Solid Waste	Landfill Lateral Expansion	EAC
9	Countywide	All	Solid Waste	Landfill Gas Extraction System OM&M NR4010	EAL
10	Countywide	All	Solid Waste	Water Quality Monitoring & Response Pgm NR4010	EAL
11	Barstow	3	Solid Waste	LFGES Construction & SCE Power Project	EAL
12	Big Bear	3	Solid Waste	LFGES Phase 2 Construction	EAL
13	Heaps Peak	2	Solid Waste	Heaps Peak - East Slope Stabilization - Construction	EAL
14	Yucaipa	3	Solid Waste	GW CAP Construction (Full Scale Treatment System)	EAL
15	Mid-Valley	5	Solid Waste	Unit 4 Phase 1 Liner	EAC
16	Big Bear	3	Solid Waste	Transfer Station Floor Replacement	EAA
<b>TOTAL PROJECTS ADMINISTERED BY PUBLIC WORKS-SOLID WASTE MANAGEMENT</b>					



**Exhibit C**  
**2016-17 Capital Improvement Program Projects**  
**Administered by Department of Public Works – Solid Waste Management**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2016-17 Adopted Requirements	Proj.
	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Carryover Balances		
2,437,750		411,000	411,000		429,000	429,000	840,000	1
125,000		-	-		125,000	125,000	125,000	2
2,005,000		-	-		2,005,000	2,005,000	2,005,000	3
457,000		457,000	457,000			-	457,000	4
22,500		-	-		22,500	22,500	22,500	5
6,324,626		100,000	100,000			-	100,000	6
500,000		500,000	500,000			-	500,000	7
11,145,000			-		250,000	250,000	250,000	8
700,000		700,000	700,000			-	700,000	9
750,000		750,000	750,000			-	750,000	10
900,000		2,000	2,000		898,000	898,000	900,000	11
1,118,000					636,000	636,000	636,000	12
2,030,000			-		1,508,000	1,508,000	1,508,000	13
940,000		-	-		470,000	470,000	470,000	14
20,855,000		300,000	300,000			-	300,000	15
532,500		532,500	532,500			-	532,500	16
<b>50,842,376</b>	<b>-</b>	<b>3,752,500</b>	<b>3,752,500</b>	<b>-</b>	<b>6,343,500</b>	<b>6,343,500</b>	<b>10,096,000</b>	



**Exhibit D**  
**2016-17 Capital Improvement Program Projects**  
**Administered by Other Departments**

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP #	Fund
1	Apple Valley-21600 Corwin Rd.	1	Airports	Upgrade Apple Valley Airport perimeter fence including installation of wildlife barrier pursuant to new design standard funded by CSA 60. The total project cost is \$297,775. The Airports Department will manage the design portion of the project at a cost of \$20,000. The Real Estate Services-Project Management Division (RES-PMD) will manage the construction portion of the project in the amount of \$277,775.	17-011	RAI
2	Baker-56500 Highway 127	1	Airports	Purchase modular restroom funded by Airports budget (RAA APT). The project will be managed by Airports Department.	17-012	RAA
3	Chino-7000 Merrill Ave.	4	Airports	Demolish and remove Building A220 including lead and asbestos surveys at the Chino Airport funded by the Airports Department budget (RAA APT). The total project cost is \$50,000. The design portion of the project in the amount of \$5,000 will be managed by the Airports Department. RES-PMD will manage the construction portion of the project in the amount of \$45,000.	17-013	RAA
4	Chino-7000 Merrill Ave.	4	Airports	Apply seal coat to the pavement at commercial hangars at Chino Airport funded by the Airports Department budget (RAA APT). This project will be managed by the Airports Department.	17-017	RAA
5	Apple Valley-21600 Corwin Rd.	1	Airports	Roofing maintenance program to maintain and repair roofing structures funded by the Airports Department CSA 60 (RAI 400) budget. The total cost of this project is \$24,500. The roofing assessment portion of the project in the amount of \$10,500 will be managed by the Airports Department. The construction portion of the project in the amount of \$14,000 will be managed by RES-PMD.	17-018	RAI
6	Chino-7000 Merrill Ave.	4	Airports	Roofing maintenance program to maintain and repair roofing structures funded by the Airports Department budget (RAA APT). The total cost of this project is \$45,500. The roofing assessment portion of the project in the amount of \$19,500 will be managed by the Airports Department. The construction portion of the project in the amount of \$26,000 will be managed by RES-PMD.	17-018	RAA
7	Crestline-23188 Crest Forest Dr.	2	Public Works	Crestline Yard parking lot paving funded by Gas Tax (SAA TRA). The project will be managed by Public Works.	17-046	SAA
8	Rialto-1743 Miro Way	5	CONFIRE	Replace a 12' x 60' modular with one of the same size and add a second 8' x 20' modular managed by CONFIRE and funded by the CONFIRE JPA budget.	17-138	
9	Twentynine Palms- 78569 Twentynine Palms Hwy.	3	Airports	Twentynine Palms Airport Modular Restroom funded by Airport CIP funds (RAA APT). Project will be managed by the department.	17-165	RAA
10	Daggett-39500 National Trails Hwy	1	Airports	Barstow/Daggett Airport Structure Demolition. Total project cost is \$310,000. First year funding of \$60,000 for asbestos remediation will be managed by the Department and funded from Airport CIP funds (RAA APT).	17-166	RAA
11	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Building Demo and Phone System Relocation. Total project cost is \$250,000. First year funding of \$75,000 for design will be managed by the Department and funded from Airport CIP funds.	17-169	RAA
<b>TOTAL PROJECTS ADMINISTERED BY OTHER DEPARTMENTS</b>						





**Exhibit D  
2016-17 Capital Improvement Program Projects  
Administered by Other Departments**

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2016-17 Adopted Requirements	Proj.
	Discretionary General Funding	Department/ Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Carryover Balances		
297,775		20,000	20,000			-	20,000	1
50,000		50,000	50,000			-	50,000	2
50,000		5,000	5,000			-	5,000	3
6,000		6,000	6,000			-	6,000	4
24,500		10,500	10,500			-	10,500	5
45,500		19,500	19,500			-	19,500	6
60,000		60,000	60,000			-	60,000	7
45,000		45,000	45,000			-	45,000	8
60,000		60,000	60,000			-	60,000	9
310,000		60,000	60,000			-	60,000	10
250,000		75,000	75,000			-	75,000	11
<b>1,198,775</b>	<b>-</b>	<b>411,000</b>	<b>411,000</b>			<b>-</b>	<b>411,000</b>	

CAPITAL IMPROVEMENT PROGRAM



**Exhibit E**  
**2016-17 through 2020-21**  
**Five-Year Capital Improvement Program**  
**By Project Type**

Description	Adopted Year 1 (2016-17)
<b>Minor Capital Improvement Program</b>	3,400,847
<b>ADA Improvements Program</b>	1,055,000
Unprogrammed - \$299, 850	
777 Building ADA Restroom Addition - \$250,000	
Miscellaneous ADA Parking Lot Signage - \$100,000	
Yucaipa Regional Park ADA Improvements - \$100,150	
Trona Library Restroom Upgrade - \$100,000	
CGC Building Drinking Fountain ADA Replacement - \$65,000	
HDGC Veteran's Affairs Door Modification - \$50,000	
Juvenile Delinquency Court Parking Lot ADA Changes - \$50,000	
Victor Valley Museum Automated Door Replacement - \$40,000	
<b>Boiler Replacements:</b>	100,000
CDC Boiler Circulation Tank and Heat Exchanger - \$100,000	
<b>Elevator Modernization:</b>	450,000
Ontario Preschool Services Elevator Sump Pump - \$250,000	
CDC Freight Elevator - \$200,000	
<b>Energy Efficiency Program:</b>	-
<b>Exterior Renovation Program:</b>	712,420
Trona Library Repaint - \$190,000	
CGC Awning Refurbish and Paint - \$175,000	
CGC 5th Floor Board Patio Doors - \$150,000	
CGC Painting Doors and Hand Rails - \$150,000	
Rancho Courthouse Outside Patio Drain - \$5,987	
Rancho Courthouse Exterior Cleaning Project - \$41,433	
<b>Emergency Generators:</b>	595,000
CDC Generator Additional 600 KW - \$300,000	
HDDC Generator Controls Integration - \$100,000	
Facilities Management and Crime Lab Complex Engineering Study for Generator Services - \$75,000	
WVDC Generator Controls Integration - \$50,000	
CDC Generator Controls Integration - \$50,000	
Redlands Museum Sump Pump Generator - \$20,000	
<b>HVAC Upgrades/Maintenance/Replacement:</b>	1,121,813
Countywide Controls Upgrade - \$500,000	500,000
Trona Public Health HVAC Units and Ductwork Distribution System Replacement - \$160,000	
WVDC Deaerator Tank - \$144,000	
351 Building Air Handler Refurbish - \$135,000	
Victor Valley Museum HVAC Equipment Replacement - \$125,000	
CDC Air Conditioner #5 Air Handler Unit Upgrade to Fan Wall System - \$125,000	
HDDC Redundant AC Add to Server Room - \$100,000	
WVDC Central Plant Isolation Valves - \$92,000	
Twin Peaks County Building Direct Digital Controls System - \$75,000	
Rialto OES New Hydrogen Gas Detection and Exhaust Fan - \$35,000	
Juvenile Delinquency Court Seimens Panel and Expansion Controllers - \$32,400	
157 and 401 Buildings Heat Exchangers Refurbish - \$25,000	
Countywide Chiller Plants Freon Detectors Study - \$25,000	
Barstow Public Health Actuator - \$25,000	
Historic Courthouse (Superblock) Chiller #2 and Auxiliary Equipment Pumps - \$23,413	



### Exhibit E 2016-17 through 2020-21 Five-Year Capital Improvement Program By Project Type

Proposed Year 2 (2017-18)	Proposed Year 3 (2018-19)	Proposed Year 4 (2019-20)	Proposed Year 5 (2020-21)	Total One-Time Capital Cost
2,000,000	2,000,000	2,000,000	2,000,000	11,400,847
450,000	500,000	500,000	500,000	3,005,000
250,000	150,000	150,000	150,000	800,000
450,000	450,000	450,000	450,000	2,250,000
100,000	100,000	100,000	100,000	400,000
600,000	600,000	600,000	600,000	3,112,420
300,000	300,000	300,000	300,000	1,795,000
2,400,000	2,400,000	2,000,000	2,000,000	9,921,813
500,000	500,000	500,000	500,000	2,500,000

CAPITAL IMPROVEMENT PROGRAM



**Exhibit E**  
**2016-17 through 2020-21**  
**Five-Year Capital Improvement Program**  
**By Project Type**

Description	Adopted Year 1 (2016-17)
<b>Interior Renovation Program:</b>	583,370
Trona Library Interior Deferred Maintenance - \$295,000	
Twenty-nine Palms Library Interior Deferred Maintenance - \$125,000	
Countywide Conference Room Upgrades (Ongoing) - \$100,000	100,000
777 Building Carpet and VCT Replacement in Lobby and Halls with Vapor Barrier - \$94,000	
351 Building Pump Controllers - \$30,000	
RYEF Electrolysis Study for Re-Pipe - \$20,000	
Rancho Courthouse Public Restrooms - \$14,370	
CGC Electrical Rework 3rd Floor - \$5,000	
<b>Pavement Management Program:</b>	805,250
Gilbert St.-Paseo Rd. Replacement - \$250,250	
Countywide Parking Lot Management Plan - \$235,000	
Victorville DA Annex Parking Lot - \$100,000	
157 Building Parking Lot Rear Drain - \$60,000	
Gilbert Street Electrical Vault Raise Ring and Pave - \$50,000	
Scientific Division Investigations Back Door - \$45,000	
Fontana Office Building Sidewalk - \$40,000	
Devore Sheriff Academy West Parking Lot - \$25,000	
<b>Roofing Repair/Replacement Program:</b>	1,791,300
Needles Library Reroof - \$480,000	
Unprogrammed - \$350,000	
Youth Justice Center Roof Replacement - \$275,000	
175 Building Roof Rehabilitation - \$220,000	
Wrightwood Library Roof Replacement - \$150,000	
Redlands Public Guardian Reroof - \$146,300	
Fontana Sheriff Roof Drains - \$125,000	
Redlands Museum Education Center Roof - \$45,000	
<b>Fire/Life Safety Program:</b>	455,000
Countywide Relocate Fire Sprinkler Backflows (Seven Locations) - \$245,000	
Victorville Court Sheriff's Holding Area - \$210,000	
<b>Site Infrastructure Program:</b>	330,000
Gilbert Street Well Tank Booster Pump - \$90,000	
Wrightwood Library Concrete Repairs and Refresh - \$65,000	
Redlands Museum Sewer Line Repair - \$60,000	
Countywide Backflow Device Cages (3rd Year Funding) - \$50,000	
Barstow Mtn. View Complex Retaining Wall - \$35,000	
Barstow Sheriff's Jail Sewer Line Repair - \$30,000	
<b>Buildings Acquisition and Retrofit Program:</b>	-
<b>Miscellaneous</b>	-
<b>TOTAL BUDGET</b>	<b>12,000,000</b>



**Exhibit E  
2016-17 through 2020-21  
Five-Year Capital Improvement Program  
By Project Type**

Proposed Year 2 (2017-18)	Proposed Year 3 (2018-19)	Proposed Year 4 (2019-20)	Proposed Year 5 (2020-21)	Total One-Time Capital Cost
400,000	400,000	400,000	400,000	2,183,370
100,000	100,000	100,000	100,000	500,000
750,000	850,000	650,000	650,000	3,705,250
400,000	300,000	400,000	400,000	3,291,300
300,000	300,000	150,000	150,000	1,355,000
600,000	600,000	800,000	800,000	3,130,000
2,400,000	2,450,000	2,900,000	2,900,000	10,650,000
-	-	-	-	-
<b>12,000,000</b>	<b>12,000,000</b>	<b>12,000,000</b>	<b>12,000,000</b>	<b>60,000,000</b>





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## APPENDICES





**ADMINISTRATION**

	Fiscal Year 2014-15 Actual Amount	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2015-16 Final Budget	Fiscal Year 2016-17 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
<b>Requirements</b>						
Staffing Expenses	90,349,702	101,912,366	102,088,925	107,693,563	5,604,638	5.49%
Operating Expenses	159,570,403	216,797,823	224,488,683	234,552,814	10,064,131	4.48%
Capital Expenditures	9,365,775	11,464,956	13,616,121	11,938,290	(1,677,831)	-12.32%
Reimbursements	(42,753,284)	(46,825,395)	(47,236,835)	(54,481,005)	(7,244,170)	15.34%
Contingencies	0	0	0	0	0	0.00%
<b>Subtotal</b>	<b>216,532,596</b>	<b>283,349,750</b>	<b>292,956,894</b>	<b>299,703,662</b>	<b>6,746,768</b>	<b>2.30%</b>
Operating Transfers Out	5,894,931	6,474,418	6,924,418	1,650,032	(5,274,386)	-76.17%
Non-General Fund Contribution to Reserves/Net Position**	0	1,638,301	1,572,301	29,840	(1,542,461)	-98.10%
<b>Total</b>	<b>222,427,527</b>	<b>291,462,469</b>	<b>301,453,613</b>	<b>301,383,534</b>	<b>(70,079)</b>	<b>-0.02%</b>
<b>Sources</b>						
Taxes	0	0	0	0	0	0.00%
1991 Realignment	0	0	0	0	0	0.00%
2011 Realignment	119,391	141,236	141,236	155,164	13,928	9.86%
State/Fed/Other Government	512,572	387,400	387,400	403,200	15,800	4.08%
Fee/Rate	206,113,970	224,278,340	225,021,044	225,960,548	939,504	0.42%
Other Revenue	6,080,177	7,120,191	7,423,691	10,518,208	3,094,517	41.68%
Operating Transfers In	5,785,772	5,895,776	5,895,776	40,000	(5,855,776)	-99.32%
Use of Fund Balance/Unrestricted Net Position***	(32,392,769)	12,623,578	20,762,329	22,307,933	1,545,604	7.44%
General Fund Allocation/Net County Cost	36,208,414	41,015,948	41,822,137	41,998,481	176,344	0.42%
<b>Total</b>	<b>222,427,527</b>	<b>291,462,469</b>	<b>301,453,613</b>	<b>301,383,534</b>	<b>(70,079)</b>	<b>-0.02%</b>
Budgeted Staffing*	836	881	889	921	32	3.60%

\* 2014-15 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the year.

\*\* Beginning in 2015-16, Non-General Fund budget units will no longer budget contingencies, but rather contribute any excess available sources to a specific reserve account. Amounts also include estimated increases to Available Unrestricted Net Position in Enterprise and Internal Service funds.

\*\*\* For 2014-15, the Fund Balance budget line item represents either the actual use of fund balance/net position (if positive amounts) or the actual increase to fund balance/net position (if negative amounts) throughout the fiscal year.



**CAPITAL FACILITIES LEASES**

	Fiscal Year 2014-15 Actual Amount	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2015-16 Final Budget	Fiscal Year 2016-17 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
<b>Requirements</b>						
Staffing Expenses	0	0	0	0	0	0.00%
Operating Expenses	14,735,530	14,889,602	14,889,602	8,325,852	(6,563,750)	-44.08%
Capital Expenditures	0	0	0	0	0	0.00%
Reimbursements	(1,437,542)	(1,948,792)	(1,948,792)	(1,085,042)	863,750	-44.32%
Contingencies	0	0	0	0	0	0.00%
Subtotal	13,297,988	12,940,810	12,940,810	7,240,810	(5,700,000)	-44.05%
Operating Transfers Out	0	0	0	0	0	0.00%
Non-General Fund Contribution to Reserves*					0	0.00%
Total	13,297,988	12,940,810	12,940,810	7,240,810	(5,700,000)	-44.05%
<b>Sources</b>						
Taxes	0	0	0	0	0	0.00%
1991 Realignment	0	0	0	0	0	0.00%
2011 Realignment	0	0	0	0	0	0.00%
State/Fed/Other Government	0	0	0	0	0	0.00%
Fee/Rate	0	0	0	0	0	0.00%
Other Revenue	0	0	0	0	0	0.00%
Operating Transfers In	0	5,700,000	5,700,000	0	(5,700,000)	-100.00%
Use of Fund Balance**	0	0	0	0	0	0.00%
General Fund Allocation/Net County Cost	13,297,988	7,240,810	7,240,810	7,240,810	0	0.00%
Total	13,297,988	12,940,810	12,940,810	7,240,810	(5,700,000)	-44.05%

\* Beginning in 2015-16, Non-General Fund budget units will no longer budget contingencies, but rather contribute any excess available sources to a specific reserve account.

\*\* For 2014-15, the Fund Balance budget line item represents either the actual use of fund balance/net position (if positive amounts) or the actual increase to fund balance/net position (if negative amounts) throughout the fiscal year.



**ARROWHEAD MEDICAL CENTER**

	Fiscal Year 2014-15 Actual Amount	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2015-16 Final Budget	Fiscal Year 2016-17 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
<b>Requirements</b>						
Staffing Expenses	243,218,079	253,687,693	255,754,693	263,719,134	7,964,441	3.11%
Operating Expenses	244,455,162	251,507,375	273,568,208	250,542,272	(23,025,936)	-8.42%
Capital Expenditures	9,548,603	17,772,607	18,125,356	30,829,706	12,704,350	70.09%
Reimbursements	(1,070,640)	(3,559,758)	(3,559,758)	(4,604,362)	(1,044,604)	29.34%
Contingencies	0	0	0	0	0	0.00%
<b>Subtotal</b>	<b>496,151,204</b>	<b>519,407,917</b>	<b>543,888,499</b>	<b>540,486,750</b>	<b>(3,401,749)</b>	<b>-0.63%</b>
Operating Transfers Out	10,100,745	10,400,921	11,761,270	20,240,743	8,479,473	72.10%
Non-General Fund Contribution to Net Position**				4,474,167	4,474,167	0.00%
<b>Total</b>	<b>506,251,949</b>	<b>529,808,838</b>	<b>555,649,769</b>	<b>565,201,660</b>	<b>9,551,891</b>	<b>1.72%</b>
<b>Sources</b>						
Taxes	0	0	0	0	0	0.00%
1991 Realignment	0	0	0	0	0	0.00%
2011 Realignment	0	0	0	0	0	0.00%
State/Fed/Other Government	407,585,581	388,654,275	412,072,202	423,042,731	10,970,529	2.66%
Fee/Rate	132,557,040	88,213,585	88,213,585	84,043,449	(4,170,136)	-4.73%
Other Revenue	25,794,216	7,827,711	7,881,431	7,859,160	(22,271)	-0.28%
Operating Transfers In	27,800,013	35,627,540	37,718,780	46,923,046	9,204,266	24.40%
Use of Unrestricted Net Position***	(87,484,900)	9,485,727	9,763,771	3,333,274	(6,430,497)	-65.86%
General Fund Allocation/Net County Cost	0	0	0	0	0	0.00%
<b>Total</b>	<b>506,251,949</b>	<b>529,808,838</b>	<b>555,649,769</b>	<b>565,201,660</b>	<b>9,551,891</b>	<b>1.72%</b>
Budgeted Staffing*	3,696	3,699	3,692	3,772	80	2.17%

\* 2014-15 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the year.

\*\* Beginning in 2015-16, Non-General Fund budget units will no longer budget contingencies, but rather contribute any excess available sources to a specific reserve account. Amounts also include estimated increases to Available Unrestricted Net Position in Enterprise and Internal Service funds.

\*\*\* For 2014-15, the Fund Balance budget line item represents either the actual use of fund balance/net position (if positive amounts) or the actual increase to fund balance/net position (if negative amounts) throughout the fiscal year.



**ECONOMIC DEVELOPMENT AGENCY**

	Fiscal Year 2014-15 Actual Amount	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2015-16 Final Budget	Fiscal Year 2016-17 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
<b>Requirements</b>						
Staffing Expenses	10,205,501	12,376,554	12,420,887	12,738,169	317,282	2.55%
Operating Expenses	34,000,328	77,576,918	78,684,818	71,528,435	(7,156,383)	-9.09%
Capital Expenditures	0	50,000	50,000	50,000	0	0.00%
Reimbursements	(7,592,354)	(7,870,435)	(7,870,435)	(9,914,705)	(2,044,270)	25.97%
Contingencies	0	0	0	0	0	0.00%
<b>Subtotal</b>	<b>36,613,475</b>	<b>82,133,037</b>	<b>83,285,270</b>	<b>74,401,899</b>	<b>(8,883,371)</b>	<b>-10.67%</b>
Operating Transfers Out	7,354,766	4,837,278	4,937,278	3,921,604	(1,015,674)	-20.57%
Non-General Fund Contribution to Reserves**	0	4,353,177	4,247,177	1,393,954	(2,853,223)	-67.18%
<b>Total</b>	<b>43,968,241</b>	<b>91,323,492</b>	<b>92,469,725</b>	<b>79,717,457</b>	<b>(12,752,268)</b>	<b>-13.79%</b>
<b>Sources</b>						
Taxes	0	0	0	0	0	0.00%
1991 Realignment	0	0	0	0	0	0.00%
2011 Realignment	151,876	211,854	211,854	232,746	20,892	9.86%
State/Fed/Other Government	25,741,120	36,806,860	37,618,460	37,543,970	(74,490)	-0.20%
Fee/Rate	188,893	30,000	30,000	452,705	422,705	1409.02%
Other Revenue	27,564,934	3,772,678	3,850,678	2,432,654	(1,418,024)	-36.83%
Operating Transfers In	361,033	150,000	150,000	20,000	(130,000)	-86.67%
Use of Fund Balance***	(12,591,972)	46,993,470	46,993,470	35,719,946	(11,273,524)	-23.99%
General Fund Allocation/Net County Cost	2,552,357	3,358,630	3,615,263	3,315,436	(299,827)	-8.29%
<b>Total</b>	<b>43,968,241</b>	<b>91,323,492</b>	<b>92,469,725</b>	<b>79,717,457</b>	<b>(12,752,268)</b>	<b>-13.79%</b>
Budgeted Staffing*	139	141	147	147	0	0.00%

\* 2014-15 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the year.

\*\* Beginning in 2015-16, Non-General Fund budget units will no longer budget contingencies, but rather contribute any excess available sources to a specific reserve account.

\*\*\* For 2014-15, the Fund Balance budget line item represents either the actual use of fund balance/net position (if positive amounts) or the actual increase to fund balance/net position (if negative amounts) throughout the fiscal year.



**FISCAL**

	Fiscal Year 2014-15 Actual Amount	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2015-16 Final Budget	Fiscal Year 2016-17 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
<b>Requirements</b>						
Staffing Expenses	39,401,169	44,587,804	44,894,073	44,846,731	(47,342)	-0.11%
Operating Expenses	20,299,870	25,703,498	25,975,498	24,623,305	(1,352,193)	-5.21%
Capital Expenditures	133,701	278,000	439,212	137,000	(302,212)	-68.81%
Reimbursements	(626,581)	(2,051,155)	(2,051,155)	(2,065,475)	(14,320)	0.70%
Contingencies	0	0	0	0	0	0.00%
<b>Subtotal</b>	<b>59,208,159</b>	<b>68,518,147</b>	<b>69,257,628</b>	<b>67,541,561</b>	<b>(1,716,067)</b>	<b>-2.48%</b>
Operating Transfers Out	73,274	0	0	0	0	0.00%
Non-General Fund Contribution to Reserves**	0	9,725,462	9,604,250	37,500	(9,566,750)	-99.61%
<b>Total</b>	<b>59,281,433</b>	<b>78,243,609</b>	<b>78,861,878</b>	<b>67,579,061</b>	<b>(11,282,817)</b>	<b>-14.31%</b>
<b>Sources</b>						
Taxes	294,643	205,000	205,000	200,000	(5,000)	-2.44%
1991 Realignment	0	0	0	0	0	0.00%
2011 Realignment	0	0	0	0	0	0.00%
State/Fed/Other Government	438,379	327,776	327,776	331,703	3,927	1.20%
Fee/Rate	30,265,755	36,119,871	36,281,119	35,512,648	(768,471)	-2.12%
Other Revenue	4,366,120	1,594,050	1,630,050	1,691,437	61,387	3.77%
Operating Transfers In	0	0	0	0	0	0.00%
Use of Fund Balance***	(650,903)	11,829,848	11,829,848	1,105,043	(10,724,805)	-90.66%
General Fund Allocation/Net County Cost	24,567,439	28,167,064	28,588,085	28,738,230	150,145	0.53%
<b>Total</b>	<b>59,281,433</b>	<b>78,243,609</b>	<b>78,861,878</b>	<b>67,579,061</b>	<b>(11,282,817)</b>	<b>-14.31%</b>
Budgeted Staffing*	529	549	549	564	15	2.73%

\* 2014-15 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the year.

\*\* Beginning in 2015-16, Non-General Fund budget units will no longer budget contingencies, but rather contribute any excess available sources to a specific reserve account.

\*\*\* For 2014-15, the Fund Balance budget line item represents either the actual use of fund balance/net position (if positive amounts) or the actual increase to fund balance/net position (if negative amounts) throughout the fiscal year.



**HUMAN SERVICES**

	Fiscal Year 2014-15 Actual Amount	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2015-16 Final Budget	Fiscal Year 2016-17 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
<b>Requirements</b>						
Staffing Expenses	510,888,006	587,152,454	591,534,727	601,681,012	10,146,285	1.72%
Operating Expenses	1,036,621,797	1,183,174,155	1,195,548,490	1,258,486,829	62,938,339	5.26%
Capital Expenditures	3,608,215	8,768,854	9,434,658	9,971,597	536,939	5.69%
Reimbursements	(43,394,119)	(54,399,176)	(54,510,950)	(62,460,222)	(7,949,272)	14.58%
Contingencies	0	0	0	0	0	0.00%
<b>Subtotal</b>	<b>1,507,723,899</b>	<b>1,724,696,287</b>	<b>1,742,006,925</b>	<b>1,807,679,216</b>	<b>65,672,291</b>	<b>3.77%</b>
Operating Transfers Out	62,311,236	72,978,740	95,488,173	112,711,714	17,223,541	18.04%
Non-General Fund Contribution to Reserves**	0	98,663,462	79,910,599	1,400,167	(78,510,432)	-98.25%
<b>Total</b>	<b>1,570,035,135</b>	<b>1,896,338,489</b>	<b>1,917,405,697</b>	<b>1,921,791,097</b>	<b>4,385,400</b>	<b>0.23%</b>
<b>Sources</b>						
Taxes	39,079	38,033	38,033	33,670	(4,363)	-11.47%
1991 Realignment	259,355,968	257,455,827	259,156,452	278,822,013	19,665,561	7.59%
2011 Realignment	243,488,448	282,899,117	284,353,071	272,307,691	(12,045,380)	-4.24%
State/Fed/Other Government	886,953,331	976,427,567	988,808,331	1,062,828,898	74,020,567	7.49%
Fee/Rate	82,784,940	119,731,875	119,937,873	120,316,988	379,115	0.32%
Other Revenue	31,978,264	36,940,532	36,990,532	36,694,781	(295,751)	-0.80%
Operating Transfers In	16,144,386	23,646,371	26,331,228	25,516,797	(814,431)	-3.09%
Use of Fund Balance***	(19,785,494)	123,000,194	123,000,194	42,482,861	(80,517,333)	-65.46%
Use of Non-General Fund Reserves		0	0	0	0	0.00%
General Fund Allocation/Net County Cost	69,076,213	76,198,973	78,789,983	82,787,398	3,997,415	5.07%
<b>Total</b>	<b>1,570,035,135</b>	<b>1,896,338,489</b>	<b>1,917,405,697</b>	<b>1,921,791,097</b>	<b>4,385,400</b>	<b>0.23%</b>
Budgeted Staffing*	7,920	8,076	8,226	8,239	13	0.16%

\* 2014-15 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the year.

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\*\*\* For 2014-15, the Fund Balance budget line item represents either the actual use of fund balance/net position (if positive amounts) or the actual increase to fund balance/net position (if negative amounts) throughout the fiscal year.



**LAW AND JUSTICE**

	Fiscal Year 2014-15 Actual Amount	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2015-16 Final Budget	Fiscal Year 2016-17 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
<b>Requirements</b>						
Staffing Expenses	612,192,295	658,490,130	668,672,114	673,992,159	5,320,045	0.80%
Operating Expenses	255,154,737	286,494,576	302,261,063	304,205,588	1,944,525	0.64%
Capital Expenditures	12,281,626	13,427,888	14,464,057	23,715,174	9,251,117	63.96%
Reimbursements	(59,945,925)	(69,652,578)	(71,545,362)	(73,103,044)	(1,557,682)	2.18%
Contingencies	0	0	0	0	0	0.00%
<b>Subtotal</b>	<b>819,682,733</b>	<b>888,760,016</b>	<b>913,851,872</b>	<b>928,809,877</b>	<b>14,958,005</b>	<b>1.64%</b>
Operating Transfers Out	18,188,201	10,108,546	22,361,487	8,190,150	(14,171,337)	-63.37%
Non-General Fund Contribution to Reserves**	0	31,424,542	28,162,756	3,135	(28,159,621)	-99.99%
<b>Total</b>	<b>837,870,934</b>	<b>930,293,104</b>	<b>964,376,115</b>	<b>937,003,162</b>	<b>(27,372,953)</b>	<b>-2.84%</b>
<b>Sources</b>						
Taxes	161,730,133	164,800,000	165,590,525	169,100,000	3,509,475	2.12%
1991 Realignment	2,700,630	2,700,630	2,700,630	2,700,630	0	0.00%
2011 Realignment	103,837,723	115,129,584	119,378,470	124,527,038	5,148,568	4.31%
State/Fed/Other Government	68,262,512	62,188,395	77,902,635	71,758,317	(6,144,318)	-7.89%
Fee/Rate	153,692,091	163,530,092	164,733,792	164,754,716	20,924	0.01%
Other Revenue	10,925,874	10,543,952	10,748,574	9,282,866	(1,465,708)	-13.64%
Operating Transfers In	841,456	241,432	483,186	167,683	(315,503)	-65.30%
Use of Fund Balance***	(1,515,375)	42,837,989	42,837,989	13,634,604	(29,203,385)	-68.17%
Use of Non-General Fund Reserves	0	0	0	0	0	0.00%
General Fund Allocation/Net County Cost	337,395,890	368,321,030	380,000,314	381,077,308	1,076,994	0.28%
<b>Total</b>	<b>837,870,934</b>	<b>930,293,104</b>	<b>964,376,115</b>	<b>937,003,162</b>	<b>(27,372,953)</b>	<b>-2.84%</b>
Budgeted Staffing*	5,622	5,707	5,761	5,841	80	1.39%

\* 2014-15 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the year.

\*\* Beginning in 2015-16, Non-General Fund budget units will no longer budget contingencies, but rather contribute any excess available sources to a specific reserve account.

\*\*\* For 2014-15, the Fund Balance budget line item represents either the actual use of fund balance/net position (if positive amounts) or the actual increase to fund balance/net position (if negative amounts) throughout the fiscal year.



## OPERATIONS AND COMMUNITY SERVICES

	Fiscal Year 2014-15 Actual Amount	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2015-16 Final Budget	Fiscal Year 2016-17 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
<b>Requirements</b>						
Staffing Expenses	78,047,445	89,972,224	88,567,861	91,321,916	2,754,055	3.11%
Operating Expenses	248,104,023	307,174,538	320,175,256	285,982,198	(34,193,058)	-10.68%
Capital Expenditures	10,543,854	16,870,836	17,952,921	20,357,169	2,404,248	13.39%
Reimbursements	(82,457,887)	(93,130,551)	(97,244,166)	(82,723,321)	14,520,845	-14.93%
Contingencies	0	0	0	0	0	0.00%
<b>Subtotal</b>	<b>254,237,435</b>	<b>320,887,047</b>	<b>329,451,872</b>	<b>314,937,962</b>	<b>(14,513,910)</b>	<b>-4.41%</b>
Operating Transfers Out	9,986,089	16,899,899	19,461,739	17,659,090	(1,802,649)	-9.26%
Non-General Fund Contribution to Reserves/Net Position**	0	67,585,592	69,075,606	5,168,544	(63,907,062)	-92.52%
<b>Total</b>	<b>264,223,524</b>	<b>405,372,538</b>	<b>417,989,217</b>	<b>337,765,596</b>	<b>(80,223,621)</b>	<b>-19.19%</b>
<b>Sources</b>						
Taxes	20,799,259	21,107,394	21,107,394	21,568,957	461,563	2.19%
1991 Realignment	0	0	0	0	0	0.00%
2011 Realignment	0	0	0	0	0	0.00%
State/Fed/Other Government	67,426,465	55,070,914	56,166,304	73,724,636	17,558,332	31.26%
Fee/Rate	127,448,762	122,930,564	124,717,369	122,673,749	(2,043,620)	-1.64%
Other Revenue	25,548,615	12,760,157	15,773,231	17,451,204	1,677,973	10.64%
Operating Transfers In	14,493,135	29,151,942	31,714,901	29,507,028	(2,207,873)	-6.96%
Use of Fund Balance/Unrestricted Net Position***	(34,268,979)	117,120,508	118,220,508	25,291,381	(92,929,127)	-78.61%
General Fund Allocation/Net County Cost	42,776,266	47,231,059	50,289,510	47,548,641	(2,740,869)	-5.45%
<b>Total</b>	<b>264,223,524</b>	<b>405,372,538</b>	<b>417,989,217</b>	<b>337,765,596</b>	<b>(80,223,621)</b>	<b>-19.19%</b>
Budgeted Staffing*	1,417	1,432	1,443	1,449	6	0.42%

\* 2014-15 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the year.

\*\* Beginning in 2015-16, Non-General Fund budget units will no longer budget contingencies, but rather contribute any excess available sources to a specific reserve account. Amounts also include estimated increases to Available Unrestricted Net Position in Enterprise and Internal Service funds.

\*\*\* For 2014-15, the Fund Balance budget line item represents either the actual use of fund balance/net position (if positive amounts) or the actual increase to fund balance/net position (if negative amounts) throughout the fiscal year.





**BOARD GOVERNED COUNTY SERVICE AREAS (SPECIAL DISTRICTS)**

	Fiscal Year 2014-15 Actual Amount	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2015-16 Final Budget	Fiscal Year 2016-17 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
<b>Requirements</b>						
Staffing Expenses	10,020,105	11,536,760	11,566,823	11,356,133	(210,690)	-1.82%
Operating Expenses	23,986,072	29,828,007	36,325,629	30,914,405	(5,411,224)	-14.90%
Capital Expenditures	7,953,137	41,449,188	40,669,267	47,348,827	6,679,560	16.42%
Reimbursements	(9,279,342)	(9,762,907)	(10,016,907)	(8,992,631)	1,024,276	-10.23%
Contingencies	0	0	0	0	0	0.00%
Subtotal	32,679,972	73,051,048	78,544,812	80,626,734	2,081,922	2.65%
Operating Transfers Out	10,666,803	13,030,406	16,391,383	9,599,063	(6,792,320)	-41.44%
Non-General Fund Contribution to Reserves/Net Position**	0	43,061,511	40,134,383	2,516,963	(37,617,420)	-93.73%
Total	43,346,775	129,142,965	135,070,578	92,742,760	(42,327,818)	-31.34%
<b>Sources</b>						
Taxes	7,990,203	7,520,282	7,520,282	7,779,870	259,588	3.45%
1991 Realignment	0	0	0	0	0	0.00%
2011 Realignment	0	0	0	0	0	0.00%
State/Fed/Other Government	478,236	5,400,528	5,420,528	6,560,092	1,139,564	21.02%
Fee/Rate	19,249,019	21,204,522	21,214,522	21,525,854	311,332	1.47%
Other Revenue	2,213,603	4,516,508	5,441,059	9,387,316	3,946,257	72.53%
Operating Transfers In	17,253,912	14,362,513	18,688,876	16,728,463	(1,960,413)	-10.49%
Use of Fund Balance/Unrestricted Net Position***	(3,838,198)	76,138,612	76,785,311	30,761,165	(46,024,146)	-59.94%
General Fund Allocation/Net County Cost	0	0	0	0	0	0.00%
Total	43,346,775	129,142,965	135,070,578	92,742,760	(42,327,818)	-31.34%
Budgeted Staffing*	188	181	182	184	2	1.10%

\* 2014-15 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the year.

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\*\*\* For 2014-15, the Fund Balance budget line item represents either the actual use of fund balance/net position (if positive amounts) or the actual increase to fund balance/net position (if negative amounts) throughout the fiscal year.



**FIRE PROTECTION DISTRICT**

	Fiscal Year 2014-15 Actual Amount	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2015-16 Final Budget	Fiscal Year 2016-17 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
<b>Requirements</b>						
Staffing Expenses	100,613,693	104,131,631	108,314,197	138,117,538	29,803,341	27.52%
Operating Expenses	39,954,902	49,210,105	51,332,640	58,491,697	7,159,057	13.95%
Capital Expenditures	6,626,943	6,827,885	7,398,463	6,096,333	(1,302,130)	-17.60%
Reimbursements	(13,287,820)	(16,042,526)	(16,356,039)	(16,756,617)	(400,578)	2.45%
Contingencies	0	0	0	0	0	0.00%
<b>Subtotal</b>	<b>133,907,718</b>	<b>144,127,095</b>	<b>150,689,261</b>	<b>185,948,951</b>	<b>35,259,690</b>	<b>23.40%</b>
Operating Transfers Out	3,157,545	18,448,867	20,675,418	10,366,588	(10,308,830)	-49.86%
Non-General Fund Contribution to Reserves**		33,459,214	31,611,362	2,220,070	(29,391,292)	-92.98%
<b>Total</b>	<b>137,065,263</b>	<b>196,035,176</b>	<b>202,976,041</b>	<b>198,535,609</b>	<b>(4,440,432)</b>	<b>-2.19%</b>
<b>Sources</b>						
Taxes	38,217,140	41,987,757	42,314,374	66,204,734	23,890,360	56.46%
1991 Realignment	0	0	0	0	0	0.00%
2011 Realignment	0	0	0	0	0	0.00%
State/Fed/Other Government	7,714,498	9,227,589	10,638,944	10,468,271	(170,673)	-1.60%
Fee/Rate	70,455,049	66,829,912	68,088,035	81,758,140	13,670,105	20.08%
Other Revenue	2,002,118	1,511,838	2,251,838	2,852,650	600,812	26.68%
Operating Transfers In	21,691,673	14,290,840	17,495,610	28,912,473	11,416,863	65.26%
Use of Fund Balance***	(3,015,215)	62,187,240	62,187,240	8,339,341	(53,847,899)	-86.59%
Use of Non-General Fund Reserves	0	0	0	0	0	
General Fund Allocation/Net County Cost	0	0	0	0	0	0.00%
<b>Total</b>	<b>137,065,263</b>	<b>196,035,176</b>	<b>202,976,041</b>	<b>198,535,609</b>	<b>(4,440,432)</b>	<b>-2.19%</b>
Budgeted Staffing*	911	873	878	1,017	139	15.83%

\* 2014-15 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the year.

\*\* Beginning in 2015-16, Non-General Fund budget units will no longer budget contingencies, but rather contribute any excess available sources to a specific reserve account.

\*\*\* For 2014-15, the Fund Balance budget line item represents either the actual use of fund balance/net position (if positive amounts) or the actual increase to fund balance/net position (if negative amounts) throughout the fiscal year.



**FLOOD CONTROL DISTRICT**

	Fiscal Year 2014-15 Actual Amount	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2015-16 Final Budget	Fiscal Year 2016-17 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
<b>Requirements</b>						
Staffing Expenses	13,493,019	15,937,551	15,137,551	16,419,616	1,282,065	8.47%
Operating Expenses	45,521,301	91,520,401	103,381,891	82,101,418	(21,280,473)	-20.58%
Capital Expenditures	926,632	8,220,000	11,188,981	11,592,684	403,703	3.61%
Reimbursements	(14,268,750)	(15,950,951)	(16,101,251)	(16,450,816)	(349,565)	2.17%
Contingencies	0	0	0	0	0	0.00%
<b>Subtotal</b>	<b>45,672,202</b>	<b>99,727,001</b>	<b>113,607,172</b>	<b>93,662,902</b>	<b>(19,944,270)</b>	<b>-17.56%</b>
Operating Transfers Out	7,093,645	9,406,728	9,512,028	11,398,277	1,886,249	19.83%
Non-General Fund Contribution to Reserves/Net Position**	0	66,916,038	54,916,038	0	(54,916,038)	-100.00%
<b>Total</b>	<b>52,765,847</b>	<b>176,049,767</b>	<b>178,035,238</b>	<b>105,061,179</b>	<b>(72,974,059)</b>	<b>-40.99%</b>
<b>Sources</b>						
Taxes	43,554,376	42,045,300	42,045,300	45,315,452	3,270,152	7.78%
1991 Realignment	0	0	0	0	0	0.00%
2011 Realignment	0	0	0	0	0	0.00%
State/Fed/Other Government	3,761,936	3,111,144	3,187,491	2,767,476	(420,015)	-13.18%
Fee/Rate	2,851,223	2,668,100	2,668,100	3,174,400	506,300	18.98%
Other Revenue	16,216,958	5,152,525	7,005,825	6,134,234	(871,591)	-12.44%
Operating Transfers In	8,393,645	11,514,576	11,570,400	13,238,817	1,668,417	14.42%
Use of Fund Balance/Unrestricted Net Position***	(22,012,292)	111,558,122	111,558,122	34,430,800	(77,127,322)	-69.14%
General Fund Allocation/Net County Cost	0	0	0	0	0	0.00%
<b>Total</b>	<b>52,765,846</b>	<b>176,049,767</b>	<b>178,035,238</b>	<b>105,061,179</b>	<b>(72,974,059)</b>	<b>-40.99%</b>
Budgeted Staffing*	162	166	166	170	4	2.41%

\* 2014-15 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the year.

\*\* Beginning in 2015-16, Non-General Fund budget units will no longer budget contingencies, but rather contribute any excess available sources to a specific reserve account. Amounts also include estimated increases to Available Unrestricted Net Position in Enterprise and Internal Service funds.

\*\*\* For 2014-15, the Fund Balance budget line item represents either the actual use of fund balance/net position (if positive amounts) or the actual increase to fund balance/net position (if negative amounts) throughout the fiscal year.



## OTHER AGENCIES

	Fiscal Year 2014-15 Actual Amount	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2015-16 Final Budget	Fiscal Year 2016-17 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
<b>Requirements</b>						
Staffing Expenses	14,880,708	15,957,740	16,007,740	17,296,804	1,289,064	8.05%
Operating Expenses	103,444,625	105,751,033	106,320,452	113,959,618	7,639,166	7.19%
Capital Expenditures	283,059	1,797,000	1,855,230	6,300,663	4,445,433	239.62%
Reimbursements	(371)	(50)	(50)	0	50	-100.00%
Contingencies	0	0	0	0	0	0.00%
Subtotal	118,608,021	123,505,723	124,183,372	137,557,085	13,373,713	10.77%
Operating Transfers Out	165,165,916	167,332,316	167,332,316	182,384,205	15,051,889	9.00%
Non-General Fund Contribution to Reserves/Net Position**	0	2,305,062	2,305,062	1,518,370	(786,692)	-34.13%
Total	283,773,937	293,143,101	293,820,750	321,459,660	27,638,910	9.41%
<b>Sources</b>						
Taxes	0	0	0	0	0	0.00%
1991 Realignment	0	0	0	0	0	0.00%
2011 Realignment	0	0	0	0	0	0.00%
State/Fed/Other Government	92,945,564	94,847,789	95,329,784	105,532,694	10,202,910	10.70%
Fee/Rate	20,058,579	28,835,047	29,030,701	29,749,035	718,334	2.47%
Other Revenue	7,984,975	789,052	789,052	3,721,917	2,932,865	371.69%
Operating Transfers In	164,880,870	167,382,292	167,382,292	182,399,505	15,017,213	8.97%
Use of Fund Balance/Unrestricted Net Position***	(2,096,051)	1,288,921	1,288,921	56,509	(1,232,412)	-95.62%
Use of Non-General Fund Reserves	0	0	0	0	0	0.00%
General Fund Allocation/Net County Cost	0	0	0	0	0	0.00%
Total	283,773,937	293,143,101	293,820,750	321,459,660	27,638,910	9.41%
Budgeted Staffing*	169	176	176	190	14	7.95%

\* 2014-15 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the year.

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**CAPITAL IMPROVEMENT PROGRAM**

	Fiscal Year 2014-15 Actual Amount	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2015-16 Final Budget	Fiscal Year 2016-17 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
<b>Requirements</b>						
Staffing Expenses	0	0	0	0	0	0.00%
Operating Expenses	988,022	821,370	1,519,420	477,847	(1,041,573)	-68.55%
Capital Expenditures	113,999,223	194,309,660	238,669,268	265,660,036	26,990,768	11.31%
Reimbursements	(1,851,370)	(13,161,392)	(25,405,217)	(22,358,036)	3,047,181	-11.99%
Contingencies	0	0	0	0	0	0.00%
<b>Subtotal</b>	<b>113,135,875</b>	<b>181,969,638</b>	<b>214,783,471</b>	<b>243,779,847</b>	<b>28,996,376</b>	<b>13.50%</b>
Operating Transfers Out	1,315,842	1,178,566	4,159,698	1,094,516	(3,065,182)	-73.69%
Non-General Fund Contribution to Reserves*					0	0.00%
<b>Total</b>	<b>114,451,717</b>	<b>183,148,204</b>	<b>218,943,169</b>	<b>244,874,363</b>	<b>25,931,194</b>	<b>11.84%</b>
<b>Sources</b>						
Taxes	0	0	0	0	0	0.00%
1991 Realignment	0	0	0	0	0	0.00%
2011 Realignment	0	0	0	0	0	0.00%
State/Fed/Other Government	2,701,992	3,036,733	3,367,032	3,734,994	367,962	10.93%
Fee/Rate	9,350	0	0	0	0	0.00%
Other Revenue	540,255	40,001	436,039	73,760	(362,279)	-83.08%
Operating Transfers In	69,769,965	88,479,288	123,047,654	120,044,803	(3,002,851)	-2.44%
Use of Fund Balance**	41,430,156	91,592,182	92,092,444	121,020,806	28,928,362	31.41%
General Fund Allocation/Net County Cost	0	0	0	0	0	0.00%
<b>Total</b>	<b>114,451,718</b>	<b>183,148,204</b>	<b>218,943,169</b>	<b>244,874,363</b>	<b>25,931,194</b>	<b>11.84%</b>

\* Beginning in 2015-16, Non-General Fund budget units will no longer budget contingencies, but rather contribute any excess available sources to a specific reserve account.

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**OTHER FUNDING**

	Fiscal Year 2014-15 Actual Amount	Fiscal Year 2015-16 Adopted Budget	Fiscal Year 2015-16 Final Budget	Fiscal Year 2016-17 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
<b>Requirements</b>						
Staffing Expenses	0	1,679,507	1,679,507	1,800,985	121,478	7.23%
Operating Expenses	5,792,393	9,565,726	9,565,726	10,470,833	905,107	9.46%
Capital Expenditures	0	9,226,054	9,226,054	5,067,683	(4,158,371)	-45.07%
Reimbursements	0	0	0	0	0	0.00%
Contingencies	0	126,105,409	43,195,582	108,495,246	65,299,664	151.17%
<b>Subtotal</b>	<b>5,792,393</b>	<b>146,576,696</b>	<b>63,666,869</b>	<b>125,834,747</b>	<b>62,167,878</b>	<b>97.65%</b>
Operating Transfers Out	75,240,089	98,837,356	126,623,717	114,700,193	(11,923,524)	-9.42%
General Fund Contributions to Reserves	0	68,515,086	168,898,179	60,717,946	(108,180,233)	-64.05%
Non-General Fund Contribution to Reserves*	0	226,664	226,664	0	(226,664)	-100.00%
<b>Total</b>	<b>81,032,482</b>	<b>314,155,802</b>	<b>359,415,429</b>	<b>301,252,886</b>	<b>(58,162,543)</b>	<b>-16.18%</b>
<b>Sources</b>						
Taxes	525,919,521	515,049,922	525,958,945	543,435,848	17,476,903	3.32%
1991 Realignment	1,799,000	1,799,000	1,799,000	1,799,000	0	0.00%
2011 Realignment	0	0	0	0	0	0.00%
State/Fed/Other Government	14,173,176	3,378,675	3,378,675	3,403,675	25,000	0.74%
Fee/Rate	77,172,977	75,713,728	76,408,728	79,843,521	3,434,793	4.50%
Other Revenue	27,275,698	28,976,981	28,976,981	28,990,481	13,500	0.05%
Operating Transfers In	30,133,017	35,159,432	56,177,976	26,639,432	(29,538,544)	-52.58%
Use of Fund Balance**	(12,652,911)	43,579,681	43,581,681	40,417,428	(3,164,253)	-7.26%
General Fund Unassigned Fund Balance**	(56,913,429)	179,109,752	179,109,753	119,325,690	(59,784,063)	-33.38%
Use of General Fund Reserves	0	2,922,144	34,369,792	50,104,116	15,734,324	45.78%
General Fund Allocation/Net County Cost	(525,874,567)	(571,533,514)	(590,346,102)	(592,706,304)	(2,360,202)	0.40%
<b>Total</b>	<b>81,032,482</b>	<b>314,155,802</b>	<b>359,415,429</b>	<b>301,252,886</b>	<b>(58,162,543)</b>	<b>-16.18%</b>

\* Beginning in 2015-16, Non-General Fund budget units will no longer budget contingencies, but rather contribute any excess available sources to a specific reserve account.

\*\* For 2014-15, the Fund Balance budget line item represents either the actual use of fund balance/net position (if positive amounts) or the actual increase to fund balance/net position (if negative amounts) throughout the fiscal year



**PROJECTED CHANGES IN BUDGETARY FUND BALANCE – GOVERNMENTAL FUNDS**

	General Fund	Restricted General Fund	Special Revenue Funds	Capital Project Funds	Permanent Fund
<b>2016-17 Beginning Budgetary Fund Balance</b>	<b>119,325,690</b>	<b>381,098,257</b>	<b>240,869,453</b>	<b>146,214,391</b>	<b>1,611,995</b>
<b>Add:</b>					
Revenues	2,792,609,587	659,144,308	681,336,307	12,051,962	-
Other Financing Sources	20,480,000	6,159,432	81,454,028	130,997,803	5,000
Decrease in Reserves*	50,104,116	-	6,039,809	618,677	-
<b>Total Available Financing</b>	<b>2,982,519,393</b>	<b>1,046,401,997</b>	<b>1,009,699,597</b>	<b>289,882,833</b>	<b>1,616,995</b>
<b>Less:</b>					
Expenditures	2,736,383,848	688,842,412	797,780,209	288,232,199	-
Other Financing Uses	103,760,766	10,939,427	108,258,658	1,650,634	-
Increase in Reserves*	60,717,946	-	103,660,730	-	1,616,995
<b>Total Requirements</b>	<b>2,900,862,560</b>	<b>699,781,839</b>	<b>1,009,699,597</b>	<b>289,882,833</b>	<b>1,616,995</b>
<b>2016-17 Projected Ending Budgetary Fund Balance</b>	<b>81,656,833</b>	<b>346,620,158</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Available Reserves</b>	<b>412,705,975</b>		<b>393,790,048</b>	<b>784,187</b>	<b>1,616,995</b>

**\*Decrease in Reserves and Increase in Reserves include adjustments based on June 30, 2016 actual fund balance and Contributions To and Uses of Reserves included in the 2016-17 Budget.**

General Fund

For the General Fund, budgetary fund balance is expected to decrease by \$37.7 million. This is due primarily to a net decrease in Other Financing Sources of \$83.3 million. Other Financing Sources represent operating transfers in or operating transfers out to other funds to finance projects or programs. The change in Other Financing Sources primarily represents operating transfers out from the General Fund to other funds for the following: \$58.6 million for various capital projects; \$21.3 million to County Fire for operations and equipment replacement, \$1.3 million to Flood Control for storm water permit costs, \$14.2 million to Public Works for the maintenance of County Roads and \$4.1 million to Public Works for various transportation projects. Detailed information on Operating Transfers Out may be found in the Discretionary General Funding and Restricted Funds section of this budget book.

Restricted General Fund

The restricted General Fund includes the 1991 and 2011 Realignment funds, the Proposition 172 Fund and the Automated Systems Development fund. Fund balance in the Restricted General Fund is expected to decrease by \$34.5 million.

For the Realignment funds, departmental usage exceeds anticipated revenue by \$25.9 million. Changes include:

- Projected decreased fund balances for 1991 Realignment of \$16.7 million due primarily to increased caseload levels for Children and Family Services, and for Health Realignment, reduced revenue, and a one-time capital expenditure, and
- Projected decreased fund balances for 2011 Realignment of \$9.2 million due primarily to approved one-time uses and the expansion of child welfare services programs.

Realignment expenditure levels, budgeted based on requirements with adjustments for recent program changes, continue to be monitored closely as revenues to pay these expenses are directly dependent on the health of the economy.



For the Automated Systems Development Fund, the budget appropriates the entire fund balance of \$8.7 million. However, this is a large project which will likely span many fiscal years.

**For special revenue and capital project funds**, in prior years, appropriated contingencies were budgeted for amounts not planned to be spent during the budget year. Beginning with 2015-16, fund balances previously appropriated in contingencies are now contributed to reserves. For each special revenue and capital projects fund, available funding not planned to be spent will be contributed to a specific reserve, resulting in a zero budgetary fund balance.

#### Special Revenue Funds

In accordance with Section 29009 of the California Government Code, the entire unreserved fund balance in special revenue funds must be appropriated each year. The projected 2016-17 decrease in fund balance of \$240.9 million represents the anticipated use of available fund balance in the amount of \$143.3 million for operations, and a net increase in reserves of \$97.6 million which will be accessible for departmental use if necessary.

Significant details regarding projected uses of fund balances for Special Revenue Funds include:

- **Community Development and Housing** anticipates a use of fund balance of \$16.5 million for infrastructure improvements, and housing assistance.
- **Behavioral Health – Mental Health Services Act (MHSA)** budget unit projects a \$34.9 million use of fund balance to fund startup costs associated with the new Electronic Health Records system and to provide matching grant funds for one-time capital expenditures related to the establishment of two crisis stabilization units and four residential treatment centers.
- **Human Services - Wraparound Reinvestment Fund** budgets a \$5.5 million use of fund balance to provide matching funds for various programs.
- **Sheriff/Coroner/Public Administrator** anticipates an \$11.9 million use of fund balance due to planned operating, fixed asset, and capital expenditures.
- **Public Works – Transportation** anticipates a \$17.8 million use of fund balance to fund a variety of road related projects for 2016-17.
- **Public Works – Flood Control District** anticipates a \$33.1 million use of fund balance due to expenditures related to large construction contracts.
- **Fire Protection District** budgets a \$6.1 million use of fund balance. Of this amount, \$5.4 million represents the use of funds set-aside for termination benefits and capital improvement/replacement projects.

#### Capital Project Funds

The projected 2016-17 use of available unreserved fund balance in the amount of \$146.2 million plus the decrease in reserves of \$0.6 million, leaves \$0.8 million as the projected ending fund balance. Historically, amounts budgeted in capital project funds each year are greater than the amounts actually expended because large capital projects often span many fiscal years and project balances are carried over annually until project completion.

#### Permanent Fund

Permanent funds account for legally restricted resources provided in trust in which the earnings but not the principal can be used to support the primary governments programs.

**Special Districts Department** permanent fund accounts for an endowment for the North Etiwanda Preserve. Fund balance is anticipated to increase slightly due to anticipated interest revenue.





**COUNTY OF SAN BERNARDINO****General Fund**

Aging and Adult Services - Aging Programs	AAF OOA
Aging and Adult Services - Public Guardian-Conservator	AAA PGD
Agriculture/Weights and Measures	AAA AWM
Airports	AAA APT
Assessor/Recorder/County Clerk	AAA ASR
Auditor-Controller/Treasurer/Tax Collector	AAA ATX
Behavioral Health	AAA MLH
Behavioral Health - Alcohol and Drug	AAA ADS
Board of Supervisors	AAA BDF
Board of Supervisors - Board Discretionary Fund	AAA CNA
Child Support Services	AAA DCS
Clerk of the Board	AAA CBD
Community Development and Housing - Homeless Housing Initiative	AAA ECD
Community Services Administration	AAA CSG
County Administrative Office	AAA CAO
County Administrative Office - Earned Leave	ACA CAO
County Administrative Office - Litigation	AAA LIT
County Counsel	AAA CCL
County Museum	AAA CCM
County Schools	AAA SCL
County Trial Courts - Court Facilities Payments	AAA CFP
County Trial Courts - Court Facilities/Judicial Benefits	AAA CTN
County Trial Courts - Drug Court Programs	AAA FLP
County Trial Courts - Grand Jury	AAA GJY
County Trial Courts - Indigent Defense Program	AAA IDC
County Trial Courts - Trial Court Funding - MOE	AAA TRC
Countywide Discretionary	AAA FAD
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 - GIS and Multi-Media Services	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



### General Fund

Law and Justice Group Administration	AAA LNJ
Local Agency Formation Commission	AAA LAF
Probation - Administration, Corrections and Detention	AAA PRB
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 - Project Management Division	AAA ANE
Real Estate Services - Rents and Leases	AAA RNT
Real Estate Services - Utilities	AAA UTL
Regional Parks	AAA CCP
Registrar of Voters	AAA ROV
Sheriff/Coroner/Public Administrator	AAA SHR
Sheriff/Coroner/Public Administrator - Detentions	AAA SHD
Sheriff/Coroner/Public Administrator - Law Enforcement Contracts	AAA SHC
Veterans Affairs	AAA VAF

### Restricted General Funds

Automated Systems Development	AAP CAO
Prop 172 - District Attorney	AAG DAT
Prop 172 - Probation	AAG PRB
Prop 172 - Sheriff	AAG SHR
1991 Realignment - Behavioral Health	AAC HCC
1991 Realignment - Health Services	AAE HCC
1991 Realignment - Social Services	AAD HCC
2011 Realignment - Law and Justice	AAH CAO
2011 Realignment - CalWORKs Maintenance of Effort (MOE)	AAI CAO
2011 Realignment - Support Services	AAJ CAO
Family Support Realignment	AAK CAO

### Special Revenue Funds

Agriculture/Weights and Measures - California Grazing	SCD ARE
Airports - Capital Improvement Program	RAA APT
Airports - Capital Improvement Program	RAW APT
Airports - Capital Improvement Program	RCD APT
Airports - Chino Airport Commercial Hangars	RCI APT
Airports - Chino Airport Incentive Fund	RCO APT
Assessor/Recorder/County Clerk - Electronic Recording	SIW REC
Assessor/Recorder/County Clerk - Recorder Records	SIX REC
Assessor/Recorder/County Clerk - Social Security Number Truncation	SST REC
Assessor/Recorder/County Clerk - Systems Development	SDW REC
Assessor/Recorder/County Clerk - Vital Records	SDX REC
Auditor-Controller/Treasurer/Tax Collector - Redemption Restitution Maintenance	SDQ TTX
Behavioral Health - Block Grant Carryover Program	SDH MLH



### Special Revenue Funds

Behavioral Health - Court Alcohol and Drug Program	SDI MLH
Behavioral Health - Driving Under the Influence Programs	SDC MLH
Behavioral Health - Mental Health Services Act	RCT MLH
Community Development and Housing	SAR ECD
Community Development and Housing	SAS ECD
Community Development and Housing	SAT ECD
Community Development and Housing	SAU ECD
Community Development and Housing	SAV ECD
Community Development and Housing	SBA ECD
Community Development and Housing	SBD ECD
Community Development and Housing	SBE ECD
Community Development and Housing	SBQ ECD
Community Development and Housing	SBR ECD
Community Development and Housing	SBW ECD
Community Development and Housing	SBZ ECD
Community Development and Housing	SCS ECD
Community Development and Housing	SDJ ECD
Community Development and Housing	SDK ECD
Community Development and Housing	SDR ECD
Community Development and Housing	SIH ECD
Community Development and Housing	SIL ECD
Community Development and Housing	SIO ECD
Community Development and Housing	SIR ECD
County Library	SAP CLB
County Library - Bloomington Library Reserve	SZC CLB
County Trial Courts - Alternate Dispute Resolution	SEF CAO
County Trial Courts - Courthouse Seismic Surcharge	RSE CAO
County Trial Courts - Registration Fees	RMX IDC
District Attorney - Auto Insurance Fraud Prosecution	RIP DAT
District Attorney - Federal Asset Forfeitures	SDN DAT
District Attorney - Real Estate Fraud Prosecution	REB DAT
District Attorney - Specialized Prosecutions	SBI DAT
District Attorney - State Asset Forfeitures	SBH DAT
District Attorney - Vehicle Fees - Auto Theft	SDM DAT
District Attorney - Workers' Compensation Insurance Fraud Prosecution	ROB DAT
Economic Development - Housing Successor	MPW 644
Economic Development - Housing Successor	SPE RDA
Economic Development - Housing Successor	SPH RDA
Economic Development - Housing Successor	SPL CED
Economic Development - Housing Successor	SPM MIS
Economic Development - San Bernardino Valley Enterprise Zone	SYZ EDF
Economic Development - Housing Successor	CPW RDA
Finance and Administration - Disaster Recovery Fund	SFH CAO
Flood Control Administration	RFY 097
Flood Control Administration	RFZ 097
Flood Control - Local Area Drainage Plans	RLC 099
Flood Control - Local Area Drainage Plans	RLD 099
Flood Control - Local Area Drainage Plans	RLF 099
Flood Control - Local Area Drainage Plans	RLG 099
Flood Control - Local Area Drainage Plans	RLJ 099
Flood Control - Zone 1	RFA 091
Flood Control - Zone 1	RFB 091
Flood Control - Zone 2	RFF 092
Flood Control - Zone 3	RFL 093



### Special Revenue Funds

Flood Control - Zone 3	RFM 093
Flood Control - Zone 4	RFQ 094
Flood Control - Zone 5	RFT 095
Flood Control - Zone 6	RFV 096
Health Administration - Master Settlement Agreement	RSM MSA
Human Resources - Commuter Services	SDF HRD
Human Resources - Employee Benefits and Services	SDG HRD
Human Services - Wraparound Reinvestment Fund	SIN BHI
Law and Justice Group - 2012 Justice Assistance Grant	SDZ LNJ
Law and Justice Group - 2011 Justice Assistance Grant	SDO LNJ
Law and Justice Group - 2010 Justice Assistance Grant	SIQ LNJ
Law and Justice Group - 2009 Justice Assistance Grant	SDT LNJ
Law and Justice Group - 2009 Recovery Act Justice Assistance Grant (JAG)	SIT LNJ
Law and Justice Group - Southwest Border Prosecution Initiative	SWI LNJ
Preschool Services	RSC HPS
Probation - Asset Forfeiture 15%	SYM PRB
Probation - Criminal Recidivism (SB 678)	SJB PRB
Probation - Juvenile Justice Crime Prevention Act	SIG PRG
Probation - Juvenile Re-Entry Program (AB 1628)	SIU PRB
Probation - State Seized Assets	SYN PRB
Public Health - Bio-Terrorism Preparedness	RPL PHL
Public Health - Vector Control Assessments	SNR PHL
Public Health - Vital Statistics State Fees	SCI PHL
Public Works - Surveyor - Survey Monument Preservation	SBS SVR
Public Works - Transportation - Developer Fees	SVC TRA
Public Works - Transportation - Facilities Development Plans	SWB TRA
Public Works - Transportation - Facilities Development Plans	SWD TRA
Public Works - Transportation - Facilities Development Plans	SWG TRA
Public Works - Transportation - Facilities Development Plans	SWJ TRA
Public Works - Transportation - Facilities Development Plans	SWN TRA
Public Works - Transportation - Facilities Development Plans	SWO TRA
Public Works - Transportation - Facilities Development Plans	SWQ TRA
Public Works - Transportation - Facilities Development Plans	SWX TRA
Public Works - Transportation - Facilities Development Plans	SXP TRA
Public Works - Transportation - Facilities Development Plans	SXQ TRA
Public Works - Transportation - Measure I Program	RRR TRA
Public Works - Transportation - Measure I Program	RRS TRA
Public Works - Transportation - Measure I Program	RRT TRA
Public Works - Transportation - Measure I Program	RRU TRA
Public Works - Transportation - Measure I Program	RRV TRA
Public Works - Transportation - Measure I Program	RWR TRA
Public Works - Transportation - Measure I Program	RWS TRA
Public Works - Transportation - Measure I Program	RWT TRA
Public Works - Transportation - Measure I Program	RWU TRA
Public Works - Transportation - Measure I Program	RWV TRA
Public Works - Transportation - Measure I Program	SWR TRA
Public Works - Transportation - Measure I Program	SWS TRA
Public Works - Transportation - Measure I Program	SWT TRA
Public Works - Transportation - Measure I Program	SWU TRA
Public Works - Transportation - Measure I Program	SWV TRA
Public Works - Transportation - Measure I Program	SWW TRA
Public Works - Transportation - Measure I Program	SXA TRA





### Special Revenue Funds

Public Works - Transportation - Regional Development Mitigation Plan	SHX TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHY TRA
Public Works - Transportation - Regional Development Mitigation Plan	SIA TRA
Public Works - Transportation - Regional Development Mitigation Plan	SID TRA
Public Works - Transportation - Road Operations	SAA TRA
Public Works - Transportation - Road Operations	SVF TRA
Public Works - Transportation - Road Operations	SVK TRA
Public Works - Transportation - Road Operations	SVJ TRA
Public Works - Transportation - Road Operations	SVM TRA
Public Works - Transportation - Road Operations	SXI TRA
Real Estate Services - Chino Agricultural Preserve	SIF INQ
Regional Parks - Calico Ghost Town Marketing Services	SPS CCR
Regional Parks - County Trails System	RTS CCP
Regional Parks - San Manuel Amphitheater	SGH CAO
Regional Parks - Off-Highway Vehicle License Fee	SBY AMS
Regional Parks - Park Maintenance/Development	SPR CCR
Regional Parks - Amphitheater Improvements at Glen Helen	SGR RGP
Regional Parks - Fish and Game Commission	SBV CAO
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
Workforce Development	SAC JOB

### Capital Improvement Funds

Real Estate Services - Project Management Division - Capital Improvements and Maintenance	CJP CIP
Real Estate Services - Project Management Division - Capital Improvements and Maintenance	CJV CIP
Real Estate Services - Project Management Division - Courthouse Capital Improvement Program	CJY CIP
Arrowhead Regional Medical Center - Capital Improvements	CJE CIP





**Enterprise Funds**

Airports - Apple Valley Airport - Operations (CSA 60)	EBJ 400
Airports - Apple Valley Airport - Capital Improvement (CSA 60)	RAI 400
Arrowhead Regional Medical Center (ARMC)	EAD MCR
Arrowhead Regional Medical Center - Earned Leave	IDB MCR
Arrowhead Regional Medical Center - Medical Center Lease Payments	EMD JPL
County Museum - Museum Store	EMM CCR
Public Works - Solid Waste Management - Earned Leave	IDA SWM
Public Works - Solid Waste Management - Environmental Fund	EAL SWM
Public Works - Solid Waste Management - Environmental Mitigation Fund	EWD SWM
Public Works - Solid Waste Management - Operations	EAA SWM
Public Works - Solid Waste Management - Site Closure and Maintenance	EAB SWM
Public Works - Solid Waste Management - Site Enhancement, Expansion, and Acquisition	EAC SWM
Public Works - Solid Waste Management - Closure and Post Closure Maintenance	EAN SWM
Public Works - Solid Waste Management - Earned leave Fund	IDA SWM
Regional Parks - Active Outdoors	EME CCP
Regional Parks - Snack Bars	EMO CCR
Regional Parks - Snack Bars	EMP CCR
Regional Parks - Snack Bars	EMT CCR

**Internal Service Funds**

Fleet Management - Garage	IFM FLT
Fleet Management - Garage - Earned Leave	IDJ FLT
Information Services - Computer Operations	IAJ ISD
Information Services - Telecommunication Services	IAM ISD
Information Services - Application Development	IPD ISD
Public Works - Flood Control Equipment	ICA 097
Purchasing - Mail/Courier Services	IAY PUR
Purchasing - Mail/Courier Services - Earned Leave	IDG PUR
Purchasing - Printing Services	IAG PUR
Purchasing - Printing Services - Earned Leave	IDC PUR
Purchasing - Surplus Property and Storage Operations	IAV PUR
Purchasing - Surplus Property and Storage Operations- Earned Leave	IDF PUR
Risk Management - Earned Leave	IDI RMG
Risk Management - Insurance Programs	IAA RMG
Risk Management - Insurance Programs	IAB RMG
Risk Management - Insurance Programs	IAD RMG
Risk Management - Insurance Programs	IAE RMG
Risk Management - Insurance Programs	IAF RMG
Risk Management - Insurance Programs	IAH RMG
Risk Management - Insurance Programs	IAI RMG
Risk Management - Insurance Programs	IAL RMG
Risk Management - Insurance Programs	IAN RMG
Risk Management - Insurance Programs	IAO RMG
Risk Management - Insurance Programs	IAQ RMG
Risk Management - Insurance Programs	IAR RMG
Risk Management - Insurance Programs	IAT RMG
Risk Management - Insurance Programs	IAU RMG
Risk Management - Insurance Programs	IAW RMG
Risk Management - Insurance Programs	IBR RMG
Risk Management - Insurance Programs	IBS RMG
Risk Management - Insurance Programs	IMM RMG
Risk Management - Insurance Programs	ISB RMG
Risk Management - Insurance Programs	IAX RMG



### Internal Service Funds

Risk Management - Insurance Programs	IBB RMG
Risk Management - Insurance Programs	IBC RMG
Risk Management - Insurance Programs	IBD RMG
Risk Management - Insurance Programs	IBF RMG
Risk Management - Insurance Programs	IBG RMG
Risk Management - Insurance Programs	IBH RMG
Risk Management - Insurance Programs	IBI RMG
Risk Management - Insurance Programs	IBK RMG
Risk Management - Insurance Programs	IBL RMG
Risk Management - Insurance Programs	IBM RMG
Risk Management - Operations	IBP RMG

### SPECIAL DISTRICTS DEPARTMENT

#### Capital Improvement Funds

CSA 70 TV-4 Wonder Valley	CAL 332
CSA 70	CEA 360
CSA70 Countywide - Snowdrop Road	CLO 105
CSA 40 Elephant Mountain	CLY 300
CSA 70 D-1 Lake Arrowhead Dam	CSY 130
CSA 20 Joshua Tree	CEW 200
CSA 20 Joshua Tree	CFU 200
CSA 56 Wrightwood	CDW 380
CSA 20 Joshua Tree	CQB 200
CSA 69 Lake Arrowhead	CFB 445
CSA 70 R-36 Pan Springs	CLV 541
CSA 59 Deer Lodge Park	CMS 395
CSA 70 R-33 Big Bear City	CNS 537
CSA 70 R-5 Sugarloaf	CPG 240
CSA 70 R-2 Twin Peaks	CPS 225
CSA 70 Imp. Zone R-39	CWF 527
CSA 70 R-42 Windy Pass	CWR 559

#### Enterprise Funds

CSA70-DB2 Big Bear	EIB 570
CSA 42 Oro Grande (EAP)	EAP 310
CSA 53 B Fawnskin (EBA)	EBA 365
CSA 64 Spring Valley Lake (EBM)	EBM 420
CSA 70 BL Bloomington	EAR 333
CSA 70 GH Glen Helen (ELH)	ELH 306
CSA 70 S-3 Lytle Creek (ECP)	ECP 305
CSA 70 S-7 Lenwood (ECR)	ECR 315
CSA 70 SP-2 High Country (EFA)	EFA 490
CSA 79 Green Valley Lake (EFP)	EFP 485
CSA 82 Searles Valley (EFY)	EFY 495
CSA 42 Oro Grande (EAS)	EAS 310
CSA 64 Spring Valley Lake (ECB)	ECB 420
CSA 70 CG Cedar Glen (ELL)	ELL 563
CSA 70 F Morongo Valley (EBY)	EBY 135
CSA 70 J Oak Hills (ECA)	ECA 165





## Enterprise Funds

CSA 70 W-1 Goat Mountain (ECS)	ECS 345
CSA 70 W-3 Hacienda (ECY)	ECY 350
CSA 70 W-4 Pioneertown (EDD)	EDD 360
CSA 70 HL Havasu Lake	EJA 487
CSA 70 S-3 Lytle Creek	CCU 305
CSA 70 GH Glen Helen	CVX 306
CSA 70 GH Glen Helen	CXL 306
CSA 53B Fawnskin	EAI 365
CSA 53B Fawnskin	EBB 365
CSA 82 Searles Valley	EFF 495
CSA 42 Oro Grande	EKA 310
CSA 79 Green Valley Lake	ENF 485
CSA 82 Searles Valley	CJN 495
CSA 64 Spring Valley Lake	EBL 420
CSA 70 J Oak Hills	CCN 165
CSA 70 W-1 Landers	CCW 345
CSA 64 Spring Valley Lake	CEK 420
CSA 70 J Oak Hills	CJU 165
CSA 70 W-4 Pioneertown	CQP 360
CSA 70 J Oak Hills	CQR 165
CSA 70 J Oak Hills	CQS 165
CSA 64 Spring Valley Lake	CSJ 420
CSA 42 Oro Grande	EAV 310
CSA 64 Spring Valley Lake	EDB 420
CSA 64 Spring Valley Lake	EDC 420
CSA 70 W-3 Hacienda	EJQ 350
CSA 42 Oro Grande	ELR 310
CSA 70 J Oak Hills	CAM 165
CSA 70 CG Cedar Glen	CRD 563
CSA 70 CG Cedar Glen	CRL 563
CSA 70 W-4 Pioneertown	END 360
CSA 42 Oro Grande Capital Replacement Reserve	EAW 310
CSA 42 Oro Grande Capital Expansion Reserve	EAZ 310
CSA 53 B Fawnskin Capital Replacement Reserve	EAE 365
CSA 53 B Fawnskin Capital Expansion Reserve	EAK 365
CSA 64 Spring Valley Lake Capital Replacement Reserve	EBR 420
CSA 64 Spring Valley Lake Capital Expansion Reserve	EBU 420
CSA 70 GH Glen Helen Capital Replacement Reserve	ELI 306
CSA 70 S-3 Lytle Creek Capital Replacement Reserve	ECM 305
CSA 70 S-3 Lytle Creek Capital Expansion Reserve	EFN 305
CSA 70 SP-2 High Country Capital Replacement Reserve	EFU 490
CSA 70 SP-2 High Country Capital Expansion Reserve	EFX 490
CSA 70 SP-7 Lenwood Capital Replacement Reserve	ECZ 315
CSA 70 SP-7 Lenwood Capital Expansion Reserve	ECU 315
CSA 79 Green Valley Lake Capital Replacement Reserve	EFS 485
CSA 79 Green Valley Lake Capital Expansion Reserve	EJS 485



### Enterprise Funds

CSA 82 Searles Valley Capital Replacement Reserve	EIG 495
CSA 82 Searles Valley Capital Expansion Reserve	EGB 495
CSA 42 Oro Grande Capital Replacement Reserve	EAX 310
CSA 42 Oro Grande Capital Expansion Reserve	EAT 310
CSA 64 Spring Valley Lake Capital Replacement Reserve	EIV 420
CSA 64 Spring Valley Lake Capital Expansion Reserve	EBT 420
CSA 70 CG Cedar Glen Capital Replacement Reserve	ELO 563
CSA 70 CG Cedar Glen Capital Expansion Reserve	ELN 563
CSA 70 F Morongo Valley Capital Replacement Reserve	EIO 135
CSA 70 F Morongo Valley Capital Expansion Reserve	EBX 135
CSA 70 J Oak Hills Capital Replacement Reserve	EFO 165
CSA 70 J Oak Hills Capital Expansion Reserve	EFG 165
CSA 70 J Oak Hills Rate Stabilization Fund	EFZ 165
CSA 70 W-3 Hacienda Capital Replacement Reserve	EFT 350
CSA 70 W-3 Hacienda Capital Expansion Reserve	ECW 350
CSA 70 W-4 Pioneertown Capital Replacement Reserve	EFW 360

### Permanent Fund

CSA 70 North Etiwanda Trust Reserve	VFG 547
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### Special Revenue Funds

CFD 2006-1 Lytle Creek-Db	CXI 306
CSA70-DB2 Big Bear	RCU 570
CSA70-EV-1 East Valley	SFC 103
CSA40 Elephant Mtn	SIS 300
CSA70 Countywide	SKV 105
CSA70-D1 Lk Arrowhead	SLA 130
CSA70-DB1 Bloomington	SLB 131
CSA70-TV-2 Morongo Valley	SLD 330
CSA70-TV-5 Mesa	SLE 331
CSA70-TV-4 Wonder Valley	SLF 332
CSA120 N. Etiwanda(VFG)	SOH 547
CSA70 P14 Mentone	RCZ 497
CSA70 P10-Mentone	RGT 208
CSA70 P16-Eagle Crest	RWZ 565
CSA20-Joshua Tree	SGD 200
CSA29 Lucerne Valley	SGG 245
CSA42-Oro Grande	SIV 310
CSA56-Wrightwood	SKD 380
CSA63-Oak Glen/Yucaipa	SKM 415
CSA70 P12-Montclair	SLL 132
CSA70 W Hinkley	SLT 335
CSA70 P13 El Rancho Verde	SLU 204
CSA70 P 8-Fontana	SMK 214



### Special Revenue Funds

CSA 70 P-18 Randall Crossing Fontana	SMQ 217
CSA 70 P-19 Gregory Crossing Bloom	SMR 218
CSA 70 P-20 Mulberry Heights	SMT 219
CSA82 Searles Valley	SOZ 495
CSA70 P 6 El Mirage	SYP 212
CSA70 M Wonder Valley	SYR 205
CSA18 Cedar Pines	SFY 190
CSA59 Deer Lodge Park	SKJ 395
CSA68 Valley of the Moon	SKP 440
CSA69 Lk Arrowhead	SKS 445
CSA70 G Wrightwood	SLG 155
CSA70 M Wonder Valley	SLP 180
CSA70 PRD G1	SLK 155
CSA70 R-12 Baldwin Lk	SOA 270
CSA70 R-13 Lk Arrowhead N	SOE 275
CSA70 R-15 Landers	SOG 280
CSA70 R-16 Running Springs	SOJ 285
CSA70 R-19 Copper Mtn	SNA 470
CSA70 R-2 Twin Peaks	SMA 225
CSA70 R-20 Flamingo Heights	SNS 410
CSA70 R-21 Mountain View	SNM 480
CSA70 R-22 Twin Peaks	SOB 543
CSA70 R-23 Mile High Park	RCA 531
CSA70 R-25 Lucerne Valley	SOC 544
CSA70 R-26 Yucca Mesa	SOD 542
CSA70 R-29 Yucca Mesa	RCB 532
CSA70 R-3 Erwin Lk.	SMD 230
CSA70 R-30 Verdemont	RCC 533
CSA70 R-31 Lytle Creek	RCE 534
CSA70 R-33 Big Bear City	RCN 537
CSA70 R-34 Big Bear Rd.	RCM 538
CSA70 R-35 Cedar Glen	RCQ 539
CSA70 R-36 Pan Springs	RCR 541
CSA70 R-39 Highland Estates-Phelan	RCK 527
CSA70 R-4 Cedar Glen	SMG 235
CSA70 R-40 Upper N. Bay Lk Arrowhead	RGW 553
CSA70 R-41 Quail Summit	RGY 557
CSA70 R-42 Windy Pass	RHL 559
CSA70 R-44 Saw Pit Canyon	SYT 562
CSA70 R-45 Erwin Lake	SMO 564
CSA70 R-46 S. Fairway Dr.	SYX 566
CSA70 R-47 Rocky Point	RIS 567
CSA70 R-5 Sugarloaf	SMP 240
CSA70 R-7 Lk Arrowhead	SMS 465
CSA70 R-8 Riverside Terrace	SMY 255
CSA70 R-9 Rim Forest	SNG 260
CSA79 R-1 Green Valley Lk	RCP 485
CSA 30 Red Mountain (SGJ)	SGJ 250
CSA 53 A Big Bear (SJP)	SJP 365
CSA 54 Crest Forest (SJV)	SJV 370
CSA 70 EV-1 Citrus Plaza (SQW)	SQW 103



### Special Revenue Funds

CSA 70 GH Glen Helen (RWX)	RWX 306
CSA 70 SL-2 Chino (SQX)	SQX 577
CSA 70 SL-3 Mentone (SQZ)	SQZ 578
CSA 70 SL-4 Bloomington (SMC)	SMC 202
CSA 70 SL-5 Muscoy (SMJ)	SMJ 210
CSA 73 Arrowbear Lake (SOP)	SOP 460
CSA SL-1 Countywide (SQV)	SQV 575
CSA 70 Termination Benefits Reserve	SKW 105
CSA 70 General Reserve	SKU 105
CSA 70 General Reserve	CAN 105
CSA 70 CSA Loan Fund	SKI 105

### BLOOMINGTON RECREATION AND PARK

#### Special Revenue Funds

Bloomington Park	SSD 625
CSA 70 P-17 Bloomington	SML 216

#### Capital Improvement Funds

Bloomington Park	CNJ 625
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### BIG BEAR RECREATION AND PARK

#### Special Revenue Funds

Big Bear Park	SSA 620
Big Bear Alpine Zoo	SSF 620

#### Capital Improvement Funds

Big Bear Park	CSZ 620
Big Bear Alpine Zoo	CRR 620

### FIRE PROTECTION DISTRICT

#### Special Revenue Funds

Administration	FPD 106
Mountain Regional Service Zone	FMZ 600
North Desert Regional Service Zone	FNZ 590
South Desert Regional Service Zone	FSZ 610
Valley Regional Service Zone	FVZ 580
Community Facilities District 2002-2	SFE 106
Hazardous Materials	FHZ 107
Homeland Security Grant Program	SME 108



### Special Revenue Funds

Household Hazardous Waste	FHH 107
Office of Emergency Services	FES 108
Termination Benefits Set-Asides	FTR 106
SBCFPD - General	FAR 106
Mountain Regional Service Zone - General	FMR 600
North Desert Regional Service Zone - General	FNR 590
South Desert Regional Service Zone - General	FSR 610
Valley Regional Service Zone - General	FVR 580
Hazmat - General	FHR 107
Hazmat (CUPA Statewide Penalties) - General	FKE 107
Hazmat (CUPA Admin Penalties) - General	FKF 107
Hazmat (Statewide Tank Penalties) - General	FKT 107

### OTHER AGENCIES

#### Special Revenue 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

#### Enterprise Funds

Housing Authority of the County of San Bernardino	HACSB
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## ADMINISTRATION

### CLASSIFICATION LISTING AND POSITION COUNT

#### Board of Supervisors

First District	Second District	Third District
<p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Elected Supervisor</li> <li>2 Deputy Chief of Staff</li> <li>1 Field Representative II</li> <li>2 Field Representative I</li> <li>1 Special Assistant</li> <li>1 Policy Advisor II</li> <li>2 Community Service Liaison</li> <li>1 Secretary I</li> <li>1 District Board Secretary</li> </ul> <hr style="width: 100%;"/> <p>12 Total</p>	<p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Elected Supervisor</li> <li>1 Chief of Staff</li> <li>1 Deputy Chief of Staff</li> <li>2 Field Representative II</li> <li>1 Policy Advisor</li> <li>1 Staff Assistant</li> <li>1 District Representative</li> <li>1 Intern Staff Assistant</li> </ul> <hr style="width: 100%;"/> <p>9 Total</p>	<p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Elected Supervisor</li> <li>1 Chief of Staff</li> <li>1 Deputy Chief of Staff</li> <li>1 BOS Administrative Analyst</li> <li>2 Field Representative I</li> <li>1 Executive Secretary</li> <li>1 Executive Aide II</li> <li>2 Executive Aide I</li> <li>2 Community Service Liaison</li> </ul> <hr style="width: 100%;"/> <p>12 Total</p>
Fourth District	Fifth District	
<p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Elected Supervisor</li> <li>1 Chief of Staff</li> <li>1 Deputy Chief of Staff</li> <li>1 District Director</li> <li>2 Special Assistant</li> <li>1 Policy Advisor II</li> <li>2 Policy Advisor I</li> <li>2 Executive Aide III</li> <li>5 Community Service Liaison</li> </ul> <hr style="width: 100%;"/> <p>16 Total</p>	<p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Elected Supervisor</li> <li>1 Chief of Staff</li> <li>1 Deputy Chief of Staff</li> <li>1 Administrative Analyst</li> <li>1 Executive Secretary</li> <li>2 Field Representative I</li> <li>1 Constituent Services Representative</li> <li>1 Communications Advisor I</li> <li>2 Community Services Liaison</li> </ul> <hr style="width: 100%;"/> <p>11 Total</p>	

#### Clerk of the Board

Administration/Special Projects/ Environmental Notices	Agenda Process	Assessment Appeals
<p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Clerk of the Board of Supervisors</li> <li>1 Chief Deputy Clerk of the Board</li> <li>1 Board Services Supervisor</li> <li>1 Staff Analyst II</li> <li>1 Executive Secretary III</li> <li>1 Board Services Specialist</li> <li>1 Office Assistant III</li> </ul> <hr style="width: 100%;"/> <p>7 Total</p>	<p><u>Classification</u></p> <ul style="list-style-type: none"> <li>2 Senior Board Services Specialist</li> <li>1 Board Services Specialist</li> </ul> <hr style="width: 100%;"/> <p>3 Total</p>	<p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Board Services Technician</li> <li>1 Board Services Specialist</li> </ul> <hr style="width: 100%;"/> <p>2 Total</p>
Business License/Boards, Commissions and Committees/Conflict of Interest		
<p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Board Services Specialist</li> </ul> <hr style="width: 100%;"/> <p>1 Total</p>		



# ADMINISTRATION

## CLASSIFICATION LISTING AND POSITION COUNT

### County Administrative Office

#### County Administrative Office

<u>Classification</u>
1 Chief Executive Officer
<u>1</u> Total

#### Board Administration

<u>Classification</u>
1 Executive Secretary III
2 Executive Secretary II
<u>3</u> Total

#### Special Projects

<u>Classification</u>
1 Chief Operating Officer
2 Principal Management Analyst
1 Administrative Aide
1 Executive Secretary III
<u>5</u> Total

#### Public Information Office

<u>Classification</u>
1 Public Information Officer
1 Deputy Public Information Officer
<u>2</u> Total

#### Governmental & Legislative Affairs

<u>Classification</u>
1 Director of Gov't/Legislative Affairs
1 Dep. Director of Gov't/Legislative Affairs
1 Legislative Analyst II
1 Government Relations Analyst II
1 Executive Secretary III
1 Contract Special Projects Coordinator
<u>6</u> Total

### County Counsel

#### Administration/Fiscal

<u>Classification</u>
1 County Counsel
1 Chief Assistant County Counsel
1 Administrative Aide to County Counsel
1 Chief of County Counsel Administration
1 Extra Help Executive Secretary II
1 Executive Secretary I
1 Accounting Technician
1 Fiscal Specialist
1 Office Assistant II
<u>9</u> Total

#### Legal Services

<u>Classification</u>
4 Principal Assistant County Counsel
1 Extra Help Principal Assistant County Counsel
2 Supervising Deputy County Counsel
41 Deputy County Counsel
1 Extra Help Deputy County Counsel
1 Research Attorney II
9 County Counsel Paralegal
3 County Counsel Lead Secretary
17 Executive Secretary II
1 Office Assistant IV
6 Office Assistant III
<u>86</u> Total

### Finance and Administration

#### Finance and Administration

<u>Classification</u>
Assistant Executive Officer - Finance and Administration
1 County Chief Financial Officer
2 Deputy Executive Officer
1 Chief Administrative Analyst
2 Principal Administrative Analyst
9 Administrative Analyst III
1 Administrative Analyst II
1 Contract Indigent Defense Analyst
1 Executive Secretary III
1 Public Service Employee
<u>20</u> Total



## ADMINISTRATION

### CLASSIFICATION LISTING AND POSITION COUNT

#### Fleet Management

Administration	Light Duty	Heavy Duty
<u>Classification</u> 1 Director of Fleet Management 1 Motor Fleet Maintenance Sup't 2 Staff Analyst II 1 Executive Secretary II 1 Accounting Technician 1 Fiscal Specialist 2 Fiscal Assistant 2 Motor Pool Specialist 1 Payroll Specialist <hr style="width: 100%;"/> 12 Total	<u>Classification</u> 1 Motor Fleet Maintenance Sup't 5 Motor Fleet Shop Supervisor 6 Motor Fleet Mechanic II 12 Motor Fleet Mechanic I 6 Mechanics Assistant 4 Equipment Services Specialist I 2 Custodian I 4 Motor Pool Assistant 1 Garage Service Writer 4 Public Service Employee <hr style="width: 100%;"/> 45 Total	<u>Classification</u> 1 Motor Fleet Maintenance Sup't 1 Motor Fleet Shop Supervisor 3 Motor Fleet Mechanic II 18 Motor Fleet Mechanic I 2 Mechanics Assistant <hr style="width: 100%;"/> 25 Total
<b>Parts</b> <u>Classification</u> 1 Equipment Parts Supervisor 3 Equipment Parts Specialist I 2 Stores Specialist 1 Office Assistant II <hr style="width: 100%;"/> 7 Total	<b>Fuel</b> <u>Classification</u> 2 Equipment Services Specialist II 2 Equipment Services Specialist II <hr style="width: 100%;"/> 4 Total	<b>Motor Pool</b> <u>Classification</u> 1 Office Assistant III 1 Public Service Employee <hr style="width: 100%;"/> 2 Total

#### Human Resources

Administration	Civil Service Commission	EMACS-Development
<u>Classification</u> 1 Director of Human Resources 1 Assistant Director of Human Resources 1 Executive Secretary II 1 Administrative Analyst III 1 Accountant II 1 Fiscal Specialist <hr style="width: 100%;"/> 6 Total	<u>Classification</u> 1 Secretary, Civil Service Commission <hr style="width: 100%;"/> 1 Total	<u>Classification</u> 1 Contract EMACS Project Manager 1 Human Resources Analyst II 1 Systems Procedures Analyst II 4 Systems Procedures Analyst I 1 Staff Analyst I <hr style="width: 100%;"/> 8 Total
<b>Equal Employment Opportunity</b> <u>Classification</u> 1 Human Resources Analyst II 2 Human Resources Analyst I 1 Personnel Technician <hr style="width: 100%;"/> 4 Total	<b>EMACS-HR</b> <u>Classification</u> 1 EMACS-HR Supervisor 9 Office Specialist 1 Office Assistant III <hr style="width: 100%;"/> 11 Total	<b>Employment/Classification</b> <u>Classification</u> 1 Executive Secretary I 17 Human Resources Analyst I 2 Human Resources Analyst II 1 Human Resources Division Chief 2 Office Assistant IV 7 Office Assistant III 5 Personnel Technician 1 Testing & Certification Supervisor <hr style="width: 100%;"/> 36 Total
<b>Employee Relations</b> <u>Classification</u> 1 Executive Secretary I 2 Human Resources Analyst I 1 Human Resources Division Chief 3 Human Resources Officer I 15 Human Resources Officer II 3 Human Resources Officer III 1 Staff Analyst II <hr style="width: 100%;"/> 26 Total	<b>Labor Relations</b> <u>Classification</u> 1 Human Resources Analyst III 2 Human Resources Officer II 1 Human Resources Officer III 1 Labor Relations Financial Analyst <hr style="width: 100%;"/> 5 Total	<b>Western Region Item Bank</b> <u>Classification</u> 1 Office Specialist <hr style="width: 100%;"/> 1 Total





# ADMINISTRATION

## CLASSIFICATION LISTING AND POSITION COUNT

### Human Resources – Center for Employee Health and Wellness

**CEHW**

Classification

- 1 Chief of Clinical Operations  
Supervising Occupational Health
- 1 Physician
- 2 Nurse Practitioner II
- 1 Contract Physician Assistant
- 1 Licensed Vocational Nurse II
- 1 Registered Nurse II - Clinic
- 1 Office Assistant IV
- 4 Care Assistant
- 12 Total

### Human Resources – Commuter Services

**Commuter Services**

Classification

- 1 Human Resources Analyst I
- 2 Office Specialist
- 1 Public Service Employee
- 4 Total

### Human Resources – Employee Benefits and Services

**Employee Benefits and Services**

Classification

- 1 Human Resources Division Chief
- 2 Human Resources Analyst II
- 5 Human Resources Analyst I
- 1 Personnel Technician
- 1 Accounting Technician
- 1 Fiscal Specialist
- 2 Supervising Office Specialist
- 12 Office Specialist
- 1 Executive Secretary I
- 2 Office Assistant III
- 1 Public Service Employee
- 29 Total



## ADMINISTRATION

### CLASSIFICATION LISTING AND POSITION COUNT

#### Information Services

##### Geographic Information Services

<u>Classification</u>
1 Office Assistant II
1 Geographic Info Systems Tech I
1 Geographic Info Systems Tech II
1 Business Systems Analyst I
1 Geographic Info System Tech III
1 Programmer III
1 Programmer Analyst III
1 Systems Development Team Leader
1 IT Technical Assistant II
<u>9 Total</u>

##### Multi Media Services

<u>Classification</u>
3 Multimedia Coordinator
1 Multimedia Supervisor
1 Communications Technician II
1 Systems Development Div Chief
<u>6 Total</u>

#### Information Services – Computer Operations

##### Enterprise Processing

<u>Classification</u>
1 Automated Systems Analyst I
5 Computer Operations Specialist
1 Computer Operations Supervisor
1 Computer Operator II
5 Computer Operator III
1 Office Assistant II
1 Office Assistant III
2 Production Control Supervisor
1 Systems Support Analyst II
6 Systems Support Analyst III
1 Systems Support Division Chief
1 Systems Support Supervisor
<u>26 Total</u>

##### Central Imaging

<u>Classification</u>
1 Microfilm Technician III
3 Office Assistant II
1 Office Assistant IV
1 Photographic Laboratory Tech
2 Systems Support Analyst III
<u>8 Total</u>

##### Finance and Administration

<u>Classification</u>
2 Accounting Technician
1 Administrative Supervisor I
1 Chief Information Officer
1 Department Technology Chief
1 Executive Secretary II
2 Fiscal Assistant
2 Fiscal Specialist
1 Info Services Finance Officer
1 Office Assistant II
1 Office Assistant III
1 Secretary I
6 Staff Analyst II
1 Supervising Accountant II
<u>21 Total</u>

##### EMACS Support

<u>Classification</u>
1 Systems Support Analyst III
<u>1 Total</u>

##### Enterprise Printing

<u>Classification</u>
4 Computer Operator III
1 Office Assistant III
<u>5 Total</u>

##### Server Management

<u>Classification</u>
1 Business Systems Analyst III
1 Computer Operations Specialist
1 IT Technical Assistant II
1 Office Assistant II
2 Systems Support Analyst II
16 Systems Support Analyst III
1 Systems Support Division Chief
2 Systems Support Supervisor
<u>25 Total</u>

##### Core Solutions and Security

<u>Classification</u>
5 Applications Specialist
9 Automated Systems Analyst I
2 Automated Systems Analyst II
3 Automated Systems Technician
1 Business Applications Manager
1 Business Systems Analyst III
5 Help Desk Technician II
1 Info Services Division Chief
1 Info Services Security Officer
2 IT Technical Assistant II
1 Product Management Supervisor
1 Supvg Auto Systems Analyst II
3 Systems Support Analyst II
8 Systems Support Analyst III
1 Systems Support Supervisor
1 Technology Helpdesk Supervisor
1 Teleprocessing Specialist
<u>46 Total</u>



# ADMINISTRATION

## CLASSIFICATION LISTING AND POSITION COUNT

### Information Services – Telecommunication Services

#### Data Cabling

<u>Classification</u>
5 Communications Installer
4 Communications Tech I
2 Communications Tech II
3 Communications Tech III
1 Supervising Communications Tech
<hr/> 15 Total

#### Management Services

<u>Classification</u>
1 Business Systems Analyst III
2 Deputy Chief of Network Services
1 IT Technical Assistant II
1 Network Services Division Chief
<hr/> 5 Total

#### Transport Operations

<u>Classification</u>
2 Communications Tech II
2 Communications Tech III
2 Network Analyst
1 Network Services Supervisor
1 Supervising Communications Tech
<hr/> 8 Total

#### Radio Access

<u>Classification</u>
8 800 Megahertz Analyst
1 Communications Installer
2 Communications Tech I
1 Communications Tech II
1 Communications Tech III
1 IT Technical Assistant II
1 Office Assistant III
2 Special Projects Leader
2 Systems Support Analyst III
1 Supervising Communications Tech
1 Telecommunications Engineer II
<hr/> 21 Total

#### Radio Subscriber Maintenance

<u>Classification</u>
2 Communications Tech I
1 Communications Tech III
1 Network Services Supervisor
1 Office Assistant III
<hr/> 5 Total

#### Time and Materials

<u>Classification</u>
1 Communications Installer
1 Communications Tech I
<hr/> 2 Total

#### Telephone Operations

<u>Classification</u>
1 Communications Tech I
2 Communications Tech II
4 Communications Tech III
1 Network Services Supervisor
4 Office Assistant II
2 Special Projects Leader
1 Supervising Office Assistant
2 Supervising Communications Tech
4 Systems Support Analyst III
3 Telecommunications Engineer II
6 Telephone Service Specialist
<hr/> 30 Total

#### Wide Area Network

<u>Classification</u>
1 Business Systems Analyst II
1 Network Services Supervisor
1 Systems Support Analyst II
5 Systems Support Analyst III
<hr/> 8 Total

#### Warehouse Operations

<u>Classification</u>
2 Equipment Parts Specialist I
2 Equipment Parts Specialist II
1 Equipment Parts Supervisor
1 Storekeeper
<hr/> 6 Total

### Information Services – Application Development

#### Application Development

<u>Classification</u>
1 Business Application Manager
12 Business Systems Analyst III
1 Office Assistant II
15 Programmer III
1 Programmer Analyst I
47 Programmer Analyst III
7 Systems Dev Team Leader
1 Systems Dev Division Chief
1 IT Technical Assistant I
3 IT Technical Assistant II
<hr/> 89 Total



## ADMINISTRATION

### CLASSIFICATION LISTING AND POSITION COUNT

#### Purchasing Department

Executive	Administrative	Procurement
<u>Classification</u> 1 Director of Purchasing 1 Executive Secretary II 1 Business Systems Analyst II <hr style="width: 100%;"/> 3 Total	<u>Classification</u> 1 Administrative Supervisor I 2 Staff Analyst II 1 Accounting Technician 1 Fiscal Assistant 1 Office Assistant <hr style="width: 100%;"/> 6 Total	<u>Classification</u> 2 Supervising Buyer 4 Buyer III 8 Buyer II 1 Staff Analyst I 1 Office Specialist <hr style="width: 100%;"/> 16 Total

#### Purchasing Department – Printing Services

Printing Services	Graphic Design Unit
<u>Classification</u> 1 Printing Services Manager 1 Printing Services Supervisor 2 Reproduction Equipment Operator II 8 Reproduction Equipment Operator I <hr style="width: 100%;"/> 12 Total	<u>Classification</u> 1 Graphic Designer II 3 Graphic Designer I 1 Graphic Technician <hr style="width: 100%;"/> 5 Total

#### Purchasing Department – Surplus Property and Storage Operations

Surplus Property and Storage
<u>Classification</u> 1 Stores Supervisor 1 Automated Systems Technician 2 Stores Specialist <hr style="width: 100%;"/> 4 Total

#### Mail/Courier Services

Mail/Courier Services
<u>Classification</u> 1 Mail Services Manager 2 Mail Services Supervisor 2 Mail Processor III 16 Mail Processor II <hr style="width: 100%;"/> 21 Total



# ADMINISTRATION

## CLASSIFICATION LISTING AND POSITION COUNT

### Risk Management

Admin/Fiscal	Workers' Compensation	Liability
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director	1 Supervising Workers' Comp Adjuster	1 Supervising Liability Claims Rep
2 Deputy Director	1 Workers' Comp Adjuster III	1 Liability Claims Rep III
1 Executive Secretary II	16 Workers' Comp Adjuster II	2 Liability Claims Rep II
1 Staff Analyst II	1 Medical Only Claims Adjuster	3 Liability Claims Rep I
1 Staff Analyst I	7 Claims Assistant	1 Office Assistant III
1 Accountant II	1 Office Assistant III	<u>8 Total</u>
1 Accounting Technician	<u>4 Office Assistant II</u>	
1 Payroll Clerk	31 Total	
<u>2 Fiscal Assistants</u>		
11 Total		

### Risk Control

Risk Control
<u>Classification</u>
1 Risk Control Officer
8 Dept. Risk Control Specialist
1 Staff Analyst II
1 Risk Assessment Officer
1 Office Assistant III
<u>12 Total</u>



## ARROWHEAD REGIONAL MEDICAL CENTER

### CLASSIFICATION LISTING AND POSITION COUNT

#### Arrowhead Regional Medical Center

Administration	Fiscal and Ancillary Services (cont.)	Fiscal and Ancillary Services (cont.)
<p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Administrative Analyst III</li> <li>1 ARMC Medical Director</li> <li>1 Assoc Hosp Adm Professional Sv</li> <li>1 Cont Director of ARMC</li> <li>1 Executive Assistant</li> <li>1 Executive Secretary II</li> <li>1 Executive Secretary III -Class</li> <li>7 Fiscal Specialist</li> <li>1 General Services Aide</li> <li>1 Hospital Employee Health Nurse</li> <li>4 Office Assistant II</li> <li>2 Office Assistant III</li> <li>1 Office Specialist</li> <li>1 Personnel Technician</li> <li>2 Public Service Employee</li> <li>1 Registered Nurse II-ARMC</li> <li>8 Secretary I</li> <li>1 Secretary II</li> <li>1 Staff Analyst I</li> <li>1 Staff Analyst II</li> <li>1 Supervising Fiscal Specialist</li> <li><hr style="width: 100%; border: 0.5px solid black; margin: 0;"/>39 Total</li> </ul>	<p><u>Classification</u></p> <ul style="list-style-type: none"> <li>17 Cont Radiological Tech</li> <li>4 Cont Rehab Therapist - Speech</li> <li>32 Cont Resp Care Prac II</li> <li>6 Cont Social Srv Practitioner</li> <li>4 Cont Spec Procedures Rad Tech</li> <li>3 Cont Ultrasound Tech</li> <li>1 Cont. Asst. Hosp. Admin-Fiscal</li> <li>1 Cont. Asst. Hosp. Adm-Pnt Fisc</li> <li>1 ContManagerPreMediCalQualDept</li> <li>2 Cytotechnologist</li> <li>2 Departmental IS Administrator</li> <li>1 Director of Respiratory Care</li> <li>25 Fiscal Assistant</li> <li>9 Fiscal Specialist</li> <li>1 General Services Aide</li> <li>38 Health Info Mgmt Assistant I</li> <li>16 Health Info Mgmt Assistant II</li> <li>2 Health Info Mgmt Assistant III</li> <li>1 Healthcare Program Administrator</li> <li>2 Histology Technician</li> <li>1 Hospital Unit Assistant</li> <li>17 Laboratory Assistant</li> <li>34 Laboratory Technologist II</li> <li>7 Laboratory Technologist III</li> <li>3 Laboratory Technologist Intern</li> <li>1 Lead Occupational Therapist</li> <li>1 Lead Physical Therapist</li> <li>1 Lead Speech Therapist</li> <li>4 Licensed Vocational Nurse II</li> <li>12 Medical Records Coder I</li> <li>7 Medical Records Coder II</li> <li>1 Medical Records Manager</li> <li>2 Medical Records Supervisor</li> <li>1 Neurodiagnostic Technolgst II</li> <li>1 Neurodiagnostic Technologist</li> <li>2 Nuclear Medicine Technologist</li> <li>1 Nurse Supervisor</li> <li>5 Occupational Therapist II</li> <li>2 Occupational Therapy Assistant</li> <li>44 Office Assistant II</li> <li>84 Office Assistant III</li> <li>6 Office Assistant IV</li> <li>20 Office Specialist</li> <li>1 Patient Accounts Supervisor</li> <li>27 Phlebotomist</li> <li>3 Physical Therapist Assistant</li> <li>10 Physical Therapist II</li> <li>1 Programmer Analyst I</li> <li>1 Programmer Analyst II</li> <li>5 Public Service Employee</li> <li>1 Pulmonary Function Specialist</li> <li>1 Radiographic Clinical Instruct</li> <li>15 Radiologic Technologist II</li> <li>3 Radiologic Technologist III</li> <li>1 Radiologic Technologist School</li> <li>1 Radiology Manager</li> </ul>	<p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Radiology Supervisor</li> <li>21 Registered Nurse Case Manager</li> <li>3 Registered Nurse II - Per Diem</li> <li>12 Registered Nurse II-ARMC</li> <li>1 RegisteredCardioPulmonaryNurse</li> <li>4 Rehabilitation Services Aide</li> <li>1 Rehabilitation Services Manag</li> <li>26 Respiratory Care Practitioner2</li> <li>6 Respiratory Therapist</li> <li>4 RespiratoryCarePractitioner3</li> <li>10 RN Case Manager-Per Diem</li> <li>7 Secretary I</li> <li>12 Social Service Practitioner</li> <li>17 Special Proc Rad Technolog 2</li> <li>3 Special Proc Rad Technolog 3</li> <li>2 Speech Therapist</li> <li>1 Staff Analyst I</li> <li>6 Staff Analyst II</li> <li>1 SterileProcessingTechnician1</li> <li>6 Supervising Office Assistant</li> <li>2 Supervising Office Specialist</li> <li>1 Supervising Phlebotomist</li> <li>1 Supv Rehabilitation Therapist</li> <li>1 Supvg Collections Officer</li> <li>3 Supvg Health Info Mgmt Assist</li> <li>6 Supvg Laboratory Technologist</li> <li>7 Supvg Respiratory Care Practit</li> <li>1 Supvg Utilization Review Techn</li> <li>1 Systems Accountant I</li> <li>1 Systems Support Analyst II</li> <li>9 Ultrasound Technologist II</li> <li>1 Ultrasound Technologist III</li> <li><hr style="width: 100%; border: 0.5px solid black; margin: 0;"/>9 Utilization Review Technician</li> <li><hr style="width: 100%; border: 0.5px solid black; margin: 0;"/>784 Total</li> </ul>
<p><b>Fiscal and Ancillary Services</b></p> <p><u>Classification</u></p> <ul style="list-style-type: none"> <li>5 Accountant III</li> <li>5 Accounting Technician</li> <li>3 Administrative Supervisor I</li> <li>2 Administrative Supervisor II</li> <li>9 Applications Specialist</li> <li>1 ARMC Chief Financial Officer</li> <li>1 ARMC Laboratory Manager</li> <li>1 ARMC Social Services Manager</li> <li>1 Assistant Health Info Manager</li> <li>1 Ast Dir of Respiratory Care Sv</li> <li>9 Automated Systems Analyst I</li> <li>1 Automated Systems Analyst II</li> <li>9 Automated Systems Technician</li> <li>1 Autopsy Assistant</li> <li>1 Business Applications Manager</li> <li>1 Business Systems Analyst I</li> <li>5 Business Systems Analyst II</li> <li>3 Business Systems Analyst III</li> <li>1 Case Management Coordinator</li> <li>2 Case Management Supervisor</li> <li>1 Chief Medical Informtn Officer</li> <li>7 Clinic Assistant</li> <li>8 Collections Officer I</li> <li>1 Cont Interim Medical Rec Sup</li> <li>6 Cont Medi-Cal Specialist</li> <li>1 Cont Medi-Cal Specialist Spvr</li> <li>4 Cont Occupational Therapist II</li> <li>11 Cont Physical Therapist II</li> <li>1 Cont Physical Therapy Asst</li> </ul>	<p><b>General Support and Compliance</b></p> <p><u>Classification</u></p> <ul style="list-style-type: none"> <li>2 Air Conditioning Mechanic</li> <li>1 ARMC Bldg Maint and Secty Mgr</li> <li>1 ARMC Ethics &amp; Compliance Coord</li> <li>1 ARMC Executive Chef</li> <li>1 ARMC Facilities Project Coord</li> <li>1 ARMC Safety Technician</li> <li>1 Assoc Hosp Adm Professional Se</li> <li>5 Bio-Medical Electronic Tech I</li> <li>1 Bio-Medical Electronic Tech II</li> <li>5 Building Plant Operator</li> <li>1 Compliance Specialist</li> <li>3 Cont ARMC Security Technician</li> <li>6 Cook I</li> <li>10 Cook II</li> <li>3 Cook III</li> <li><hr style="width: 100%; border: 0.5px solid black; margin: 0;"/>154 Custodian I</li> </ul>	



# ARROWHEAD REGIONAL MEDICAL CENTER

## CLASSIFICATION LISTING AND POSITION COUNT

### Arrowhead Regional Medical Center Continued

<p><b>General Support and Compliance (cont.)</b></p> <p><u>Classification</u></p> <ul style="list-style-type: none"> <li>3 Custodian II</li> <li>4 Dietary Services Supervisor</li> <li>3 Dietetic Technician</li> <li>8 Dietitian</li> <li>3 Electrician</li> <li>4 Fiscal Assistant</li> <li>1 Fiscal Specialist</li> <li>34 Food Service Worker I</li> <li>13 Food Service Worker II</li> <li>7 General Maintenance Mechanic</li> <li>4 General Maintenance Worker</li> <li>3 General Services Aide</li> <li>1 Hospital Customer Advocate</li> <li>5 Hospital Plant Operator</li> <li>1 Hospital Environ. Services Supvr</li> <li>2 Lead Dietitian</li> <li>6 Linen Room Attendant</li> <li>2 Maintenance Supervisor</li> <li>1 Material Manager</li> <li>1 Medical Center Hskpg/Linen Man</li> <li>6 Office Assistant II</li> <li>2 Office Assistant III</li> <li>1 Office Specialist</li> <li>3 Painter I</li> <li>3 Plumber</li> <li>1 Privacy &amp; Compliance Specialst</li> <li>1 Process Improvemnt Coordinator</li> <li>2 Process Improvemnt Specialist</li> <li>3 Secretary I</li> <li>1 Secretary II</li> <li>71 Security Technician I</li> <li>10 Security Technician II</li> <li>2 Staff Analyst II</li> <li>4 Storekeeper</li> <li>3 Stores Specialist</li> <li>4 Supervising Security Technicia</li> <li>1 Supvg Bio Med Elect Tech</li> <li>7 Supvg Custodian</li> <li>1 Supvg Dietitian</li> <li><u>428</u> Total</li> </ul>	<p><b>Medical Director (cont.)</b></p> <p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Institutional Review Brd Coord</li> <li>1 Office Assistant II</li> <li>1 Office Assistant III</li> <li>1 Secretary I</li> <li>1 Staff Analyst I</li> <li>1 Statistical Analyst</li> <li><u>187</u> Total</li> </ul> <p><b>Patient Services</b></p> <p><u>Classification</u></p> <ul style="list-style-type: none"> <li>8 ARMC House Supervisor-Per Diem</li> <li>19 Assistant Nurse Manager</li> <li>1 Associate Chief Nursing Officer</li> <li>1 AsstHospAdm-BehavioralHealth</li> <li>1 AsstHospAdmin-Nursing Svcs</li> <li>4 Burn Care Technician</li> <li>3 Certified Trauma Registrar</li> <li>1 Chief Nursing Officer</li> <li>9 Clinic Assistant</li> <li>2 Clinical Nurse Specialist</li> <li>11 Clinical Therapist I</li> <li>1 Clinical Therapist II</li> <li>1 Clinical Therapist Pre-License</li> <li>2 Clinical Therpst I-Psychologist</li> <li>1 Cont Occupational Therapist II</li> <li>4 Cont Surgical Tech</li> <li>30 Emergency Room Technician</li> <li>2 Fiscal Assistant</li> <li>5 Float Pool Regstrd Nurse-PDiem</li> <li>1 Health Education Specialist II</li> <li>111 Hospital Unit Assistant</li> <li>5 House Supervisor</li> <li>20 Lic Vocational Nurse-Per Diem</li> <li>97 Licensed Vocational Nurse II</li> <li>1 Mental Health Clinic Superviso</li> <li>62 Mental Health Nurse II</li> <li>4 Mental Health Nurse Mgr-ARMC</li> <li>5 Nurse Educator</li> <li>10 Nurse Manager</li> <li>2 Nurse Supervisor</li> <li>177 Nursing Attendant</li> <li>3 Nursing Program Coordinator</li> <li>2 Occupational Therapist II</li> <li>5 Occupational Therapy Assistant</li> <li>7 Office Assistant II</li> <li>13 Office Assistant III</li> <li>51 Psychiatric Technician I</li> <li>418 Registered Nurse II - Per Diem</li> <li>680 Registered Nurse II-ARMC</li> <li>4 Secretary I</li> <li>1 Sterile Processing Manager</li> <li>30 Sterile Processing Technician</li> </ul>	<p><b>Patient Services (cont.)</b></p> <p><u>Classification</u></p> <ul style="list-style-type: none"> <li>8 SterileProcessingTechnician1</li> <li>2 SterileProcessingTechnician2</li> <li>8 Storekeeper</li> <li>1 Stores Specialist</li> <li>1 Stores Supervisor I</li> <li>90 Student Nurse</li> <li>1 Supervising Office Assistant</li> <li>2 Supvg Sterile ProcessingTech</li> <li>14 Surgical Technician</li> <li>23 Telemetry Technician</li> <li>2 Util Rvw/Perform Imp Nurse</li> <li>3 Utilization Review Technician</li> <li><u>1,970</u> Total</li> </ul> <p><b>Primary and Specialty Clinics</b></p> <p><u>Classification</u></p> <ul style="list-style-type: none"> <li>2 Ambulatory Clinic Manager</li> <li>1 ARMC Patient Navigator</li> <li>1 Assoc Hosp Adm Professional Sv</li> <li>60 Care Assistant</li> <li>76 Clinic Assistant</li> <li>4 Clinic Operations Supervisor</li> <li>3 Clinic Supervisor-ARMC</li> <li>3 Clinical Therapist I</li> <li>3 Health Education Specialist II</li> <li>1 Hospital Services Worker</li> <li>3 Lic Vocational Nurse-Per Diem</li> <li>37 Licensed Vocational Nurse II</li> <li>4 Licensed Vocational Nurse III</li> <li>1 Mobile Medical Clinic Operator</li> <li>1 Office Assistant II</li> <li>14 Office Assistant III</li> <li>1 Oral Surgery Technician</li> <li>4 Orthopedic Technician</li> <li>1 Patient Navigation Prgm Coord.</li> <li>18 Registered Nurse II - Clinic</li> <li>10 Registered Nurse II - Per Diem</li> <li>3 Respiratory Care Practitioner2</li> <li>13 RN Care Manager</li> <li>2 Secretary I</li> <li>1 Secretary II</li> <li>1 Social Service Practitioner</li> <li>2 Staff Analyst II</li> <li>1 Supvg Respiratory Care Practit</li> <li><u>271</u> Total</li> </ul>
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## ARROWHEAD REGIONAL MEDICAL CENTER

### CLASSIFICATION LISTING AND POSITION COUNT

#### Arrowhead Regional Medical Center Continued

<b>Quality and Performance Improvement</b>	<b>Strategic Planning</b>
<p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Assoc Hosp Adm Professional Se</li> <li>1 Ast Hosp Administrator Fiscal</li> <li>1 Biostatistician</li> <li>2 Cancer Registry Specialist</li> <li>1 Hospital Risk Coordinator</li> <li>1 Librarian II</li> <li>1 Library Assistant I</li> <li>1 Lic Vocational Nurse-Per Diem</li> <li>3 Licensed Vocational Nurse II</li> <li>3 Medical Staff Coordinator</li> <li>1 Nurse Epidemiologist</li> <li>1 Office Assistant II</li> <li>4 Office Specialist</li> <li>1 Quality Improvemnt Coordinator</li> <li>6 Quality Management Nurse</li> <li>1 Registered Nurse II - Per Diem</li> <li>1 Registered Nurse II-ARMC</li> <li>1 Secretary II</li> <li>1 Spvg Medical Staff Coordinator</li> <li><hr style="width: 100%;"/>32 Total</li> </ul>	<p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 ARMC Medical Svcs Prgm Coord</li> <li>1 Dir of Public Relations&amp;Mrktng</li> <li>1 Education Services Supervisor</li> <li>1 Healthcare Program Administrator</li> <li>1 Marketing Specialist</li> <li>1 Media Specialist II</li> <li>1 Multimedia Coordinator</li> <li>7 Nurse Educator</li> <li>7 Office Assistant II</li> <li>33 Office Assistant III</li> <li>1 Office Assistant IV</li> <li>1 Photographer</li> <li>1 Registered Nurse II - Clinic</li> <li>1 Secretary I</li> <li>1 Secretary II</li> <li>1 Supervising Office Specialist</li> <li>1 Volunteer Services Coordinator</li> <li><hr style="width: 100%;"/>61 Total</li> </ul>





## ECONOMIC DEVELOPMENT AGENCY

### CLASSIFICATION LISTING AND POSITION COUNT

#### Economic Development

##### Economic Development

###### Classification

1	Administrator
1	Executive Secretary II
1	Manager
1	ECD Senior Coordinator
3	Economic Dev. Coordinator III
3	Public Service Employee
<u>10</u>	Total

#### Community Development and Housing

##### Administration

###### Classification

1	Director
1	Administrative Supervisor I
1	Automated Systems Analyst I
1	Executive Secretary I
1	Fiscal Specialist
1	Secretary I
3	Staff Analyst II
<u>9</u>	Total

##### Projects & Successor Agency

###### Classification

2	CommDev&Hsng Project Mgr II
1	Deputy Dir, Redevelopmnt Agency
3	ECD Analyst II
1	Supvg ECD Analyst
<u>7</u>	Total

##### Operations

###### Classification

1	CommntyDev & Housng Proj Mgr I
2	Cont Housing Analyst
2	ECD Analyst II
2	ECD Technician
1	Supvg ECD Analyst
<u>8</u>	Total

#### Department of Workforce Development

##### Executive Office

###### Classification

1	Director of Workforce Development
2	Executive Secretary II
1	Office Assistant III
<u>4</u>	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	Program Specialist II
1	Program Specialist I
1	Accountant II
2	Accounting Technician
2	Fiscal Specialist
1	Fiscal Assistant
1	Payroll Specialist
1	Workforce Development Specialist
2	Workforce Development Technician
1	Office Assistant III
1	Automated Systems Technician
<u>26</u>	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
9	Workforce Development Technician
4	Office Assistant II
15	Contract Workforce Development Specialist
<u>83</u>	Total



## FISCAL

### CLASSIFICATION LISTING AND POSITION COUNT

#### Assessor/Recorder/County Clerk

Management	Administrative Services	Assessment Services
<u>Classification</u> 1 Assessor/Recorder 1 County Clerk 1 Assistant Assessor 1 Assistant Recorder <hr style="width: 100%;"/> 4 Total	<u>Classification</u> 1 Administrative Supervisor II 1 Administrative Supervisor I 1 Executive Secretary III 2 ARC Project Administrator 1 Staff Analyst II 1 Staff Analyst I 1 Payroll Specialist 1 OA III <hr style="width: 100%;"/> 9 Total	<u>Classification</u> 1 Assessment Services Manager 1 Supervising Office Specialist 1 Supervising Office Assistant 1 Office Specialist 14 Office Assistant III 1 Supv Title Trans Technician II 1 Supv Title Transfer Technician I 3 Title Transfer Technician II 12 Title Transfer Technician I 1 Cadastral Services Supervisor 1 Cadastral Drafting Technician III 2 Cadastral Drafting Technician II 1 Cadastral Drafting Technician I <hr style="width: 100%;"/> 40 Total
Valuations	Recorder Services	Information Technology
<u>Classification</u> 1 Chief Appraiser 3 Principal Appraiser 8 Supervising District Appraiser 13 Appraiser III 13 Appraiser II 33 Appraiser I 14 Appraisal Technician 2 Supervising Auditor Appraiser 2 Auditor-Appraiser III 9 Auditor-Appraiser II 17 Office Assistant III 4 Public Service Employee <hr style="width: 100%;"/> 119 Total	<u>Classification</u> 1 Deputy Recorder 1 Staff Analyst I 1 Media Specialist 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 1 Accounting Technician 2 Fiscal Assistant 1 Office Assistant II 4 Public Service Employee <hr style="width: 100%;"/> 57 Total	<u>Classification</u> 1 Business Applications Manager 1 Business Systems Analyst III 1 Business Systems Analyst II 3 Automated Systems Analyst I 1 Automated Systems Technician 1 Office Assistant III <hr style="width: 100%;"/> 8 Total

#### Assessor/Recorder/County Clerk – Recorder Special Revenue Funds Consolidated

Systems Development	Recorder Records (Archives)
<u>Classification</u> 2 Programmer Analyst III 1 Automated Systems Analyst II 3 Automated Systems Analyst I 1 Automated Systems Technician <hr style="width: 100%;"/> 7 Total	<u>Classification</u> 1 Archives Program Administrator 1 Archives Technician 1 Storekeeper <hr style="width: 100%;"/> 3 Total



# FISCAL

## CLASSIFICATION LISTING AND POSITION COUNT

### Auditor-Controller/Treasurer/Tax Collector

<b>Management</b>	<b>Administrative Support</b>	<b>Information Technology Division</b>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
Elected Auditor-Controller/Treasurer/Tax Collector	1 Administrative Supervisor I	2 Business Applications Manager
1 Assistant Auditor-Controller/Treasurer/Tax Collector	2 ATC Project Administrator	1 Contract Business Applications Mgr
2 Controller/Treasurer/Tax Collector	1 ATC Building Coordinator	1 Secretary I
3 Executive Secretary III	1 Accountant II	2 Business Systems Analyst III
<u>6 Total</u>	1 Payroll Specialist	2 Department Systems Engineer
	1 Fiscal Specialist	6 Programmer Analyst III
	1 Office Assistant III	3 Automated Systems Analyst II
	10 Public Service Employee	3 Automated Systems Analyst I
	<u>18 Total</u>	3 Automated Systems Technician
		<u>23 Total</u>

<b>Auditor Division</b>	<b>Controller Division</b>	<b>Disbursements Division</b>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Auditor-Controller Division Chief	1 Auditor-Controller Division Chief	3 Auditor-Controller Manager
1 Secretary II	1 Secretary I	1 Secretary I
1 Auditor-Controller Manager	2 Auditor-Controller Manager	2 Supervising Accountant III
2 Supervising Internal Auditor III	2 Supervising Accountant III	2 Supervising Accountant II
1 Internal Auditor IV	5 Systems Accountant II	2 Systems Accountant II
4 Internal Auditor III	1 Contract Systems Accountant II	6 Accountant III
2 Internal Auditor II	8 Accountant III	2 Contract Accountant III
1 Accountant III	3 Contract Accountant III	3 Accountant II
2 Accountant II	3 Accountant II	3 Accounting Technician
1 Accounting Technician	2 Accounting Technician	3 Sup ATC Payroll Technician
<u>16 Total</u>	<u>28 Total</u>	5 ATC Payroll Technician
		1 Supervising Fiscal Specialist
		5 Fiscal Specialist
		8 Fiscal Assistant
		1 Office Assistant IV
		11 Office Assistant III
		2 Office Assistant II
		4 Public Service Employee
		<u>64 Total</u>

<b>Treasurer Division</b>	<b>Tax Collector Division</b>	<b>Central Collections Division</b>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Chief Deputy Treasurer	1 Auditor-Controller Division Chief	1 Director of Central Collections
1 Investment Officer	1 Secretary I	1 Auditor-Controller Division Chief
1 Assistant Investment Officer	1 Tax Collection Manager	1 Secretary I
2 Investment Analyst	1 Tax Collector Accounting Manager	1 Auditor-Controller Manager
1 Treasurer Office Manager	1 Tax Sale Manager	1 Chief Collections Supervisor
1 Accounting Technician	1 Supervising Collections Officer	2 Supervising Accountant II
1 Fiscal Assistant	1 Supervising Accounting Technician	1 Accountant III
<u>8 Total</u>	1 Collections Officer II	1 Internal Auditor III
	7 Collections Officer I	5 Supervising Collections Officer
	1 Accountant II	1 Supervising Fiscal Specialist
	5 Accounting Technician	4 Collections Officer II
	1 Supervising Fiscal Specialist	54 Collections Officer I
	2 Supervising Office Assistant	2 Accounting Technician
	5 Fiscal Specialist	1 Fiscal Specialist
	7 Fiscal Assistant	5 Fiscal Assistant
	10 Office Assistant III	5 Office Assistant III
	12 Office Assistant II	10 Office Assistant II
	<u>58 Total</u>	<u>96 Total</u>



## HUMAN SERVICES

### CLASSIFICATION LISTING AND POSITION COUNT

#### Human Services – Health Administration

**Health Administration**

Classification

1	Administrative Analyst III
<u>1</u>	Total

#### Behavioral Health

**24-Hour and Emergency Services**

Classification

5	Alcohol & Drug Counselor
7	Clinical Therapist I
5	Clinical Therapist II
2	Clinical Therpst I-Psychologist
1	Deputy Director BH Prog Service
2	Employment Services Specialist
1	Fiscal Assistant
5	General Services Worker II
2	Mental Health Clinic Supervisor
1	Mental Health Nurse II
1	Mental Health Program Mgr I
2	Mental Health Program Mgr II
11	Mental Health Specialist
3	MentalHealth Clinic Supervisor
3	Office Assistant II
5	Office Assistant III
1	Office Assistant IV
1	Office Specialist
2	Psychiatric Aide
2	Secretary I
6	Social Worker II
1	Staff Analyst II
1	Supervising Office Assistant
<u>70</u>	Total

**Administrative Services**

Classification

1	Accountant II
5	Accountant III
1	Accounting Technician
1	Administrative Manager
1	Administrative Supervisor I
2	Automated Systems Analyst I
6	Automated Systems Technician
1	Business Applications Manager
1	Cont Automated System Analyst 2
1	Deputy Director BH Admin Svc
2	Fiscal Assistant
6	Fiscal Specialist
1	Mental Health Auditor
2	Office Assistant II
6	Office Assistant III
9	Office Specialist
2	Payroll Specialist
1	Secretary II
1	Staff Analyst II
5	Storekeeper
1	Supervising Fiscal Specialist
1	Supervising Office Assistant
1	Supervising Office Specialist
1	Supvg Auto Systems Analyst I
<u>59</u>	Total

**Office of Compliance**

Classification

1	Behavioral Health Med Rec Supv
1	BH Ethics & Compliance Coordin
1	Chief Compliance Officer-BH
2	Clinical Therapist I
2	Health Info Mgmt Assistant I
2	Health Info Mgmt Assistant II
1	Medical Records Coder II
1	Mental Health Program Mgr I
1	Office Specialist
2	Public Service Employee
2	Social Worker II
<u>16</u>	Total

**Director**

Classification

1	Asst Dir of BehavioralHealth
1	Director of Behavioral Health
1	Executive Secretary II
1	Office Assistant III
1	Office Assistant IV
1	Secretary II
<u>6</u>	Total

**Program Support Services**

Classification

1	Administrative Supervisor II
2	Clinic Assistant
10	Clinical Therapist I
3	Clinical Therapist II
1	Cont Business System Analyst II
1	Cont Office Assistant III
1	Dep Dir Behavioral Hlth Qual Mgt
1	Medical Emer. Planning Spclst
9	Mental Health Nurse II
1	Mental Health Program Mgr II
1	MentalHealth Clinic Supervisor
1	Nurse Practitioner II
1	Nurse Supervisor
1	Occupational Therapist II
18	Office Assistant III
1	Office Assistant IV
1	Office Specialist
1	Public Service Employee
1	Registered Nurse Case Manager
1	Research & Planning Psycholgst
2	Secretary I
1	Secretary II
2	Supervising Office Assistant
<u>62</u>	Total

**Regional Operations**

Classification

20	Clinical Therapist I
3	Clinical Therapist II
2	General Services Worker II
3	Mental Health Clinic Supervisor
5	Mental Health Nurse II
1	Mental Health Program Mgr I
2	Mental Health Program Mgr II
13	Mental Health Specialist
2	MentalHealth Clinic Supervisor
15	Office Assistant II
9	Office Assistant III
2	Office Assistant IV
5	Psychiatric Technician I
2	Secretary I
4	Social Worker II
1	Supervising Office Assistant
2	Supervising Office Specialist
<u>91</u>	Total



## HUMAN SERVICES

### CLASSIFICATION LISTING AND POSITION COUNT

#### Behavioral Health Continued

##### Alcohol & Drug Services

<u>Classification</u>
4 Clinical Therapist I
4 Mental Health Specialist
1 Mental Health Clinic Supervisor
1 Occupational Therapist II
3 Office Assistant II
3 Office Assistant III
1 Secretary I
5 Social Worker II
1 Supervising Office Assistant
<u>23</u> Total

##### Regional Operations & Children's Svcs

<u>Classification</u>
4 Alcohol & Drug Counselor
39 Clinical Therapist I
13 Clinical Therapist II
7 Clinical Therpst I-Psychologist
1 Cont Clinical Therapist I
2 Deputy Director BH Prog Service
2 General Services Worker II
1 Licensed Vocational Nurse II
4 Mental Health Clinic Supervisor
5 Mental Health Nurse II
4 Mental Health Program Mgr II
5 Mental Health Specialist
7 MentalHealth Clinic Supervisor
15 Office Assistant II
18 Office Assistant III
6 Office Assistant IV
2 Office Specialist
2 Psychiatric Technician I
1 Public Service Employee
4 Secretary I
15 Social Worker II
3 Supervising Office Assistant
2 Supervising Office Specialist
<u>162</u> Total

##### Medical Services

<u>Classification</u>
1 Behavioral Health Med Director
4 Clinic Assistant
10 Clinical Therapist I
11 Clinical Therapist II
2 Clinical Therpst I-Psychologist
1 Clinical Thrpst II-Psychologist
4 Cont Adult Psychiatrist
1 Cont AdultPsychiatrist BD cert
4 Cont Child Psychiatrist
3 Cont Child Psychiatst Brd Cert
4 Cont F/T Adult Psychiatrist
2 Cont F/T Child Psychiatrist
1 Cont F/T LeadChildPsychiatrist
3 Cont P/T Adult Psychiatrist
4 Cont Psychiatrist LicPhysician
5 ContFTAdultPsychiatristBrdCrt
4 ContPTAdultPsychiatristBrdCrt
1 General Services Worker II
3 Licensed Vocational Nurse II
1 Mental Health Clinic Supervisor
1 Mental Health Nurse II
1 Mental Health Nurse Mgr-ARMC
1 Mental Health Program Mgr I
1 Mental Health Program Mgr II
1 Mental Health Program Mgr III
1 MentalHealth Clinic Supervisor
5 Office Assistant III
1 Office Specialist
1 Program Specialist II
4 Psychiatric Technician I
25 Psychiatrist
1 Secretary I
1 Secretary II
6 Social Worker II
1 Staff Aide
1 Supervising Office Assistant
<u>121</u> Total



## HUMAN SERVICES

### CLASSIFICATION LISTING AND POSITION COUNT

#### Behavioral Health – Alcohol and Drug Services

**Administrative Services**

<u>Classification</u>	
2 Accountant II	
1 Administrative Supervisor II	
1 Fiscal Specialist	
1 Mental Health Auditor	
2 Staff Analyst II	
7 Total	

**Alcohol & Drug Services**

<u>Classification</u>	
31 Alcohol & Drug Counselor	
2 Clinical Therapist I	
2 Clinical Therapist Pre-License	
2 Cont MH Staff Physician	
1 ContFTAdultPsychiatristBrdCrt	
1 General Services Worker II	
1 Mental Health Education Consul	
1 Mental Health Program Mgr I	
1 Mental Health Program Mgr II	
5 Mental Health Specialist	
2 MentalHealth Clinic Supervisor	
2 Occupational Therapy Assistant	
1 Office Assistant II	
5 Office Assistant III	
1 Peer & Family Advocate II	
1 Program Specialist I	
1 Program Specialist II	
1 Secretary I	
1 Secretary II	
18 Social Worker II	
1 Staff Analyst II	
2 Supervising Social Worker	
83 Total	

**Office of Compliance**

<u>Classification</u>	
1 Program Specialist I	
1 Total	

**Program Support Services**

<u>Classification</u>	
1 Staff Analyst II	
1 Total	



## HUMAN SERVICES

### CLASSIFICATION LISTING AND POSITION COUNT

#### Behavioral Health – Mental Health Services Act

##### 24-Hour and Emergency Services

<u>Classification</u>	
1	Administrative Manager
8	Alcohol & Drug Counselor
54	Clinical Therapist I
17	Clinical Therapist II
2	Clinical Therapist I-Psychologist
1	Clinical Therapist II-Psychologist
1	Cont Business Systems Analyst I
1	Cont Staff Analyst II
5	General Services Worker II
3	Licensed Vocational Nurse II
1	Mental Health Education Consul
1	Mental Health Nurse II
4	Mental Health Program Mgr I
2	Mental Health Program Mgr II
33	Mental Health Specialist
11	Mental Health Clinic Supervisor
2	Occupational Therapist II
11	Office Assistant II
16	Office Assistant III
1	Office Assistant IV
1	Peer & Family Advocate II
9	Peer & Family Advocate III
4	Program Specialist I
1	Program Specialist II
1	Psychiatric Technician I
3	Secretary I
1	Secretary II
58	Social Worker II
2	Staff Analyst II
1	Supervising Office Assistant
<u>256</u>	<u>Total</u>

##### Administrative Services

<u>Classification</u>	
3	Accountant III
1	Accounting Technician
3	Administrative Supervisor I
1	Administrative Supervisor II
6	Automated Systems Analyst I
6	Automated Systems Analyst II
7	Automated Systems Technician
3	Business Systems Analyst I
3	Business Systems Analyst II
3	Business Systems Analyst III
3	Cont Automated Systems Tech
2	Cont Project Manager
1	Fiscal Assistant
4	Fiscal Specialist
2	Mental Health Auditor
3	Office Assistant III
1	Office Specialist
2	Payroll Specialist
2	Peer & Family Advocate I
2	Secretary I
1	Staff Analyst I
12	Staff Analyst II
2	Storekeeper
1	Supervising Accountant II
1	Supervising Fiscal Specialist
<u>75</u>	<u>Total</u>

##### Office of Compliance

<u>Classification</u>	
2	Case Review Specialist
2	Office Assistant III
1	Health Info Mgmt Assistant III
1	Peer & Family Advocate III
1	Staff Analyst II
<u>7</u>	<u>Total</u>

##### Office of Cultural Comp & Ethnic Svcs

<u>Classification</u>	
1	Cultural Competency Officer
3	Mental Health Education Consul
1	Office Assistant III
1	Secretary I
1	Social Worker II
1	Staff Analyst I
<u>8</u>	<u>Total</u>

##### Office of Homeless Services

<u>Classification</u>	
1	Automated Systems Analyst I
1	Automated Systems Technician
1	Homeless Services Officer
1	Office Assistant II
2	Program Specialist I
1	Secretary I
1	Staff Analyst II
<u>8</u>	<u>Total</u>



## HUMAN SERVICES

### CLASSIFICATION LISTING AND POSITION COUNT

#### Behavioral Health – Mental Health Services Act Continued

**Program Support Services**

<u>Classification</u>	
2	Administrative Manager
1	Administrative Supervisor I
1	Alcohol & Drug Counselor
1	Psychiatrist
1	Automated Systems Analyst I
3	Business Systems Analyst I
1	Business Systems Analyst II
1	Chief of Behavioral Informatics
3	Clinical Therapist I
1	Cont Business System Analyst II
3	Cont Project Manager
19	Graduate Student Intern
1	Media Specialist I
2	Mental Health Education Consul
3	Mental Health Intern Prgm Supv
2	Mental Health Nurse II
2	Mental Health Program Mgr I
5	Mental Health Specialist
2	Office Assistant II
8	Office Assistant III
1	Office Assistant IV
4	Peer & Family Advocate I
8	Peer & Family Advocate II
3	Peer & Family Advocate III
7	Program Specialist I
4	Program Specialist II
2	Secretary I
2	Social Worker II
1	Staff Aide
5	Staff Analyst II
1	Statistical Analyst
6	Student Intern
3	Training & Development Specialist
1	Volunteer Services Coordinator
<u>110</u>	<b>Total</b>

**Alcohol & Drug Services**

<u>Classification</u>	
<u>1</u>	Program Specialist I
1	Total
<b>Regional Operations &amp; Children's Svc</b>	
<u>Classification</u>	
1	Alcohol & Drug Counselor
22	Clinical Therapist I
2	Clinical Therapist II
3	Clinical Therapist I-Psychologist
2	Clinical Therapist II-Psychologist
2	Employment Services Specialist
3	General Services Worker II
1	Licensed Vocational Nurse II
1	Mental Health Education Consul
3	Mental Health Nurse II
1	Mental Health Program Mgr I
1	Mental Health Program Mgr II
3	Mental Health Specialist
2	Mental Health Clinic Supervisor
1	Office Assistant II
7	Office Assistant III
1	Peer & Family Advocate I
2	Peer & Family Advocate II
1	Peer & Family Advocate III
3	Program Specialist I
1	Program Specialist II
1	Secretary I
6	Social Worker II
1	Staff Aide
4	Staff Analyst II
1	Supervising Office Assistant
<u>76</u>	<b>Total</b>

**Regional Operations**

<u>Classification</u>	
9	Clinical Therapist I
3	Clinical Therapist II
2	General Services Worker II
1	Licensed Vocational Nurse II
5	Mental Health Nurse II
5	Mental Health Specialist
2	Mental Health Clinic Supervisor
2	Office Assistant II
9	Office Assistant III
1	Office Assistant IV
3	Peer & Family Advocate II
3	Psychiatric Technician I
2	Social Worker II
1	Supervising Office Assistant
<u>48</u>	<b>Total</b>

**Medical Services**

<u>Classification</u>	
1	Staff Analyst II
<u>1</u>	<b>Total</b>

#### Public Health

**Director**

<u>Classification</u>	
1	Public Health Director
1	Public Health Prgm Coordinator
1	Public Service Employee
1	Secretary I
1	Environmental Health Spec III
1	Executive Secretary II
1	Health Education Specialist II
<u>7</u>	<b>Total</b>

**Health Officer**

<u>Classification</u>	
1	Health Officer
1	Psychiatrist
1	Public Health Medical Director
2	Public Health Physician II
1	Cont Public Health Physician
1	Executive Secretary II
<u>7</u>	<b>Total</b>

**Assistant Director**

<u>Classification</u>	
1	Asst. Dir. of Public Health
1	Public Health Project Coordinator
1	Secretary II
1	Public Service Employee
<u>4</u>	<b>Total</b>





# HUMAN SERVICES

## CLASSIFICATION LISTING AND POSITION COUNT

### Public Health Continued

**Community Health**

**Disease Control & Prevention**

**Fiscal & Administrative Services**

Classification

Classification

Classification

1	Chief of Comm Health & Nursing Svcs
3	Clinic Operations Supervisor
1	Clinic Supervisor-PH
2	Clinical Therapist I
1	Clinical Therapist II
2	Cont Physician Assistant
1	Deputy Chief of Comm Health Svcs
1	Fiscal Assistant
6	Health Services Assistant I
1	Laboratory Assistant
15	Licensed Vocational Nurse II
2	Medical Records Coder I
1	Nurse Educator
8	Nurse Practitioner II
31	Office Assistant II
7	Office Assistant III
3	PH Program Manager
39	Public Health Nurse II
2	Public Health Nurse Manager
3	Public Health Prgm Coordinator
1	Radiologic Technologist I
19	Registered Nurse II - PH
3	Secretary I
5	Social Service Practitioner
4	Supervising Office Assistant
1	Supervising Office Specialist
4	Supvg Public Health Nurse
1	Administrative Supervisor I
20	Care Assistant
188	Total

1	Division Chief, Disease Control
1	Fiscal Assistant
2	Fiscal Specialist
5	Health Education Assistant
19	Health Education Specialist I
9	Health Education Specialist II
99	Health Services Assistant I
6	Health Services Assistant II
2	Laboratory Assistant
2	Licensed Vocational Nurse II
1	Media Specialist I
25	Nutritionist
14	Office Assistant II
2	Office Assistant III
1	PH Program Manager Laboratory
2	PH Program Manager
2	Public Health Epidemiologist
1	Public Health Microbiologist 1
3	Public Health Microbiologist 2
2	Public Health Microbiologist 3
4	Public Health Prgm Coordinator
3	Registered Nurse II - PH
3	Secretary I
14	Supervising Health Svcs Asstnt
1	Supervising Office Assistant
1	Suprvsg Public Health Microbiologist
1	Supv Health Education Specialist
6	Supvg Public Health Nutritionist
1	Administrative Supervisor I
1	Clinic Supervisor-PH
9	Communicable Disease Investigator
1	Cont. IEHIVPC Cnt Liaison
244	Total

1	Public Health Chief Financial Officer
1	Public Health Prgm Coordinator
2	Secretary I
1	Staff Analyst I
5	Staff Analyst II
2	Storekeeper
3	Supervising Accountant III
1	Systems Accountant I
1	Supervising Accountant II
2	Systems Accountant II
5	Accountant II
3	Accountant III
1	Accounting Technician
1	Administrative Manager
1	Administrative Supervisor I
1	Administrative Supervisor II
3	Fiscal Assistant
4	Fiscal Specialist
1	Health Services Assistant I
4	Office Assistant II
6	Office Assistant III
1	Office Assistant IV
2	Payroll Specialist
52	Total

**Quality & Compliance**

**Animal Care and Control**

**Environmental Health**

Classification

Classification

Classification

1	Quality and Compliance Officer
1	Supervising Program Specialist
1	Supvg Auto Systems Analyst II
12	Automated Systems Analyst I
1	Automated Systems Analyst II
1	Business Applications Manager
1	Business Systems Analyst I
2	Business Systems Analyst II
1	Business Systems Analyst III
4	Program Specialist I
1	Program Specialist II
26	Total

1	Chief of Animal Care & Control
1	Fiscal Assistant
4	General Services Worker II
8	Office Assistant II
3	Office Assistant III
2	Office Assistant IV
1	PH Program Manager Animal Care
1	Registered Veterinary Tech
4	Supvg Animal Control Officer I
3	Supvg Animal Control Officer II
28	Animal Control Officer
2	Animal Health Investigator
9	Animal License Checker I
67	Total

1	Chief Environmental Health Services
51	Environmental Health Spec II
10	Environmental Health Spec III
5	Environmental Technician I
1	Environmental Technician II
3	Fiscal Assistant
1	Fiscal Specialist
10	Office Assistant III
2	PH Program Mgr Environ Health
1	Public Health Prgm Coordinator
20	Public Service Employee
1	Secretary I
1	Supervising Office Assistant
1	Supervising Office Specialist
7	Supvg Environmental Health Specialist
7	Vector Control Technician I
1	Vector Control Technician II
123	Total



## HUMAN SERVICES

### CLASSIFICATION LISTING AND POSITION COUNT

#### Public Health Continued

<b>Preparedness &amp; Response</b>	<b>Community Outreach &amp; Innovation</b>
<u>Classification</u> 2 Health Services Assistant I 4 Medical Emer. Planning Spclst 1 Office Assistant III 1 Office Specialist 1 Public Health Epidemiologist 1 Public Health Prgm Coordinator 1 Registered Nurse II - Public Health 1 Storekeeper 1 Suprvsng Med Emergency Plng Spcl <hr style="width: 100%;"/> 13 Total	<u>Classification</u> 1 PH Program Manager 1 Supervising Program Specialist 1 Secretary I 4 Statistical Analyst 1 Staff Analyst II 1 Geographic Info Sys Tech II 1 Public Health Prgm Coordinator 1 Office Assistant III 1 Program Specialist I <hr style="width: 100%;"/> 12 Total

#### Public Health – California Children’s Services

<b>California Children's Services</b>
<u>Classification</u> 1 CCS Physician Consultant I 1 CCS Physician Consultant II 3 Medical Therapy Specialist 2 Occupational Therapy Assistant 18 Office Assistant II 13 Office Assistant III 33 Office Specialist 41 Pediatric Rehab Therapist 1 PH Program Manager 4 Physical Therapist Assistant 1 PH Program Coordinator 29 Public Health Nurse II 6 Rehabilitation Service Aide 1 Secretary I 5 Social Service Practitioner 1 Social Worker II 2 Supervising Office Assistant 3 Supervising Office Specialist 8 Supervising Pediatric Rehab Therapist I 1 Supervising Pediatric Rehab Therapist II 3 Supervising Public Health Nurse 1 Supervising Social Worker 1 Supervising Social Service Practitioner <hr style="width: 100%;"/> 179 Total



## HUMAN SERVICES

### CLASSIFICATION LISTING AND POSITION COUNT

#### Human Services – Administrative Claim

##### Transitional Assistance

###### TAD Eligibility

<u>Classification</u>
1 Director
1 Assistant Director
8 Deputy Director
3 TAD Regional Manager
36 TAD District Manager
1 C-IV Project Coordinator
1 Executive Secretary II
5 Staff Analyst II
1 Program Specialist II
1 Program Specialist I
190 Eligibility Worker Supervisor I
205 Eligibility Worker III
1,582 Eligibility Worker I/II
180 Eligibility Worker Trainee
30 Interpreter/Translator
24 Supervising Office Assistant
14 Office Assistant III
194 Office Assistant II
8 Secretary I
34 Childcare Provider
<u>2,519</u> Total

###### TAD Employment Services

<u>Classification</u>
1 Deputy Director
1 TAD Regional Manager
9 Employment Services Manager
39 Supervising Employment Services Specialist
301 Employment Services Specialist
24 Employment Services Trainee
4 Employment Services Technician
1 Secretary I
5 Supervising Office Assistant
<u>46</u> Office Assistant II
431 Total

###### Children and Family Services

<u>Classification</u>
1 Director
1 Assistant Director
6 Deputy Director
1 Executive Secretary III
16 Child Welfare Services Manager
1 HS Administrative Manager
1 Administrative Supervisor II
1 Administrative Supervisor I
1 CFS Project Coordinator
86 Supervising Social Services Practitioner
65 Senior Social Services Practitioner
388 Social Services Practitioner
42 Social Service Aide
109 Social Worker II
5 Social Worker II Trainee
2 Eligibility Worker II
6 Staff Analyst II
1 Program Specialist II
1 Program Specialist I
14 Peer & Family Assistant II
5 Peer & Family Assistant I
1 Supervising Fiscal Specialist
7 Fiscal Specialist
10 Fiscal Assistant
17 Supervising Office Assistant
6 Supervising Office Specialist
175 Office Assistant III
20 Office Assistant II
12 Educational Liaison
39 Intake Specialist
7 Secretary I
1 Childcare Provider
1 Media Specialist I
<u>1,049</u> Total

###### Department of Aging and Adult Services

<u>Classification</u>
1 Director
3 Deputy Director
4 DAAS District Manager
1 Supervising Public Health Nurse
1 Public Health Nurse II
5 Registered Nurse II
1 Executive Secretary II
2 Staff Analyst II
8 Supervising Social Services Practitioner
34 Social Services Practitioner
14 Supervising Social Worker
125 Social Worker II
5 Social Worker II Trainee
5 Supervising Office Assistant
1 Office Assistant IV
30 Office Assistant III
22 Office Assistant II
1 Office Specialist
<u>3</u> Secretary I
266 Total



## HUMAN SERVICES

### CLASSIFICATION LISTING AND POSITION COUNT

#### Human Services – Administrative Claim Continued

##### HS Administration and Support Services Continued

Auditing	ITSD	PERC
<u>Classification</u> 1 Human Services Auditing Chief 1 HS Auditing Manager 1 Staff Analyst I 1 Staff Analyst Trainee 1 Supervising Accountant III 2 Supervising Accountant II 2 Systems Accountant II 4 Accounting Technician 2 HS Internal Auditor IV 8 HS Internal Auditor III 1 HS Internal Auditor II 11 Fiscal Assistant 2 Supervising Fiscal Specialist 5 Fiscal Specialist 2 Office Assistant II 1 Secretary I <hr style="width: 100%;"/> 45 Total	<u>Classification</u> 1 Departmental IS Administrator 4 Business Applications Manager 3 Department Systems Engineer 2 Supervising Auto Systems Analyst II 6 Automated Systems Analyst II 16 Automated Systems Analyst I 25 Automated Systems Technician 8 Business Systems Analyst III 5 Business Systems Analyst II 2 Business Systems Analyst I 6 Programmer Analyst III 7 Programmer III 1 Programmer II 1 Staff Analyst I 6 Applications Specialist 2 IT Technical Assistant II 1 IT Technical Assistant I 1 Fiscal Specialist 1 Office Assistant III 1 Secretary I 2 Stores Specialist <hr style="width: 100%;"/> 101 Total	<u>Classification</u> 1 Chief Learning Officer 1 Human Services Communications Officer 1 Training & Development Manager 3 Training & Development Supervisor 7 Training & Development Specialist 11 Staff Training Instructor 1 Staff Analyst I 1 Media Specialist I 1 Supervising Office Assistant 2 Office Assistant III 5 Office Assistant II 1 Fiscal Assistant 1 Secretary I <hr style="width: 100%;"/> 36 Total
<u>Classification</u> 1 HS Program Integrity Division Chief 1 Supervising Fraud Investigator II 3 Supervising Fraud Investigator I 23 Fraud Investigator 1 Staff Analyst II 2 HSS Quality Review Supervisor III 7 HSS Quality Review Supervisor I 76 HSS Quality Review Specialist 1 Supervising Appeals Specialist II 2 Supervising Appeals Specialist I 20 Appeals Specialist 1 Supervising Case Review Specialist 4 Case Review Specialist 1 Supervising Office Specialist 1 Supervising Office Assistant 3 Office Assistant III 3 Office Assistant II 8 Fiscal Assistant 1 Secretary I <hr style="width: 100%;"/> 159 Total	<u>Classification</u> 1 Administrative Supervisor II 1 Eligibility Worker Supervisor I 7 Eligibility Worker III 5 Statistical Analyst 1 Statistical Analyst Trainee <hr style="width: 100%;"/> 15 Total	<u>Classification</u> 1 Deputy Director 2 PDD Program Manager 1 Supervising Social Services Practitioner 2 Social Services Practitioner 4 Supervising Program Specialist 11 Program Specialist II 27 Program Specialist I 1 Supervising Office Assistant 9 Office Assistant III 1 Office Assistant II 1 Fiscal Assistant 1 Secretary I <hr style="width: 100%;"/> 61 Total



## HUMAN SERVICES

### CLASSIFICATION LISTING AND POSITION COUNT

#### Human Services – Administrative Claim Continued

##### HS Administration and Support Services

<u>Administrative Services Division</u>	<u>Human Services Administration</u>	<u>Childrens Network</u>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
2 Deputy Executive Officer	1 Assistant Executive Officer- Human Services	1 Childrens Network Officer
2 Administrative Analyst III	1 Administrative Analyst III	1 Associate Childrens Network Officer
1 Executive Secretary II	1 Executive Secretary III	1 Childrens Network Communications & Event Coordinator
4 Administrative Supervisor II	1 Staff Analyst II	1 Secretary II
1 Administrative Manager	1 Contract Business Applications Manager	1 Social Worker II
1 HS Emergency Services Supervisor	1 Contract C-IV Accountant I	2 Office Assistant III
24 Staff Analyst II	1 Contract C-IV Tech/Site Prep Coordinator	1 Contract Case Coordinator
1 Staff Analyst I	1 Contract Business Analyst Supervisor	1 Contract Child Abuse Prevention Coordinator
1 Accountant III	6 Contract Business Analyst	1 Contract Staff Analyst II
1 Systems Accountant II	14 Total	10 Total
2 Accounting Technician		
1 Supervising Fiscal Specialist	<b>Personnel</b>	
3 Fiscal Specialist	<u>Classification</u>	
4 Fiscal Assistant	1 HS Administrative Manager	
1 Supervising Office Assistant	1 Supervising Fiscal Specialist	
3 Office Assistant III	1 Fiscal Specialist	
4 Office Assistant II	13 Payroll Specialist	
1 Secretary I	2 Personnel Technician	
2 Stores Supervisor II	1 Volunteer Services Coordinator	
4 Stores Specialist	1 Supervising Office Assistant	
10 Storekeeper	1 Office Assistant III	
1 Public Service Employee	4 Office Assistant II	
74 Total	1 Secretary I	
	26 Total	



## HUMAN SERVICES

### CLASSIFICATION LISTING AND POSITION COUNT

#### Aging and Adult Services

**Administrative Support**

<u>Classification</u>	
1 Administrative Supervisor II	
3 Accounting Technician	
4 Staff Analyst II	
8 Total	

**MSSP**

<u>Classification</u>	
1 Fiscal Assistant	
2 Public Health Nurse	
6 Social Worker II	
9 Total	

**Ombudsman**

<u>Classification</u>	
1 DAAS Program Supervisor	
1 Cont OMB Ofc Mgr	
4 Cont Ombudsman Field Coordinator	
6 Total	

**SCSEP**

<u>Classification</u>	
2 Cont SCS Empl Prog Admin Aide	
2 Total	

**SIA**

<u>Classification</u>	
2 DAAS Program Supervisor	
6 Social Service Aide	
7 Sr Information & Referral	
15 Total	

#### Public Guardian

**Public Guardian**

<u>Classification</u>	
1 Chief Deputy Public Guardian	
8 Deputy Public Guardian	
2 Estate Property Specialist	
1 Fiscal Assistant	
1 Fiscal Specialist	
3 Office Assistant III	
1 Social Service Aide	
1 Social Service Practitioner	
1 Staff Analyst II	
1 Supervising Office Assistant	
1 Supervising Deputy Public Guardian	
21 Total	



# HUMAN SERVICES

## CLASSIFICATION LISTING AND POSITION COUNT

### Child Support Services

<p style="text-align: center;"><b>Director</b></p> <p><u>Classification</u></p> <p>1 Director of Child Support</p> <hr/> <p>1 Total</p>	<p style="text-align: center;"><b>Administrative Support Staff</b></p> <p><u>Classification</u></p> <p>1 Executive Secretary II</p> <hr/> <p>1 Total</p>	<p style="text-align: center;"><b>Ombudsman</b></p> <p><u>Classification</u></p> <p>4 Child Support Officer II</p> <p>1 Supervising Child Support Officer</p> <hr/> <p>5 Total</p>
<p style="text-align: center;"><b>Assistant Director</b></p> <p><u>Classification</u></p> <p>1 Assistant Director of Child Support</p> <p>1 Secretary II</p> <hr/> <p>2 Total</p>	<p style="text-align: center;"><b>Technical and Program Support</b></p> <p><u>Classification</u></p> <p>1 Automated Systems Analyst I</p> <p>3 Automated Systems Technician</p> <p>1 Business Applications Manager</p> <p>2 Business Systems Analyst III</p> <p>1 Department Systems Engineer</p> <p>1 Media Specialist</p> <p>4 Program Specialist I</p> <p>1 Program Specialist II</p> <p>1 Secretary I</p> <p>3 Staff Training Instructor</p> <p>1 Statistical Analyst</p> <p>1 Supervising Auto Systems Analyst II</p> <p>1 Training &amp; Development Supervisor</p> <hr/> <p>21 Total</p>	<p style="text-align: center;"><b>Administrative Services</b></p> <p><u>Classification</u></p> <p>1 Deputy Director, Child Support</p> <p>1 Accountant II</p> <p>1 Accountant III</p> <p>3 Accounting Technician</p> <p>1 Administrative Supervisor II</p> <p>1 Child Support Accounting Supervisor</p> <p>9 Child Support Officer I/Trainee</p> <p>2 Child Support Officer II</p> <p>4 Fiscal Assistant</p> <p>1 Payroll Specialist</p> <p>3 Staff Analyst II</p> <p>2 Storekeeper</p> <p>1 Supervising Child Support Officer</p> <hr/> <p>30 Total</p>
<p style="text-align: center;"><b>Child Support Enforcement</b></p> <p><u>Classification</u></p> <p>1 Deputy Director, Child Support</p> <p>16 Child Support Assistant</p> <p>2 Child Support Assistant Ops Mgr</p> <p>4 Child Support Operations Manager</p> <p>88 Child Support Officer I/Trainee</p> <p>16 Child Support Officer II</p> <p>7 Office Assistant II</p> <p>2 Office Assistant III</p> <p>15 Supervising Child Support Officer</p> <p>1 Secretary I</p> <hr/> <p>152 Total</p>	<p style="text-align: center;"><b>Child Support Establishment</b></p> <p><u>Classification</u></p> <p>1 Deputy Director, Child Support</p> <p>30 Child Support Assistant</p> <p>79 Child Support Officer I/Trainee</p> <p>12 Child Support Officer II</p> <p>3 Child Support Operations Manager</p> <p>10 Office Assistant II</p> <p>10 Supervising Child Support Officer</p> <p>1 Supervising Office Assistant</p> <hr/> <p>146 Total</p>	<p style="text-align: center;"><b>Legal Services and Special Enforcement</b></p> <p><u>Classification</u></p> <p>1 Child Support Chief Attorney</p> <p>8 Child Support Assistant</p> <p>1 Child Support Attorney III</p> <p>12 Child Support Attorney IV</p> <p>27 Child Support Officer I</p> <p>5 Child Support Officer II</p> <p>3 Child Support Operations Manager</p> <p>1 Office Assistant III</p> <p>1 Secretary I</p> <p>2 Supervising Child Support Attorney</p> <p>5 Supervising Child Support Officer</p> <hr/> <p>66 Total</p>



## HUMAN SERVICES

### CLASSIFICATION LISTING AND POSITION COUNT

#### Preschool Services

Executive Unit	Operations	Administration
<p><u>Classification</u></p> <p>1 Director</p> <p>1 Assistant Director</p> <p>1 Executive Secretary II</p> <hr style="width: 100%;"/> <p>3 Total</p> <p><b>Quality Assurance</b></p> <p><u>Classification</u></p> <p>1 Supervising Program Specialist</p> <p>1 Program Specialist II</p> <p>3 Quality Assurance Technician I</p> <p>4 Quality Assurance Technician II</p> <hr style="width: 100%;"/> <p>9 Total</p>	<p><u>Classification</u></p> <p>2 Deputy Director</p> <p>5 Program Manager</p> <p>6 Program Supervisor</p> <p>2 Contract Behavioral Specialist</p> <p>14 Contract Center Clerk 12 months</p> <p>21 Contract Center Clerk 9 months</p> <p>17 Contract Custodian 12 months</p> <p>20 Contract Custodian 9 months</p> <p>14 Contract Food Service Worker 12 months</p> <p>15 Contract Food Service Worker 9 months</p> <p>2 Contract Health Education Specialist</p> <p>3 Contract Preschool Site Supervisor I - 12 mos</p> <p>7 Contract Preschool Site Supervisor I - 9 mos</p> <p>14 Contract Preschool Site Supervisor II - 12 mos</p> <p>5 Contract Preschool Site Supervisor II - 9 mos</p> <p>27 Contract Preschool Teacher 12 months</p> <p>20 Contract Program Generalist 12 months</p> <p>46 Contract Program Generalist 9 months</p> <p>1 Contract Program Quality Specialist 12 months</p> <p>1 Contract Program Quality Specialist 9 months</p> <p>3 Contract Registered Nurse</p> <p>28 Contract Teacher Aide II 12 months</p> <p>99 Contract Teacher Aide II 9 months</p> <p>64 Contract Teacher II 12 months</p> <p>167 Contract Teacher II 9 months</p> <p>28 Contract Teacher III 12 months</p> <p>1 Disability Services Manager</p> <p>8 Graduate Student Interns</p> <p>1 Nutritionist</p> <p>2 Program Specialist I</p> <p>3 PSD Behavioral Specialist</p> <p>1 Secretary</p> <p>2 Special Education Specialist</p> <p>1 Special Education Specialist- Extra Help</p> <hr style="width: 100%;"/> <p>650 Total</p>	<p><u>Classification</u></p> <p>1 Administrative Manager</p> <p>1 Administrative Supervisor II</p> <p>2 Administrative Supervisor I</p> <p>1 Supervising Accountant II</p> <p>1 Supervising Fiscal Specialist</p> <p>1 Accountant II</p> <p>1 Accountant III</p> <p>5 Accountant Technician</p> <p>1 Automated Systems Technician</p> <p>3 Contract Center Clerk 12 months</p> <p>7 Contract General Maintenance Worker 12 months</p> <p>1 Contract Storekeeper 9 months</p> <p>2 Fiscal Assistant</p> <p>1 Fiscal Specialist</p> <p>2 General Maintenance Mechanic</p> <p>1 General Maintenance Worker</p> <p>1 Maintenance Supervisor</p> <p>5 Office Assistant II</p> <p>3 Office Assistant III</p> <p>2 Staff Analyst I</p> <p>4 Staff Analyst II</p> <p>1 Store Specialist</p> <p>1 Storekeeper</p> <p>1 Supervising Office Assistant</p> <hr style="width: 100%;"/> <p>49 Total</p>

#### Veteran Affairs

Administration	Veterans Services
<p><u>Classification</u></p> <p>1 Director</p> <p>1 Executive Secretary</p> <p>1 Staff Analyst I</p> <hr style="width: 100%;"/> <p>3 Total</p>	<p><u>Classification</u></p> <p>2 Supervising Veterans Service Representative</p> <p>4 Veterans Service Representative II</p> <p>7 Veterans Service Representative I</p> <p>6 Office Assistant III</p> <hr style="width: 100%;"/> <p>19 Total</p>





## LAW AND JUSTICE

### CLASSIFICATION LISTING AND POSITION COUNT

#### District Attorney

**Management**

Classification

- 1 Elected District Attorney
- 1 Executive Secretary III
- 1 Chief Assistant District Attorney
- 2 Assistant District Attorney
- 1 Executive Secretary II
- 1 Special Assistant to the District Attorney
- 1 Public Affairs Officer
- 8 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
- 20 Victim Advocate I
- 11 Office Assistant III
- 2 Paralegal
- 2 Victim/Witness Claims Tech II
- 5 Victim/Witness Claims Tech I
- 62 Total

**Bureau of Information Technology**

Classification

- 1 Department 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
- 36 Deputy District Attorney
- 1 Grand Jury Advisor
- 6 Legal Research Attorney
- 3 Secretary II
- 6 Secretary I
- 3 Paralegal
- 1 Supervising Office Specialist
- 2 Accountant III
- 6 Office Assistant III
- 1 Office Assistant II
- 68 Total

**Bureau of Investigation**

Classification

- 1 District Attorney Chief Investigator
- 1 Executive Secretary I
- 2 District Attorney Asst Chief Investigator
- 8 Supv District Attorney Investigator
- 54 DA Senior Investigator
- 14 Investigative Technician II
- 5 Investigative Technician III
- 9 Office Assistant IV
- 94 Total

**Criminal Prosecution - Central**

Classification

- 1 Chief Assistant District Attorney
- 5 Supervising Deputy District Attorney
- 56 Deputy District Attorney
- 2 Secretary II
- 4 Secretary I
- 1 Supervising Office Specialist
- 1 Office Assistant IV
- 23 Office Assistant III
- 3 Office Assistant II
- 1 Supervising Office Assistant
- 2 Public Service Employee
- 99 Total

**Criminal Prosecution - West End**

Classification

- 1 Chief Assistant 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
- 1 Public Service Employee
- 104 Total

**Criminal Prosecution - Desert**

Classification

- 1 Chief Assistant 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
- 2 Public Service Employee
- 71 Total

#### Law and Justice Group Administration

**Administration**

Classification

- 1 Administrative Analyst II
- 1 Total



## LAW AND JUSTICE

### CLASSIFICATION LISTING AND POSITION COUNT

#### Probation

Administrative Services Bureau	Specialized Services Bureau	Community Corrections Bureau - Adult
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
4 Accounting Technician	2 Automated Systems Analyst I	1 Deputy Chief Probation Officer
2 Administrative Supervisor I	1 Automated Systems Analyst II	2 Domestic Violence Program Coordinator
1 Administrative Supervisor II	8 Automated Systems Technician	27 Office Assistant III
1 Admin Manager	1 Business Applications Manager	1 Probation Corrections Supv I
3 Applications Specialist	1 Business Systems Analyst I	2 Probation Corrections Supv II
1 Assistant Chief Probation Officer	1 Business Systems Analyst II	3 Probation Division Director I
1 Crime Analyst	2 Correctional Nurse II	5 Probation Division Director II
9 Background Investigators	2 Crime Analyst	182 Probation Officer II
1 Chief Probation Officer	1 Deputy Chief Probation Officer	35 Probation Officer III
1 Deputy Chief Probation Officer	1 IT Technical Assistant I	4 Secretary I
1 Executive Secretary III-Unclassified	1 Licensed Vocational Nurse II-Corrections	30 Supvg Probation Officer
4 Fiscal Assistant	2 Media Specialist	<u>292 Total</u>
9 Fiscal Specialist	8 Office Assistant III	
4 General Maintenance Mechanic	1 Office Specialist	
1 Mail Processor II	3 Probation Corrections Officer	
11 Office Assistant II	2 Probation Corrections Supv I	
9 Office Assistant III	3 Probation Corrections Supv II	
6 Office Assistant IV	1 Probation Division Director I	
1 Office Specialist	1 Probation Division Director II	
7 Payroll Specialist	15 Probation Officer II	
1 Probation Division Director I	10 Probation Officer III	
1 Probation Corrections Officer	1 Public Service Employee	
2 Probation Officer II	2 Secretary I	
9 Probation Officer III	1 Supvg Auto Systems Analyst II	
1 Programmer Analyst	5 Supvg Probation Officer	
2 Program Specialist I	<u>76</u>	
1 Secretary I		
3 Secretary II		
4 Staff Analyst II		
3 Statistical Analyst		
2 Supervising Fiscal Specialist		
7 Supervising Office Assistant		
1 Supervising Office Specialist		
2 Supvg Accounting Technician		
1 Supvg Probation Officer		
<u>117 Total</u>		



# LAW AND JUSTICE

## CLASSIFICATION LISTING AND POSITION COUNT

### Probation Continued

**Community Corrections Bureau - Juvenile**

- Classification
- 1 Deputy Chief Probation Officer
- 60 Officer Assistant III
- 2 Officer Assistant IV
- 1 Office Specialist
- 3 Probation Corrections Officer
- 2 Probation Division Director I
- 4 Probation Division Director II
- 141 Probation Officer II
- 16 Probation Officer III
- 1 Secretary I
- 16 Supvg Probation Officer
- 247 Total

**Detention Corrections Bureau**

- Classification
- 3 Clinic Assistant
- 7 Clinical Therapist I
- 1 Clinical Therapist I-Psychologist
- 1 Clinical Therapist II
- 3 Correctional Nurse-Per Diem
- 20 Correctional Nurse II
- 4 Custodian I
- 1 Deputy Chief Probation Officer
- 9 Licensed Vocational Nurse II-Corrections
- 1 Mental Health Clinic Supervisor
- 20 Office Assistant III
- 10 Probation Cook I
- 4 Probation Cook II
- 340 Probation Corrections Officer
- 31 Probation Corrections Supv I
- 16 Probation Corrections Supv II
- 2 Probation Division Director I
- 3 Probation Division Director II
- 1 Probation Food Service Manager
- 3 Probation Food Service Supv
- 18 Probation Food Service Worker
- 1 Probation Health Services Manager
- 1 Quality Management Specialist
- 4 Secretary I
- 1 Secretary II
- 3 Storekeeper
- 3 Stores Specialist
- 2 Supvg Correctional Nurse I
- 3 Supvg Correctional Nurse II
- 1 Supvg Custodian
- 517 Total

### Probation – Juvenile Justice Grant Program

**Juvenile Justice Grant Program**

- Classification
- 3 Office Assistants III
- 9 Probation Corrections Officers
- 30 Probation Officers II
- 3 Superving Probation Officers
- 1 Probation Division Director II
- 46 Total



## LAW AND JUSTICE

### CLASSIFICATION LISTING AND POSITION COUNT

#### Public Defender

Administration	Central Division	Desert Division
<u>Classification</u> 1 Public Defender 1 Assistant Public Defender 1 Accounting Technician 1 Automated Systems Analyst II 2 Automated Systems Analyst I 2 Automated Systems Technician 1 Chief of Administration 1 Executive Secretary II 2 Office Assistant III 2 Office Assistant II 1 Payroll Specialist 1 Secretary II 1 Staff Analyst II 15 Public Service Employee <hr style="width: 100%;"/> 32 Total	<u>Classification</u> 1 Chief Deputy Public Defender 30 Deputy Public Defender 2 Investigative Technician II 9 Investigator 9 Office Assistant III 1 Office Assistant II 1 Secretary II 1 Supervising Deputy Public Defender 3 Supervising Investigator 1 Supervising Office Assistant 2 Law Clerk II <hr style="width: 100%;"/> 60 Total	<u>Classification</u> 1 Chief Deputy Public Defender 25 Deputy Public Defender 2 Investigative Technician II 6 Investigator 1 Office Assistant II 11 Office Assistant III 1 Secretary II 3 Supervising Deputy Public Defender 1 Supervising Investigator 1 Supervising Office Assistant 1 Law Clerk II <hr style="width: 100%;"/> 53 Total

#### Human Services Division

<u>Classification</u> 1 Chief Deputy Public Defender 23 Deputy Public Defender 4 Investigator 5 Office Assistant III 1 Secretary II 9 Social Service Practitioner 3 Supervising Deputy Public Defender 1 Supv. Social Service Practitioner 1 Contract Deputy Public Defender 3 Contract Office Assistant III 2 Extra-Help Office Assistant III <hr style="width: 100%;"/> 53 Total
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#### West Valley Division

<u>Classification</u> 1 Chief Deputy Public Defender 36 Deputy Public Defender 10 Investigator 2 Investigative Technician II 1 Office Assistant II 12 Office Assistant III 1 Secretary 3 Supervising Deputy Public Defender 1 Supervising Investigator 1 Supervising Office Assistant 1 Law Clerk II <hr style="width: 100%;"/> 69 Total
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## LAW AND JUSTICE

### CLASSIFICATION LISTING AND POSITION COUNT

#### Sheriff

Sheriff	Undersheriff	Assistant Sheriff - Operations
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director of County Safety&Secu	2 Accountant II	1 Assistant Sheriff
1 Sheriff/Coroner/Public Admin	5 Accountant III	3 Office Assistant II
2 Total	1 Accounting Technician	2 Office Assistant III
	1 Administrative Supervisor II	1 Office Specialist
	1 Communications Installer	3 Safety Unit Extra Help
	1 Communications Tech I	1 Secretary I
	2 Executive Secretary I	1 Secretary II
	1 Executive Secretary III-Unclas	1 Sheriff's Civil Investigator
	1 Facilities Project Manager	2 Sheriff's Lieutenant
	2 Fiscal Assistant	8 Sheriff's Sergeant
	6 Fiscal Specialist	23 Total
	1 Mechanics Assistant	
	2 Motor Pool Services Assistant	
	3 Office Assistant II	
	1 Office Assistant III	
	2 Office Specialist	
	2 Public Service Employee	
	2 Safety Unit Extra Help	
	1 Secretary I	
	1 Sheriff Deputy Dir Admin Svcs	
	1 Sheriff's Administrative Manag	
	1 Sheriff's Automated Systems Sup	
	1 Sheriff's Captain	
	1 Sheriff's Custody Specialist	
	1 Sheriff's Financial Manager	
	1 Sheriffs Fleet Supervisor	
	2 Sheriff's Lieutenant	
	2 Sheriff's Maintenance Mechanic	
	1 Sheriffs Special Assistant	
	5 Staff Analyst I	
	3 Staff Analyst II	
	3 Student Intern	
	1 Supervising Accountant II	
	1 Supervising Fiscal Specialist	
	1 Undersheriff	
	63 Total	



## LAW AND JUSTICE

### CLASSIFICATION LISTING AND POSITION COUNT

#### Sheriff Continued

<u>Assistant Sheriff - Support</u>	<u>Special Operations</u>	<u>Valley/Mountain Patrol</u>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Assistant Sheriff	2 Automated Systems Analyst I	127 Deputy Sheriff
1 Automated Systems Technician	7 Crime Analyst	3 Motor Pool Services Assistant
1 CrimePreventionPrgmCoordinator	36 Deputy Sheriff	6 Office Assistant II
4 Deputy Sheriff	2 Fiscal Specialist	13 Office Specialist
1 Graphic Designer I	1 Lead Sheriff's Aviation Mechan	1 Safety Unit Extra Help
1 Multimedia Coordinator	3 Office Assistant II	4 Secretary I
1 Multimedia Supervisor	5 Office Assistant III	4 Sheriff's Captain
1 Office Assistant II	2 Office Assistant IV	3 Sheriff's Custody Specialist
1 Safety Unit Extra Help	5 Office Specialist	1 Sheriff's Deputy Chief
1 Secretary I	2 Polygraph Examiner	15 Sheriff's Detective/Corporal
1 Sheriff's Commnty Relations Of	1 Public Service Employee	4 Sheriff's Lieutenant
1 Sheriff's Detective/Corporal	13 Safety Unit Extra Help	25 Sheriff's Sergeant
1 Sheriff's Lieutenant	5 Secretary I	12 Sheriff's Service Specialist
2 Sheriff's Public Info Officer	1 Secretary II	4 Sheriff's Station Officer
1 Sheriff's Sergeant	6 Sheriff's Aviation Mechanic	222 Total
19 Total	1 Sheriff's Aviation Mechanic Sup	
	4 Sheriff's Captain	
	1 Sheriff's Deputy Chief	
	92 Sheriff's Detective/Corporal	
	1 Sheriff's Emergency Svcs Cdnt	
	7 Sheriff's Lieutenant	
	1 Sheriff's Pilot	
	27 Sheriff's Sergeant	
	3 Sheriff's Service Specialist	
	1 Sheriff's Spcl. Program Coordn	
	1 Sheriff's Training Specialist I	
	2 Specialized Enforcement Spclst	
	1 Supervising Crime Analyst	
	1 Supervising Polygraph Examiner	
	1 Systems Support Analyst III	
	235 Total	



# LAW AND JUSTICE

## CLASSIFICATION LISTING AND POSITION COUNT

### Sheriff Continued

#### Desert Patrol

<u>Classification</u>	
1	Crime Scene Specialist I
167	Deputy Sheriff
2	Motor Pool Services Assistant
5	Office Assistant II
16	Office Assistant III
18	Office Specialist
4	Safety Unit Extra Help
4	Secretary I
4	Sheriff's Captain
1	Sheriff's Custody Assistant
16	Sheriff's Custody Specialist
1	Sheriff's Deputy Chief
19	Sheriff's Detective/Corporal
4	Sheriff's Lieutenant
25	Sheriff's Sergeant
8	Sheriff's Service Specialist
8	Sheriff's Station Officer
303	Total

#### Personnel Services

<u>Classification</u>	
1	Communications Installer
12	Cont Motorcycle Instructor
1	Cont Motorcycle Program Direct
1	Cont Range Safety Officer
1	Cont Sheriff Training Program
1	Cont Sheriff's Armorer
1	Criminalist I
1	Departmental IS Administrator
63	Deputy Sheriff
1	Executive Secretary III -Class
1	Fiscal Assistant
1	Fiscal Specialist
1	Motor Pool Services Assistant
5	Office Assistant II
7	Office Assistant III
1	Office Specialist
6	Payroll Specialist
2	Personnel Technician
1	Public Service Employee
10	Safety Unit Extra Help
2	Secretary I
3	Sheriff's Captain
3	Sheriff's Deputy Chief
25	Sheriff's Detective/Corporal
1	Sheriff's Facilities Coordntr
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
22	Sheriff's Training Specialist I
3	Sheriff's Training Specialist II
2	Sheriff's Training Supervisor
1	Supervising Fiscal Specialist
196	Total



## LAW AND JUSTICE

### CLASSIFICATION LISTING AND POSITION COUNT

#### Sheriff Continued

**Support Services/Court Services**

<u>Classification</u>	
1	Accountant II
1	Accountant III
1	Accounting Technician
19	Automated Systems Analyst I
8	Automated Systems Technician
8	Autopsy Assistant
1	Business Systems Analyst III
1	Communications Tech I
1	Cont Chief Forensic Pathologis
6	Cont Forensic Pathologist
1	Crime Laboratory Director
10	Crime Scene Specialist I
2	Crime Scene Specialist II
13	Criminalist I
18	Criminalist II
3	Criminalist III
20	Deputy Coroner Investigator
1	Deputy Director-Shrf Coroner
3	Deputy Public Administrator
155	Deputy Sheriff
7	Fingerprint Examiner I
15	Fingerprint Examiner II
1	Fiscal Assistant
1	Fiscal Specialist
1	Forensic Specialist II (DC)
2	Help Desk Technician II
1	Indigent Burial Specialist
1	Laboratory Aid
9	Office Assistant II
10	Office Assistant III
7	Office Assistant IV
9	Office Specialist
1	Programmer Analyst II
2	Programmer Analyst III
20	Public Service Employee
3	Safety Unit Extra Help
5	Secretary I
1	Secretary II
4	Sheriff's Captain
10	Sheriff's Civil Technician
51	Sheriff's Comm Dispatcher I
96	Sheriff's Comm Dispatcher II
12	Sheriff's Comm Dispatcher III
2	Sheriff's Communications Mgr
3	Sheriff's Custody Specialist
4	Sheriff's Detective/Corporal
10	Sheriff's Lieutenant
1	Sheriff's Records Manager
29	Sheriff's RecordsClerk
10	Sheriff's Sergeant
10	Sheriff's Service Specialist
1	Sheriffs Special Assistant
17	Sheriff's Supv Comm Dispatcher
3	Student Intern
3	Supervising Criminalist
10	Supervising Office Assistant
1	Supvg Deputy Public Administra
5	Supvg Dpty Coroner Investgr I
1	Supvg Dpty Coroner Investgr II
2	Supvg Fingerprint Examiner
4	Systems Development Team Ldr
3	Systems Support Analyst II
8	Systems Support Analyst III
669	Total





## LAW AND JUSTICE

### CLASSIFICATION LISTING AND POSITION COUNT

#### Sheriff – Detentions

Detentions	Detentions- Continued	Undersheriff
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Accounting Technician	48 Sheriff's Sergeant	2 Accountant II
6 Alcohol & Drug Counselor	3 Sheriff's Training Specialist I	1 Supervising Accountant III
1 Applications Specialist	8 Sheriff's Training Specialist II	3 Total
2 Automated Systems Analyst I	1 Social Service Aide	
1 Automated Systems Technician	6 Social Worker II	
1 Business Systems Analyst II	4 Stores Specialist	
1 Communications Tech I	1 Supervising Accountant II	
2 Cont Bakery Occupational Instr	1 Supervising Fiscal Specialist	
2 Cont Culinary Instructor	1 Supervising Office Specialist	
1 Cont Dentist	1 Supvg Correctional Nurse II	
1 Cont Print Shop Supervisor	2 Supvsg Sheriff's Custdy Spclst	
1 Cont Radiologic Tech II	1,430 Total	
4 Cont Sheriff Chaplain		
4 Cont Sheriff Dentist		
1 Cont Sheriff Inst Landscape Sp		
1 Cont Sheriff Psychiatrist		
1 Cont Sheriff Psychologist		
1 Cont Sheriff's Regst Dietitian		
20 Correctional Nurse - Per Diem		
61 Correctional Nurse II		
2 Correctional Nurse III		
2 Dental Assistant-Corrections		
550 Deputy Sheriff		
6 Detention Review Officer I		
1 Detention Review Officer II		
2 Electrician		
1 Facilities Project Manager		
18 Fiscal Assistant		
2 Fiscal Specialist		
24 Health Services Assistant I		
1 Inmate Programs Coordinator		
10 Lic Vocational Nurse-Per Diem		
47 Lic Vocatnl Nurse II-Correctns		
5 Maintenance Supervisor		
1 Motor Pool Services Assistant		
2 Office Assistant II		
3 Office Assistant III		
1 Office Specialist		
2 Painter I		
2 Safety Unit Extra Help		
6 Secretary I		
5 Sheriff's Captain		
60 Sheriff's Cook II		
107 Sheriff's Custody Assistant		
298 Sheriff's Custody Specialist		
1 Sheriff's Deputy Chief		
8 Sheriff's Detective/Corporal		
2 Sheriff's Facilities Coordnr		
3 Sheriff's Food Service Manager		
8 Sheriff's Food Service Spvr		
1 Sheriff's Food Svcs Director		
1 Sheriff's Health Services Mgr		
12 Sheriff's Lieutenant		
1 Sheriff's Maintenance Manager		
31 Sheriff's Maintenance Mechanic		
3 Sheriff's Medical Stores Spcst		
5 Sheriff's Nurse Supervisor I		
6 Sheriff's Nurse Supervisor II		
1 Sheriffs Research Analyst		



## LAW AND JUSTICE

### CLASSIFICATION LISTING AND POSITION COUNT

#### Sheriff – Law Enforcement Contracts

##### Valley/Mountain Patrol

<u>Classification</u>	
1	Crime Analyst
185	Deputy Sheriff
4	Motor Pool Services Assistant
35	Office Specialist
5	Secretary I
4	Sheriff's Captain
25	Sheriff's Detective/Corporal
5	Sheriff's Lieutenant
31	Sheriff's Sergeant
29	Sheriff's Service Specialist
1	Supervising Office Specialist
<u>325</u>	Total

##### Desert Patrol

<u>Classification</u>	
150	Deputy Sheriff
29	Office Specialist
3	Secretary I
3	Sheriff's Captain
19	Sheriff's Detective/Corporal
3	Sheriff's Lieutenant
24	Sheriff's Sergeant
25	Sheriff's Service Specialist
1	Supervising Office Specialist
<u>257</u>	Total



## OPERATIONS AND COMMUNITY SERVICES

### CLASSIFICATION LISTING AND POSITION COUNT

#### Community Services Administration

##### Community Services Administration

###### Classification

1 Deputy Executive Officer  
 1 Total

#### Agriculture/Weights and Measures

##### Agricultural Commissioner / Sealer

###### Classification

1 Ag. Commissioner / Sealer  
 1 Total

##### Consumer Protection

###### Classification

1 Deputy Ag. Commissioner / Sealer  
 2 Supervising Ag. Standards Officer  
 20 Agricultural Standards Officer  
 2 Office Assistant III  
 25 Total

##### Environmental Protection & Support

###### Classification

1 Assistant Ag. Commissioner / Sealer  
 1 Supervising Ag. Standards Officer  
 4 Agricultural Standards Officer  
 1 Office Assistant III  
 1 Executive Secretary II  
 1 Fiscal Assistant  
 1 Staff Analyst II  
 10 Total

##### Pest Prevention

###### Classification

1 Deputy Ag. Commissioner / Sealer  
 2 Supervising Ag. Standards Officer  
 4 Agricultural Standards Officer  
 1 Agricultural Pest Exclusion Officer  
 3 Agricultural Standards Technician  
 1 Agricultural Field Aide II  
 15 Agricultural Field Aide I  
 1 Office Assistant III  
 1 Contract Canine Assistant  
 29 Total

#### Airports

##### Administration

###### Classification

1 Director of Airports  
 1 Assistant Director of Airports  
 1 Airport Operations Manager  
 1 Fiscal Specialist  
 1 Fiscal Assistant  
 1 Staff Analyst II  
 6 Total

##### Apple Valley Airport

###### Classification

1 Airport Maintenance Supervisor  
 2 Airport Maintenance Worker I  
 1 Airport Maintenance Worker II  
 1 Secretary I  
 5 Total

##### Barstow - Daggett Airport

###### Classification

2 Airport Maintenance Worker I  
 2 Total

##### Chino Airport

###### Classification

1 Airport Maintenance Supervisor  
 5 Airport Maintenance Worker I  
 1 Secretary I  
 7 Total



## OPERATIONS AND COMMUNITY SERVICES

### CLASSIFICATION LISTING AND POSITION COUNT

#### County Library

Branch Administration	Library Region 1	Library Region 2
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 County Librarian	1 Library Regional Manager	1 Library Regional Manager
1 Comm Svcs Finance & Operations Chief	2 Librarian II	2 Librarian II
1 Library Regional Manager	9 Librarian I	6 Librarian I
1 Staff Analyst II	46 Library Assistant	43 Library Assistant
2 Librarian II	42 Library Page	31 Library Page
3 Librarian I	6 Student Intern	3 Student Intern
1 Staff Analyst I	106 Total	86 Total
5 Automated Systems Technician		
1 Fiscal Specialist		
1 Payroll Specialist		
1 Graphic Designer		
4 Library Assistant		
1 Library Assistant II		
1 Office Assistant I		
24 Total		
<b>Library Region 3</b>		
<u>Classification</u>		
1 Library Regional Manager		
1 Librarian II		
4 Librarian I		
46 Library Assistant		
27 Library Page		
3 Student Intern		
82 Total		

#### County Museum

Administration	Curatorial/Exhibits	Education
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Museum Director	6 Museum Curator	1 Museum Educator
1 Accounting Technician	1 Museum Preparator	1 General Services Worker II
1 Fiscal Assistant	7 Total	2 Total
3 Total		
<b>Support Staff</b>		
<u>Classification</u>	<b>Victor Valley &amp; Historic Sites</b>	
1 General Maintenance Worker	<u>Classification</u>	
1 Media Specialist	6 Contract Site Manager	
2 Total	1 Contract Museum Funding Coordinator	
	1 Secretary I	
	8 Total	

#### Museum Store

Museum Store
<u>Classification</u>
2 General Service Worker II
1 Public Service Employee
3 Total



# OPERATIONS AND COMMUNITY SERVICES

## CLASSIFICATION LISTING AND POSITION COUNT

### Land Use Services

#### Administration

Classification

- 1 Director of Land Use Services
  - 1 Assistant Director of Land Use
  - 1 Administrative Manager
  - 2 Administrative Supervisor I
  - 1 Executive Secretary II
  - 2 Staff Analyst II
  - 2 Land Use Technician Supervisor
  - 2 Senior Land Use Technicians
  - 11 Land Use Technicians
  - 5 Fiscal Specialist
  - 1 Payroll Specialist
  - 7 Office Assistant III
  - 1 Office Assistant II
  - 3 Public Service Employees
- 
- 40 Total

### Land Use Services – Planning

#### Planning

Classification

- 1 Planning Director
  - 1 Planning Manager
  - 1 Land Use Services Coordinator
  - 4 Supervising Planner
  - 9 Planner III
  - 2 Planner II
  - 1 Planner I
  - 1 Secretary I
  - 2 Engineering Geologist
  - 1 Staff Analyst II
  - 1 Land Use Technician
  - 3 Public Service Employees
  - 1 Contract General Plan Coordinator
  - 1 Contract Advance Planning Analyst
- 
- 29 Total

### Land Use Services – Building and Safety

#### Building & Safety

Classification

- 1 Building Official
  - 1 Supervising Building & Safety Engineer
  - 4 Building & Safety Engineer
  - 1 Public Works Engineer II
  - 1 Engineering Technician V
  - 2 Regional Building Inspector Supervisor
  - 2 Building Inspector III
  - 10 Building Inspector II
  - 1 Secretary I
- 
- 23 Total



## OPERATIONS AND COMMUNITY SERVICES

### CLASSIFICATION LISTING AND POSITION COUNT

#### Land Use Services – Code Enforcement

**Code Enforcement**

Classification

- 1 Code Enforcement Chief
- 1 Program Manager - Code Enforcement
- 3 Code Enforcement Supervisor
- 8 Code Enforcement Officer III
- 14 Code Enforcement Officer II
- 3 Land Use Technician
- 1 Secretary I
- 4 Office Assistant III
- 35 Total

#### Land Use Services – Fire Hazard Abatement

**Fire Hazard Abatement**

Classification

- 1 Code Enforcement Supervisor
- 1 Code Enforcement Officer III
- 2 Code Enforcement Officer II
- 7 Fire Hazard Abatement Officer
- 4 Office Assistant III
- 2 Public Service Employee
- 17 Total

#### Land Use Services – Land Development

**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 – Surveyor

**Surveyor Administration**

Classification

- 1 County Surveyor
- 1 Total

**Office Section**

Classification

- 1 Engineering Technician III
- 3 Engineering Technician IV
- 1 Engineering Technician V
- 2 Land Surveyor
- 1 Secretary I
- 1 Supervising Land Surveyor
- 1 Survey Division Chief
- 10 Total

**Field Section**

Classification

- 3 Engineering Technician III
- 1 Engineering Technician IV
- 1 Engineering Technician V
- 1 Supervising Land Surveyor
- 4 Survey Party Chief
- 10 Total

**Administrative Services**

Classification

- 1 Accounting Technician
- 1 Fiscal Assistant
- 2 Total



# OPERATIONS AND COMMUNITY SERVICES

## CLASSIFICATION LISTING AND POSITION COUNT

### Public Works – Transportation Special Revenue Funds

<p style="text-align: center;"><b>Administration</b></p> <p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Director of Public Works</li> <li>1 Executive Secretary II</li> <li>1 Office Assistant III</li> <li>1 Secretary II</li> <li>1 Staff Analyst II</li> <li style="border-top: 1px solid black;">5 Total</li> </ul>	<p style="text-align: center;"><b>Design</b></p> <p><u>Classification</u></p> <ul style="list-style-type: none"> <li>4 Engineering Technician III</li> <li>5 Engineering Technician IV</li> <li>5 Engineering Technician V</li> <li>1 Office Assistant III</li> <li>1 Public Service Employee</li> <li>4 Public Works Engineer II</li> <li>2 Public Works Engineer III</li> <li>1 Public Works Engineer IV</li> <li>1 Secretary I</li> <li style="border-top: 1px solid black;">24 Total</li> </ul>	<p style="text-align: center;"><b>Planning</b></p> <p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Chief Public Works Engineer</li> <li>2 Engineering Technician III</li> <li>3 Engineering Technician IV</li> <li>1 Engineering Technician V</li> <li>1 Geographic Info Sys Tech III</li> <li>1 Public Service Employee</li> <li>3 Public Works Engineer II</li> <li>2 Public Works Engineer III</li> <li>1 Secretary I</li> <li>1 Supvg Transportation Analyst</li> <li>3 Transportation Analyst II</li> <li>1 Transportation Planning Division Chief</li> <li style="border-top: 1px solid black;">20 Total</li> </ul>
<p style="text-align: center;"><b>Traffic</b></p> <p><u>Classification</u></p> <ul style="list-style-type: none"> <li>4 Engineering Technician II</li> <li>4 Engineering Technician III</li> <li>6 Engineering Technician IV</li> <li>1 Engineering Technician V</li> <li>1 Incident Reconstruction Specialist</li> <li>1 Office Assistant II</li> <li>1 Office Assistant IV</li> <li>2 Public Works Engineer II</li> <li>2 Public Works Engineer III</li> <li>1 Public Works Engineer IV</li> <li>1 Secretary I</li> <li style="border-top: 1px solid black;">24 Total</li> </ul>	<p style="text-align: center;"><b>Operations</b></p> <p><u>Classification</u></p> <ul style="list-style-type: none"> <li>34 Equipment Operator I</li> <li>69 Equipment Operator II</li> <li>24 Equipment Operator III</li> <li>16 Maintenance and Const Worker II</li> <li>4 Maintenance and Construction Supv I</li> <li>12 Maintenance and Construction Supv II</li> <li>13 Maintenance and Const Worker I</li> <li>1 Office Assistant III</li> <li>2 Public Service Employee</li> <li>1 Public Works Engineer IV</li> <li>2 Public Works Operations Supt</li> <li>10 Public Works Operations Supv</li> <li>1 Secretary II</li> <li style="border-top: 1px solid black;">189 Total</li> </ul>	<p style="text-align: center;"><b>Contracts/Inspections</b></p> <p><u>Classification</u></p> <ul style="list-style-type: none"> <li>3 Cont Project Senior Inspector</li> <li>3 Engineering Technician III</li> <li>3 Engineering Technician IV</li> <li>3 Engineering Technician V</li> <li>1 Office Assistant II</li> <li>1 Public Works Engineer II</li> <li>2 Public Works Engineer III</li> <li>1 Public Works Engineer IV</li> <li>1 Secretary I</li> <li style="border-top: 1px solid black;">18 Total</li> </ul>
<p style="text-align: center;"><b>Traffic Operations Services</b></p> <p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Equipment Operator I</li> <li>1 Equipment Operator II</li> <li>1 Equipment Operator III</li> <li>14 Maintenance and Constr Worker II</li> <li>2 Maintenance and Constr Worker I</li> <li>2 Maintenance and Constr Supv II</li> <li>1 Public Works Operations Supv</li> <li style="border-top: 1px solid black;">22 Total</li> </ul>	<p style="text-align: center;"><b>Administrative Services</b></p> <p><u>Classification</u></p> <ul style="list-style-type: none"> <li>2 Accountant II</li> <li>1 Accountant III</li> <li>1 Accounting Technician</li> <li>1 Administrative Manager</li> <li>2 Fiscal Assistant</li> <li>2 Payroll Specialist</li> <li>1 Public Service Employee</li> <li>1 Public Works Chief Financial Officer</li> <li>1 Reproduction Equipment Operator</li> <li>1 Supervising Accountant II</li> <li>1 Supervising Accountant Technician</li> <li>1 Systems Accountant I</li> <li>1 Systems Accountant II</li> <li style="border-top: 1px solid black;">16 Total</li> </ul>	<p style="text-align: center;"><b>Permits</b></p> <p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Cont Project Senior Inspector</li> <li>4 Engineering Technician IV</li> <li>1 Engineering Technician V</li> <li>1 Office Assistant III</li> <li>1 Public Works Engineer II</li> <li>1 Public Works Engineer III</li> <li style="border-top: 1px solid black;">9 Total</li> </ul>
<p style="text-align: center;"><b>Information Technology Services</b></p> <p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Automated Systems Analyst II</li> <li>1 Automated Systems Technician</li> <li>1 Business Applications Manager</li> <li>1 Business Systems Analyst II</li> <li>1 Business Systems Analyst III</li> <li>2 Public Service Employee</li> <li style="border-top: 1px solid black;">7 Total</li> </ul>	<p style="text-align: center;"><b>Budget/Revenue Claiming</b></p> <p><u>Classification</u></p> <ul style="list-style-type: none"> <li>2 Budget Officer</li> <li>1 Fiscal Assistant</li> <li>1 Fiscal Specialist</li> <li>3 Staff Analyst II</li> <li>1 Transportation Analyst II</li> <li style="border-top: 1px solid black;">8 Total</li> </ul>	<p style="text-align: center;"><b>Environmental Management</b></p> <p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Cont PSG Trans Planner</li> <li style="border-top: 1px solid black;">1 Total</li> </ul>



## OPERATIONS AND COMMUNITY SERVICES

### CLASSIFICATION LISTING AND POSITION COUNT

#### Public Works – Solid Waste Enterprise Funds – Consolidated

Administration	Information Technology Services	Operations and Scales
<u>Classification</u> 1 Chief Public Works Engineer 1 Solid Waste Analyst 1 Staff Aide 1 Secretary II 2 Office Assistant III <hr style="width: 100%;"/> 6 Total	<u>Classification</u> 1 Automated Systems Analyst II 1 Automated Systems Analyst I 1 Automated Systems Technician <hr style="width: 100%;"/> 3 Total	<u>Classification</u> 1 Public Works Operations Supt. 1 Public Works Operations Supvr. 5 Landfill Operations Inspector 1 Scale Operations Supervisor II 2 Scale Operations Supervisor I 25 Scale Operator 1 Office Specialist <hr style="width: 100%;"/> 36 Total
Engineering	Administrative Services	Special Projects
<u>Classification</u> 1 Public Works Engineer IV 3 Public Works Engineer III 5 Public Works Engineer II 1 Engineering Tech V 5 Engineering Tech IV 5 Engineering Tech III 1 Staff Analyst I 1 Secretary I <hr style="width: 100%;"/> 22 Total	<u>Classification</u> 1 Administrative Supervisor II 1 Accountant III 2 Accountant II 2 Staff Analyst II 1 Supervising Accounting Tech. 5 Fiscal Assistant <hr style="width: 100%;"/> 12 Total	<u>Classification</u> 1 Solid Waste Program Administrator 1 Staff Analyst II 1 Staff Analyst I 2 Recycling Specialist 1 Contract Recycling Specialist 1 Secretary I 1 Office Assistant II <hr style="width: 100%;"/> 8 Total

#### Flood Control District

Operations	Environmental Management/NPDES	Flood Design
<u>Classification</u> 1 Chief Public Works Engineer 8 Equipment Operator I 8 Equipment Operator II 9 Equipment Operator III 1 Equipment Parts Specialist I 3 Maintenance & Const Supervisor I 5 Maintenance & Const Supervisor II 10 Maintenance & Const Worker I 8 Maintenance & Const Worker II 2 Office Assistant II 2 Office Assistant III 1 Pesticide Applicator 5 Public Service Employee 1 Public Works Arborist 1 Public Works Engineer II 1 Public Works Operations Supt 2 Public Works Operations Supv 1 Staff Analyst II <hr style="width: 100%;"/> 69 Total	<u>Classification</u> 1 Chief Public Works Engineer 1 Cultural Resources Specialist 4 Ecological Resource Specialist 2 Engineering Technician IV 1 Engineering Technician V 1 Office Assistant II 1 Office Assistant III 1 Planner II 5 Planner III 1 Public Service Employee 3 Public Works Engineer II 3 Public Works Engineer III 1 Secretary I 1 Staff Analyst II 1 Supervising Planner 1 Public Works Envmtl Mgmt Div Chief <hr style="width: 100%;"/> 28 Total	<u>Classification</u> 4 Engineering Technician III 4 Engineering Technician IV 4 Engineering Technician V 1 Land Surveyor 1 Public Service Employee 4 Public Works Engineer II 2 Public Works Engineer III 1 Public Works Engineer IV 1 Secretary I 1 Supvg Land Surveyor <hr style="width: 100%;"/> 23 Total





# OPERATIONS AND COMMUNITY SERVICES

## CLASSIFICATION LISTING AND POSITION COUNT

### Flood Control District Continued

#### Flood Planning

<u>Classification</u>
2 Chief Public Works Engineer
1 Engineering Technician III
2 Engineering Technician IV
1 Engineering Technician V
1 Public Service Employee
2 Public Works Engineer II
2 Public Works Engineer III
1 Public Works Engineer IV
1 Secretary I
<u>13 Total</u>

#### Permits

<u>Classification</u>
1 Engineering Technician III
6 Engineering Technician IV
2 Engineering Technician V
1 Public Works Engineer III
1 Public Works Engineer IV
1 Secretary I
<u>12 Total</u>

#### Water Resources

<u>Classification</u>
1 Engineering Technician III
2 Engineering Technician IV
3 Engineering Technician V
1 Office Assistant III
2 Public Works Engineer II
2 Public Works Engineer III
<u>11 Total</u>

#### Administrative Services

<u>Classification</u>
1 Accountant II
1 Accountant III
1 Accounting Technician
1 Secretary II
<u>4 Total</u>

#### Administration

<u>Classification</u>
1 Office Assistant III
1 Personnel Technician
1 Secretary I
<u>3 Total</u>

#### Information Technology

<u>Classification</u>
1 Automated Systems Analyst I
1 Automated Systems Technician
1 Business Systems Analyst II
<u>3 Total</u>

#### Budget/Revenue Claiming

<u>Classification</u>
1 Budget Officer
1 Staff Analyst II
<u>2 Total</u>

#### Seven Oaks Dam

<u>Classification</u>
2 Equipment Operator III
<u>2 Total</u>

### Real Estate Services

#### Administrative and Fiscal

<u>Classification</u>
1 Director
1 Administrative Supervisor II
1 Asset Management Analyst
1 Business Systems Analyst
1 Staff Analyst II
1 Fiscal Specialist
1 Payroll Specialist
1 Executive Secretary II
<u>8 Total</u>

#### Leasing and Acquisition Division

<u>Classification</u>
1 Assistant Director
2 Real Estate Services Manager
4 Real Property Agent III
7 Real Property Agent II
1 Real Property Agent I
1 Secretary II
<u>16 Total</u>



## OPERATIONS AND COMMUNITY SERVICES

### CLASSIFICATION LISTING AND POSITION COUNT

#### Real Estate Services – Project Management

Administrative and Fiscal	Project Management	Project Inspection
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Asst Dir of RES Proj Mgmt Div	3 Capital Impr. Project Manager III	3 Building Construction Inspector
1 Office Assistant III	5 Capital Impr. Project Manager II	3 Total
1 Accountant III	3 Capital Impr. Project Manager I	
1 Accounting Technician	1 Contract Project Executive	
1 Fiscal Specialist	<u>12</u> Total	
1 Secretary II		
2 Supervising Project Manager		
1 Staff Analyst II		
<u>9</u> Total		

#### Real Estate Services - Facilities Management

Grounds	Custodial	Maintenance
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Grounds Caretaker II	1 Custodial Services Chief	10 Air Conditioning Mechanic
1 Grounds Services Superintenden	24 Custodian I	9 Building Plant Operator
<u>2</u> Sprinkler System Worker	4 Custodian II	1 Building Services Superintendent
<u>4</u> Total	1 General Services Worker II	5 Electrician
	3 Supvg Custodian	1 Facilities Project Manager
	<u>33</u> Total	1 Facilities Mgmt Project Scheduler
		2 Facilities Mgmt Dispatcher
		4 General Maintenance Worker
		20 General Maintenance Mechanic
		2 General Services Worker II
		1 Locksmith
		5 Maintenance Supervisor
		1 Office Assistant III
		4 Plumber
		<u>1</u> Supvg Building Plant Operator
		<u>67</u> Total

Administration
<u>Classification</u>
1 Office Assistant II
1 Asst Dir of Facilities Mngmt
1 Safety & Code Compliance Tech
2 Parts Specialist
1 Fiscal Specialist
1 Secretary II
2 Staff Analyst II
<u>9</u> Total

#### Real Estate Services – Utilities

Utilities
<u>Classification</u>
1 Staff Analyst II
1 Fiscal Specialist
<u>2</u> Total



## OPERATIONS AND COMMUNITY SERVICES

### CLASSIFICATION LISTING AND POSITION COUNT

#### Regional Parks

##### Administration

<u>Classification</u>
1 Interim Director
1 Executive Secretary II
1 Program Specialist
1 Administrative Supervisor I
1 Park Planner I
1 Youth Services Coordinator
1 Automated Systems Technician
1 Staff Aide
1 Recreation Coordinator
1 Fiscal Specialist
1 Fiscal Assistant
1 General Services Worker II
1 Staff Analyst II
<u>13</u> Total

##### Park Operations

<u>Classification</u>
2 Park Superintendent
3 Asst. Park Superintendent
14 Park Ranger II
3 Park Ranger III
1 Office Assistant II
1 Office Assistant III
1 Fiscal Assistant
23 General Services Worker II
134 Public Service Employee
<u>182</u> Total

#### Regional Parks – Active Outdoors

##### Active Outdoors

<u>Classification</u>
4 Public Service Employees
<u>4</u> Total

#### Registrar of Voters

##### Administration Division

<u>Classification</u>
1 Registrar of Voters
1 Chief Deputy Registrar of Voters
1 Executive Secretary II
1 Staff Analyst II
1 Fiscal Specialist
1 Elections Analyst
1 Elections Specialist
1 Media Specialist I
3 Elections Technician
1 Recurrent Staff Analyst I
17 Public Service Employees
<u>29</u> Total

##### Operations Division

<u>Classification</u>
1 Chief Deputy Registrar of Voters
4 Elections Technician
2 Elections Services Assistant
1 Office Assistant IV
2 Office Assistant III
17 Public Service Employees
<u>27</u> Total

##### Information Technology Division

<u>Classification</u>
1 Business Systems Analyst III
1 Programmer Analyst II
1 Programmer Analyst I
1 Automated Systems Analyst I
2 Applications Specialist
1 Geographic Info Sys Tech II
1 Recurrent Office Specialist
1 Recurrent Automated Systems Tech
1 Recurrent Geographic Info Sys Tech I
7 Public Service Employees
<u>17</u> Total



## SPECIAL DISTRICTS DEPARTMENT

### CLASSIFICATION LISTING AND POSITION COUNT

#### Special Districts

Administration	Regional Operations	Water/Sanitation Operations
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Automated Systems Technician	1 Assistant Regional Manager	1 Applications Specialist
1 BG Administrative Supervisor I	1 BG CSA 18 District Coordinator	1 BG Administrative Secretary II
1 BG Automated Systems Analyst I	1 BG CSA 70 Dist Svcs Coordinat	1 BG Administrative Supervisor I
1 BG Bldg Const Engineer III	1 BG CSA 70/Tv-5 Comm Engineer T	1 BG Buyer I
1 BG Communications Technician	1 BG District Coordinator	2 BG CSA 70 Accounts Rep
2 BG CSA 70 Build Const Eng III	1 BG General Manager	5 BG CSA 70 Customer Service Rep
1 BG CSA 70 Construction Inspect	1 BG Public Service Employee	14 BG CSA 70 Maint Worker I
1 BG CSA 70 Dir of Special Distr	1 BG Regional Manager	9 BG CSA 70 Maint Worker II
1 BG CSA 70 Executive Assistant	8 Total	5 BG CSA 70 Maint Worker III
1 BG CSA Assessment Tech		1 BG CSA 70 Park Maint Worker I
1 BG District Coordinator		1 BG CSA 70 Sampling Technician
2 BG District Planner		1 BG Deputy Director
1 BG Engineering Technician 3		1 BG Electrical Specialist
1 BG Fiscal Assistant		1 BG Electrical Technician
1 BG MIS Supervisor		1 BG Management Analyst
1 BG Office Assistant II		2 BG Office Assistant II
1 BG Payroll Specialist		1 BG Regulatory Compliance Spec
3 BG Public Service Employee		1 BG Staff Analyst II
2 BG Staff Analyst II		1 BG Storekeeper
1 BGDIV Manager, Engineering		1 BG Supervising Office Asst. I
1 Division Manager, Fiscal Services		1 BG Treatment Plant Oper I
1 Division Manager, Operations		1 BG Treatment Plant Oper II
1 Fiscal Specialist		1 BG Treatment Plant Oper III
1 Programmer Analyst 3		3 BG Water & Sanitation Supervsr
29 Total		1 BG Water&Sanitation Oprtns Mgr
		1 Fiscal Specialist
		1 PSE-WAS Supervisor
		2 Treatment Plant Operator 4
		62 Total

#### Special Districts – Parks

Regional Operations
<u>Classification</u>
1 BG CSA 20 Park Maint Worker I
2 BG CSA 29 Public Service Emp
2 BG CSA 70 Dist Svcs Coordinat
1 BG Joshua Tree PSE Attendant
1 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
7 BG Public Service Employee
1 BG Recreation Assistant
1 CSA 70 Facilities Attendant
1 Recreation Coordinator
22 Total





**SPECIAL DISTRICTS DEPARTMENT**  
**CLASSIFICATION LISTING AND POSITION COUNT**

**Special Districts – Big Bear**

**Regional Operations**

Classification

- 1 Assistant Regional Manager
- 32 BG BB P&R-PSE Park Serv Emp
- 5 BG Big Bear Animal Keeper I
- 3 BG Big Bear P&R Maint Worker I
- 2 BG Big Bear P&R Rec Superindt
- 1 BG Fiscal Assistant
- 1 BG Moon Ridge Zoo Curator
- 2 BG Park Maint Worker 2
- 2 BG Park Maintenance Worker III
- 1 BG PSE-Food Svcs Manager
- 1 BG PSE-Guest Svcs Coordinator
- 1 BG PSE Zoo Service Employee
- 1 BG Public Service Employee
- 2 Lead Animal Keeper
- 2 Recreation Program Coordinator
- 2 Registered Veterinary Techncn

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- 59 Total

**Special Districts – Bloomington**

**Regional Operations**

Classification

- 1 BG CSA 70 Park Maint Worker I
- 2 BG Public Service Employee

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- 3 Total

**Special Districts – Roads**

**Regional Operations**

Classification

- 1 BG CSA 70-R15 Equip Operat II

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- 1 Total



## FIRE PROTECTION DISTRICT

### CLASSIFICATION LISTING AND POSITION COUNT

#### San Bernardino County Fire Protection District

**Administration**

Classification

- 1 Fire Chief / Fire Warden
- 2 Deputy Fire Chief
- 1 Division Chief

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- 4 Total

**Administrative Support / PIO**

Classification

- 1 Executive Assistant
- 1 Office Specialist
- 1 Public Information Officer (PIO)
- 1 Media Specialist
- 2 Public Service Employees

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- 6 Total

**Human Resources**

Classification

- 1 Personnel Services Supervisor
- 2 Human Resources Assistant
- 3 Payroll Specialist
- 1 Administrative Supervisor I
- 1 Public Service Employee

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- 8 Total

**Budget and Fiscal Services**

Classification

- 1 Budget and Fiscal Manager
- 1 Principal Budget Officer
- 1 Budget Officer
- 3 Staff Analyst II
- 2 Administrative Supervisor I
- 1 Senior Collections Officer
- 1 Supervising Fiscal Specialist
- 5 Fiscal Assistant
- 1 Accounts Representative
- 6 Collection Officer
- 1 Office Assistant II
- 1 Accounting Technician

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- 24 Total

**Support Services and Warehouse**

Classification

- 1 Support Services Manager
- 2 SBCA Technician
- 1 Maintenance Specialist
- 1 Fire Equipment Specialist
- 1 Fire Equipment Technician I
- 5 Fire Equipment Technician II
- 2 Fiscal Assistant
- 1 Service Center Supervisor

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- 14 Total

**Office of the Fire Marshal: Fire Prevention**

Classification

- 1 Deputy Fire Marshal – Community Safety
- 3 Fire Prevention Officer/Arson
- 13 Fire Prevention Officer
- 7 Fire Prevention Specialist
- 2 Fire Prevention Supervisor
- 2 Fire Prevention Supervisor/Arson
- 1 Fire Prevention Specialist/Arson
- 5 Office Assistant II
- 3 Office Assistant III
- 1 Administrative Secretary II
- 1 Senior Plans Examiner
- 3 Front Counter Technician

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- 42 Total

**Fleet Services/Parts**

Classification

- 1 Vehicle Services Supervisor
- 2 Lead Mechanics
- 21 Fire Agency Mechanics
- 1 Equipment Parts Chaser
- 2 Vehicle Parts Specialist

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- 27 Total

**Special Ops: Training/Safety/EMS Division**

Classification

- 1 Assistant Fire Chief
- 1 Battalion Chief
- 6 Captain
- 6 Engineer
- 1 EMS Training Officer
- 3 EMS Nurse Educator
- 1 EMS Training Supervisor
- 1 Office Assistant III
- 1 Contract Course Instructor
- 1 PSE Battalion Chief
- 20 Fire Suppression Aide I
- 4 Fire Suppression Aide II
- 8 Fire Suppression Aide III
- 30 Firefighter Trainee
- 1 Staff Analyst I
- 1 Public Service Employee
- 1 Firefighter/PM

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- 87 Total



# FIRE PROTECTION DISTRICT

## CLASSIFICATION LISTING AND POSITION COUNT

### Fire Protection District – Mountain Regional Service Zone

**Mountain Regional Service Zone**

Classification

- 1 Office Assistant II
  - 1 Staff Analyst
  - 9 Ambulance Operator-EMT
  - 9 Ambulance Operator-PM
  - 1 Office Assistant III
  - 15 Firefighter Paramedics
  - 18 Engineer
  - 18 Captain
  - 3 Co Fire Dept Battalion Chief
  - 1 Assistant Chief
  - 10 PCF Firefighter
  - 2 PCF Engineer
  - 1 PCF Lieutenant
  - 3 PCF Captain
  - 9 PCF Firefighter Trainee
  - 1 PSE
  - 1 Office Assistant I
- 
- 103 Total

### Fire Protection District – North Desert Regional Service Zone

**North Desert Regional Service Zone**

Classification

- 1 Office Assistant I
  - 2 Office Assistant III
  - 2 Collection Officer
  - 2 Staff Analyst I
  - 48 Firefighter Paramedics
  - 8 PCF Firefighter
  - 8 PCF Firefighter Trainee
  - 48 Engineer
  - 48 Captain
  - 1 PSE
  - 2 Assistant Chief
  - 6 Battalion Chief
  - 24 Ambulance Operator-EMT
  - 24 Ambulance Operator-Paramedic
  - 3 Firefighter EMTs
- 
- 227 Total



## FIRE PROTECTION DISTRICT

### CLASSIFICATION LISTING AND POSITION COUNT

#### Fire Protection District – South Desert Regional Service Zone

**South Desert Regional Service Zone**

Classification

1	Office Assistant III
1	Staff Analyst
18	Firefighter Paramedics
15	Engineer
18	Captain
3	Battalion Chief
4	PCF Firefighter
3	PCF Firefighter Trainee
1	PCF Captain
1	PCF Lieutenant
1	Assistant Chief
9	AO-EMT
9	AO-PM
<hr/>	
84	Total

#### Fire Protection District – Valley Regional Service Zone

**Valley Regional Service Zone**

Classification

1	Office Assistant I
3	Office Assistant III
2	Staff Analyst I
19	Firefighter EMTs
95	Firefighter Paramedics
78	Engineer
78	Captain
1	PCF Firefighter
3	PCF Firefighter Trainee
1	PCF Engineer
2	Assistant Chief
9	Battalion Chief
<hr/>	
292	Total

#### Fire Protection District – Hazardous Materials

**Hazardous Materials**

Classification

2	Accounts Representative
2	Administrative Secretary I
1	Administrative Secretary II
1	Administrative Supervisor I
1	Office Specialist
3	Hazardous Material Specialist 2/HM Responder Team
2	Hazardous Material Specialist 4/HM Responder Team
1	Hazardous Material Specialist 3
16	Hazardous Material Specialist 2
2	Hazardous Material Specialist 4
3	Hazardous Materials Specialist 3/HM Responder
2	Office Assistant II
4	Office Assistant III
2	Supervising Hazmat Specialist
1	Staff Analyst I
1	Fire Marshal
1	Public Services Employee-Office Assistant
1	Deputy Fire Marshal
<hr/>	
46	Total





## FIRE PROTECTION DISTRICT

### CLASSIFICATION LISTING AND POSITION COUNT

#### Fire Protection District – Household Hazardous Waste

**Household Hazardous Waste**

Classification

- 1 HHW Event Coordinator
- 1 Environmental Specialist III
- 5 Environmental Technician II
- 6 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

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- 34 Total

#### Fire Protection District – Office of Emergency Services

**Office of Emergency Services (OES)**

Classification

- 7 Emergency Services Officer
- 1 Staff Analyst II
- 1 Office of Emergency Services Manager
- 2 Office Assistant III
- 1 Administrative Secretary II

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- 12 Total

**Budget and Fiscal Services**

Classification

- 2 Staff Analyst II
- 1 Accounting Technician
- 1 Fire Equipment Technician

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- 4 Total

**OES - High Desert Government Center**

Classification

- 1 Emergency Services Officer
- 1 Office Assistant III
- 1 Assistant Office of Emergency Services

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- 3 Total



## OTHER AGENCIES

### CLASSIFICATION LISTING AND POSITION COUNT

#### In-Home Supportive Services Public Authority

**Administration**

<u>Classification</u>
1 Contract Executive Director
1 Contract Admin Supervisor II
1 Contract Staff Analyst
1 Contract Fiscal Asst
1 Contract Secretary I
2 Contract Office Asst II
7 Total

**Enrollment**

<u>Classification</u>
2 Contract Office Assistant III
4 Contract Office Assistant II
6 Total

**Criminal Background Investigations**

<u>Classification</u>
1 Contract Office Specialist
3 Contract Office Assistant II
2 Contract Office Assistant III
6 Total

**Paycheck Customer Service**

<u>Classification</u>
1 Contract Office Assistant III
4 Contract Office Assistant II
5 Total

**Registry**

<u>Classification</u>
1 Contract Supervising Social Worker
1 Contract Office Assistant III
3 Contract Office Assistant II
6 Contract Social Worker II
1 Contract Office Specialist
1 Contract Supervising Office Asst
13 Total

**Training**

<u>Classification</u>
1 Contract Supervising Office Specialist
1 Contract Office Specialist
2 Contract Office Assistant III
1 Contract Office Assistant II
5 Total

#### Inland Counties Emergency Medical Agency

**Administration**

<u>Classification</u>
1 Contract EMS Administrator
1 Administrative Manager
1 EMS Specialist
1 Medical Emergency Planning Spclst
2 Office Assistant III
1 Secretary II
1 Fiscal Assistant
1 Public Service Employee
9 Total

**Pre-Hospital and Trauma Programs**

<u>Classification</u>
1 Contract EMS Coordinator
1 EMS Specialist
1 Contract EMS Spec Care Coordinator
3 Total

**Performance Based Contracts**

<u>Classification</u>
1 Public Health Program Coordinator
1 Contract EMS Technical Consultant
1 Staff Analyst II
1 Statistical Analyst
1 Office Assistant III
5 Total

**Medical Disaster Preparedness Programs**

<u>Classification</u>
1 Senior EMS Specialist
1 EMS Specialist
2 Total



## OTHER AGENCIES

### CLASSIFICATION LISTING AND POSITION COUNT

#### Housing Authority of the County of San Bernardino

<u>Administration</u>	<u>Maintenance</u>
<p><u>Classification</u></p> <ul style="list-style-type: none"> <li>2 Accountant I</li> <li>1 Accounting Supervisor</li> <li>3 Accounting Technician I</li> <li>1 Accounting Technician II</li> <li>6 Administrative Assistant</li> <li>1 Administrative Services Manager</li> <li>13 Administrative Services Specialist</li> <li>1 Administrative Services Supervisor</li> <li>1 Application &amp; Database Admin</li> <li>1 Assistant Deputy Executive Director</li> <li>1 Career Readiness Coordinator I</li> <li>2 Career Readiness Coordinator II</li> <li>1 Community Manager</li> <li>1 Computer Lab Technician</li> <li>1 Deputy Executive Director</li> <li>1 Dir. Comm Dev Initiatives</li> <li>1 Dir. Policy Comm Affair</li> <li>1 Director of Housing Services</li> <li>1 Director of Information Services</li> <li>1 Director of Procurement &amp; Contracts</li> <li>1 Director of Special Programs</li> <li>1 Director of Supportive Housing</li> <li>1 Executive Director</li> <li>1 Finance Manager</li> <li>1 FSS Services Coordinator I</li> <li>1 FSS Services Specialist</li> <li>1 Homeownership Specialist</li> <li>3 Housing Authority Deputy Director</li> <li>1 Housing Services Manager</li> <li>15 Housing Services Specialist</li> <li>4 Housing Services Supervisor</li> <li>1 Human Resources Coord</li> <li>1 Information Systems Support Analyst</li> <li>1 IT Sys Infra Administrator</li> <li>1 Jobs Plus Coach</li> <li>5 Lead Housing Services Specialist</li> <li>1 Leasing Consultant</li> <li>1 PI Officer</li> <li>1 PI Specialist</li> <li>1 Planning &amp; Policy Analyst</li> <li>1 Procurement Assistant</li> <li>1 Procurement Officer</li> <li>1 Program Compliance Coordinator</li> <li>1 Programs Analyst</li> <li>1 Property Compliance Manager</li> <li>4 Property Supervisor</li> <li>1 Real Estate Develop. Mngr</li> <li>1 Recruiter</li> <li>6 Resident Manager On Site</li> <li>2 Sr Regional Comm Manager</li> <li>1 Sr. Accountant</li> </ul> <hr style="width: 100%;"/> <p>104 Total</p>	<p><u>Classification</u></p> <ul style="list-style-type: none"> <li>1 Lead Maintenance Tech</li> <li>1 Maintenance Operations Coordinator</li> <li>3 Maintenance Supervisor</li> <li>14 Maintenance Technician</li> <li>6 Porter</li> </ul> <hr style="width: 100%;"/> <p>25 Total</p>



**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 2013-14, 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. Key provisions are intended to extend coverage to millions of uninsured Americans, to implement measures that will lower health care costs and improve system efficiency, and to eliminate industry practices that include rescission and denial of coverage due to pre-existing conditions. The most significant part of this Federal Healthcare Reform legislation extended coverage to an expanded population effective January 1, 2014 through new eligibility processes for Medi-cal and the implementation of insurance exchanges.

**Amortization:** The process of gradually extinguishing an asset on the books.

**Appropriation:** An appropriation is the amount of authority to spend less reimbursements. It represents the authorization for the County to make expenditures/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.

**Available Reserves:** Available amounts that are not budgeted, but are set-aside for future use. Applies to governmental funds.

**Balanced Budget:** Total sources, including carry-over fund balances, equals the total requirements and reserves.

**Budgeted Staffing:** The number of positions (headcount) funded in a budget unit.

**Budget Unit:** An organizational component 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 qualifying households and individuals by providing them a means to meet their nutritional needs.

**Capital Expenditures:** An asset of a long-term character such as land, buildings, furniture, and other equipment costing \$5,000 or more and having a useful life of one year or more. Additionally, computer software is capitalized if the value is \$100,000 or greater.

**Capital Improvement Project:** The acquisition, construction, reconstruction, initial fixtures and equipment, renovation, rehabilitation or replacement of facilities or equipment with a life expectancy of at least five years and capital costs in excess of \$5,000.

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

**Central Services:** The Central Services expense category, replaces Central Computer and was set up beginning fiscal year 2010-11 to allocate both the Information Services Department and Real Estate Services - Facilities Management Division's associated charges.

- Information Services Department computer charges are Countywide costs for computer infrastructure such as email, wide area network, payroll processing, and software/hardware staff support.



- Real Estate Services - Facilities Management Division charges are for basic services provided to departments including grounds, custodial, and maintenance. Each department's budget amount for grounds, custodial, and maintenance is based on an annual average cost per square foot.

**Contingencies:** An amount set aside within a budget for unforeseen expenditure requirements. Board action must be taken to spend contingency funds and a 4/5 vote is required for approval.

**County Fire:** San Bernardino County Fire Protection District

**COWCAP:** COWCAP is an acronym for County Wide Cost Allocation Plan. It is the method by which indirect costs for support services such as Human Resources, Payroll, Purchasing, etc. are allocated to departments. It is prepared annually by the County Auditor-Controller/Treasurer/Tax Collector in accordance with Code of Federal Regulations (2 CFR Part 225), which is the guideline for state and federal reimbursements for indirect costs.

**Department:** An organizational unit used by County management to group programs of a like nature. In terms of financial structure, departments may have multiple funding sources, 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 of the service life of fixed assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence.

**Deficit:** Insufficient sources to fully fund expenditures and other disbursements during a fiscal year.

**Discretionary General Funding:** Describes the overall process of administering Net County Cost, which is the amount contributed by the County General Fund from its discretionary revenue sources to fund the activities of a department.

**Discretionary Revenue:** Revenue not legally designated for a specific purpose or program that can be appropriated at the discretion of the Board of Supervisors.

**Dispute Resolution Programs Act of 1986:** Authorizes the local establishment and funding of dispute resolution programs as an alternative to more formal court proceedings.

**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.

**Fees:** Include the following types of revenues: licenses, permits, fines, forfeitures, penalties and other services. Departments receive fee revenue from providing services to the public and outside agencies.

**Final Budget:** A budget unit's adopted spending plan and financing, including all mid-year adjustments through the fourth quarter.



**Fiscal Year:** The County’s twelve-month accounting period (July 1 through the following June 30), 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, debt service funds, and permanent funds.

**Grants:** A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital.

**Headcount:** Actual number of 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 County Cost:** Net County Cost (or Discretionary General Funding) is the amount contributed to County general fund departments from discretionary revenue sources to fund the activities of a department.





**Net Position:** An indicator of financial position. A portion of net position is available to meet current obligations (see Unrestricted Net Position).

**Operating Expenses:** A category of expenditures within a budget unit for all standard costs of daily operations, including such items as office supplies, training, contractual services, and travel.

**Operating Transfers In/Out:** A method of providing financing from one budget unit to another for the implementation of a project or program.

**Performance Measure:** An ongoing, quantitative indicator of resources consumed, workload, productivity, efficiency, and effectiveness. Performance measures should relate to objectives and allow for measurement of the same thing over time.

**Position:** A specific employment, whether occupied or vacant, involving duties requiring the services of one person. A position whether full or part-time is reflected as 1 in budgeted staffing amounts.

**Proposition 1B:** As approved by the voters in the November 2006 general elections, Proposition 1B enacts the Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006 to authorize \$19.925 billion of state general obligation bonds for transportation infrastructure improvements.

**Proposition 30 (Prop 30):** A ballot measure approved by California voters on November 6, 2012, that increased taxes on earnings over \$250,000 for seven years (2012-2018) and increased sales taxes by ¼ cent for four years (2013-2016) to fund schools. The measure is expected to generate an average of \$6 billion annually, and also guarantees Public Safety Realignment funding.

**Proposition 47:** A ballot measure approved by California voters on November 4, 2014, reduced the classification and sentencing of most non-serious/nonviolent property and drug crimes from felonies to misdemeanors.

**Proposition 63:** On November 2, 2004, voters passed Proposition 63, which established a state personal income tax surcharge of one percent on the portion of taxpayers' annual taxable income that exceeds \$1 million. The proposition was enacted into law as the Mental Health Services Act (MHSA) effective January 1, 2005. The overall purpose and intent is "to reduce the long term adverse impact on individuals, families, and state and local budgets resulting from untreated serious mental illness to insure that all funds are expended in the most cost effective manner and to ensure accountability to taxpayers and to the public."

**Proposition 172 (Prop 172):** A permanent extension of a half-cent Local Public Safety Sales Tax approved by California voters on November 2, 1993. Proceeds of this sales tax must be dedicated to public safety.

**Proprietary Funds:** Classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds).

**Public Service Employee (PSE):** PSEs are employees assigned to entry-level positions in a variety of fields and occupations for a limited duration. They are not full-time, regular County employees. PSEs are subject to an expedited recruiting process to accommodate additional workload or to manage one-time special projects. They do not receive the full range of benefits or have the civil service status of regular County employees.

**Rates:** Include revenues for the following types of services: risk management, information technology services, garage and fleet management, and real estate services. Departments receive rate revenue for providing direct services to other County departments.

**Recommended Budget:** A recommended budget is the working document of the fiscal year under discussion.



**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 three restricted funding sources – Prop 172, 1991 Realignment and 2011 Realignment. Prop 172 revenue assists in funding the Sheriff/Coroner/Public Administrator, District Attorney, and Probation departments. 1991 Realignment assists in funding mental health, social services, and health programs within the County. 2011 Realignment assists in funding public safety, mental health, social services, and health programs within the County.

**Revenue:** The addition of cash or other current assets to governmental funds (receipts) 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.

**SB 90 State-Mandated Local Program:** State reimbursements to local governments for the cost of activities required by state legislative and executive acts.

**SB 163:** Wraparound Services Program is an intensive, community-based and family centered process designed to allow children with serious behavior and/or emotional difficulties to remain in their community at the lowest level of care possible instead of being placed in a group home setting. This bill allows counties to accumulate savings realized from a wraparound program and requires that the savings be reinvested in a Child Welfare Services program.

**SB 676:** Effective July 1, 2010, this California Senate Bill increased the maximum fee collected from indigent defendants from \$25 to \$50.

**SB 678:** Also known as the Community Corrections Performance Incentives Act of 2009, provides funding from the state for county probation departments to implement evidence-based practices for the purposes of reducing parolee recidivism.

**SB 920:** Medi-Cal Program – which is administered by the State Department of Health Care Services for qualified low-income persons to receive health care services. The program is, in part, governed and funded by federal Medicaid Program provisions.



**SB 1246:** Implemented in 1980, is a fee on issued marriage licenses targeted “for the purpose of aiding victims of domestic violence by providing them a place to escape from the destructive environment in an undisclosed and secured location.” To qualify for these funds, an agency must provide services to victims of domestic violence and their children that include shelter on a 24-hour, seven days a week basis, a 24-hour crisis line, temporary housing and food facilities, psychological support and peer counseling, referrals to existing services in the community, a drop-in center to assist victims who have not yet made the decision to leave their homes, arrangements for school age children to continue their education during their stay at the shelter, emergency transportation to the shelter, and arrangements for assistance from local law enforcement where appropriate.

**SB 1732:** Trial Court Facilities Act of 2002, requires the transfer of responsibility for funding and operation of trial court facilities from the counties to the State of California.

**Set-Aside Contingency:** A contingency made up from available balances materializing throughout one or more fiscal years which are not required to support disbursements of a legal or emergency nature and are held (set-aside) for future funding requirements.

**Sources:** Amount of funding available to departments such as revenue, reimbursements, operating transfers in, fund balance and reserves.

**Special Revenue Funds:** Special Revenue Funds are used to account for the proceeds of specific sources of revenue whereby the use of such revenue is restricted by law for particular functions or activities of government. State Government Code Section 29009 requires that the entire unreserved fund balance must be appropriated each year. The amount not expended is carried over to the subsequent year’s budget.

**Staffing Expenses:** A category of expenditures within a budget unit for all costs related to employees including salary, retirement, employee benefits, and workers compensation insurance.

**Step Increases:** An employee, based upon the completion of the required service hours in their classification, satisfactory work performance, and appointing authority recommendation, may receive step advancements. Step advancements within the base salary range shall be based on one (1) or two (2) step increments depending on hire date and bargaining unit. Each increment is 2.5%.

**Structurally Balanced Budget:** The annual operating budget will be structurally balanced upon adoption of the Board of Supervisors. One-time sources will not be spent on ongoing expenditures.

**Successor Agency:** A separate public entity from the public agency that had formed the former redevelopment agency. Its purpose is to expeditiously wind down the affairs of the former redevelopment agency pursuant to ABx1 26 and AB 1484 and in accordance with the direction of the oversight board. The primary task of the Agency is to continue to make payments due from its enforceable obligations.

**Three Strikes Reform Act:** Passed by the California voters in November 2012, this initiative redefined the parameters leading to mandatory 25-year to life sentences for previously twice convicted felons.

**Total Expenditure Authority:** The authorized expenditure limit for a budget unit for the current fiscal year.

**Transfers:** The movement of resources from one budget unit to another usually for payment of services received.

**Trend:** A documented recurrence of a measurable event or circumstance over time that is increasing, decreasing or even staying the same.

**Unrestricted Net Position:** That portion of net position that is neither restricted nor invested in capital assets (net of related debt). Unrestricted Net Position represents resources that can be used to meet current obligations. Applies to Enterprise funds and Internal Service Funds.



<b>AAA:</b> Area Agency on Aging	<b>CALTRANS:</b> California Department of Transportation
<b>AABs:</b> Assessment Appeals Boards	<b>CalVet:</b> California Department of Veterans Affairs
<b>AB:</b> Assembly Bill	<b>CalWORKs:</b> California Work Opportunities and Responsibilities to Kids
<b>ACA:</b> Affordable Care Act	<b>CAO:</b> County Administrative Office
<b>ACC:</b> Animal Care and Control	<b>CAPH:</b> California Association of Public Hospitals and Health Systems
<b>ACCB:</b> Adult Community Corrections Bureau	<b>CAS:</b> Cash Assistance for Immigrants
<b>ACE:</b> Access, Coordination, and Enhancement Program	<b>CBO:</b> Community Based Organization
<b>ACGME:</b> Accreditation Council for Graduate Medical Association	<b>CCB:</b> Community Corrections Bureau
<b>ADA:</b> Americans with Disabilities Act	<b>CCMS:</b> Court Cash Management System
<b>ADP:</b> State Department of Alcohol and Drug Programs	<b>CCRT:</b> Community Crisis Response Team
<b>ADS:</b> Alcohol and Drug Services	<b>CCS:</b> California Children's Services
<b>AFDC:</b> Aid to Families with Dependent Children	<b>CDA:</b> California Department of Aging
<b>AFIS:</b> Automated Fingerprint Identification System	<b>CDBG:</b> Community Development Block Grant
<b>AJCC:</b> Americas Job Centers of California	<b>CDC:</b> Central Detention Center
<b>AOA:</b> American Osteopathic Association	<b>CDCR:</b> California Department of Corrections and Rehabilitation
<b>APS:</b> Adult Protective Services	<b>CDE:</b> Community Development Agency
<b>AQMD:</b> Air Quality Management District	<b>CDFA:</b> California Department of Food and Agriculture
<b>ARC:</b> Assessor-Recorder-Clerk	<b>CDH:</b> Community Development and Housing
<b>ARMC:</b> Arrowhead Regional Medical Center	<b>CDPH:</b> California Department of Public Health
<b>ARRA:</b> American Recovery and Reinvestment Act	<b>CEC:</b> California Emergency Commission
<b>ASB:</b> Administrative Services Bureau	<b>CEHW:</b> Center for Employee Health and Wellness
<b>ATC:</b> Aid to Adoptive Children	<b>CEO:</b> Chief Executive Officer
<b>AWM:</b> Agriculture/Weights & Measures	<b>CEQA:</b> California Environmental Quality Act
<b>ATC:</b> Auditor-Controller/Treasurer/Tax Collector	<b>CERT:</b> Community Emergency Response Team
<b>BBARWA:</b> Big Bear Area Regional Wastewater Agency	<b>CeRTNA:</b> California e-Recording Transaction Network Authority
<b>BCCs:</b> Boards, Commissions, and Committees	<b>Cf:</b> CalFresh
<b>BG:</b> Board Governed	<b>CFR:</b> Code of Federal Regulations
<b>BH:</b> Behavioral Health	<b>CFT:</b> Child and Family Team
<b>BJA:</b> Bureau of Justice Assistance	<b>CFD:</b> Community Facilities District
<b>BLM:</b> Bureau of Land Management	<b>CFS:</b> Children and Family Services
<b>BMI:</b> Body Mass Index	<b>CGC:</b> County Government Center
<b>BOS:</b> Board of Supervisors	<b>CG-CAHPS:</b> Clinical Group Consumer Assessment of Health Care Providers and Systems
<b>BRIDGES:</b> Bridging Reentry Integration by Driving Goal Oriented Effective Strategies	<b>CGRP:</b> Cucamonga-Guasti Regional Park
<b>BRT:</b> Business Resource Team	<b>CHFFA:</b> California Health Facilities Financing Authority
<b>BUILD:</b> Bold Upstream Innovative Local Data driven	<b>CHOICE:</b> Choosing Healthy Options to Instill Change and Empowerment
<b>CACEO:</b> California Association of Clerk and Elections Officials	<b>CHIP:</b> Community Health Improvement Program
<b>CAFM:</b> Computer Aided Facilities Management	<b>CIP:</b> Capital Improvement Program
<b>CAFR:</b> Comprehensive Annual Financial Report	<b>CIU:</b> Criminal Intelligence Unit
<b>CAHPS:</b> Consumer Assessment of Health Care Providers and Systems	<b>CLUP:</b> Comprehensive Land Use Plan
<b>CAL EMA:</b> California Emergency Management Agency	<b>CMAC:</b> California Medical Assistance Commission
<b>CAL ID:</b> California Identification System	<b>CMO:</b> Chief Medical Officer
<b>CAL OES:</b> California Office of Emergency Services	<b>CMP:</b> Congestion Management Program
<b>CAL OSHA:</b> California Occupational Safety and Health Administration	<b>CMRS:</b> County's Maintained Road System



<b>CMS:</b> Center for Medicare & Medicaid Services	<b>DSRIP:</b> Delivery System Reform Incentive Plan
<b>CMSP:</b> County Medical Services Program	<b>DUI:</b> Driving Under the Influence
<b>CNET:</b> Children’s Network	<b>DUILA:</b> Drug Use is Life Abuse
<b>CNI:</b> California Necessities Index	<b>EAP:</b> Employee Assistance Program
<b>COB:</b> Clerk of the Board	<b>ECD:</b> Economic and Community Development
<b>CoIDA:</b> San Bernardino County Industrial Development Authority	<b>ED:</b> Department of Economic Development
<b>COLA:</b> Cost of Living Adjustment	<b>EDA:</b> Economic Development Agency
<b>CONFIRE:</b> Consolidated Fire Agencies	<b>EDATE:</b> Election, Deadline, Assignment and Task Engine
<b>COP:</b> Certificates of Participation	<b>EDD:</b> California Employment Development Department
<b>COPPS:</b> Community Oriented Policing and Problem Solving	<b>EDoCS:</b> Election Document Change System
<b>COPS:</b> Citizens' Option for Public Safety	<b>EDU:</b> Equivalent Dwelling Units
<b>County Fire:</b> San Bernardino County Fire Protection District	<b>EEO:</b> Equal Employment Office
<b>COWCAP:</b> Countywide Cost Allocation Plan	<b>EFMS:</b> Enterprise Financial Management System
<b>CPOC:</b> Chief Probation Officers of California	<b>EFT:</b> Electronic Funds Transfer
<b>CPR:</b> Cardiopulmonary resuscitation	<b>EHaP:</b> Employee Health and Productivity Program
<b>CPU:</b> Central Processing Unit	<b>EHR:</b> Electronic Health Records
<b>CRI:</b> Cities Readiness Initiative	<b>EHS:</b> Environmental Health Services
<b>CRM:</b> Community Relationship Management	<b>EIA:</b> Excess Insurance Authority
<b>CRT:</b> Crisis Residential Treatment	<b>EIR:</b> Environmental Impact Report
<b>CSA:</b> County Service Area	<b>EMACS:</b> Employee Management and Compensation System
<b>CSAC:</b> California State Association of Counties Insurance Authority	<b>EMF:</b> Environmental Mitigation Fund
<b>CSC:</b> Customer Service Center	<b>EMPG:</b> Emergency Management Performance Grant
<b>CSU:</b> Customer Service Unit	<b>EMS:</b> Emergency Medical Services
<b>CUPA:</b> Certified Unified Program Agency	<b>EMT:</b> Emergency Medical Technician
<b>CYCS:</b> Children and Yough Collaborative Services	<b>ENT:</b> Ear, Nose and Throat
<b>DA:</b> District Attorney	<b>EOC:</b> Emergency Operations Center
<b>DAAS:</b> Department of Aging and Adult Services	<b>ePCR:</b> Electronic Patient Care Record
<b>DBH:</b> Department of Behavioral Health	<b>ePro:</b> Electronic Procurement
<b>DCB:</b> Detention Corrections Bureau	<b>EPSDT:</b> Early and Periodic Screening, Diagnosis and Treatment
<b>DCSS:</b> Department of Child Support Services	<b>ERAF:</b> Educational Revenue Augmentation Fund
<b>DHCS:</b> State Department of Health Care Services	<b>ERC:</b> Employment Resource Center
<b>DJJ:</b> Department of Juvenile Justice	<b>ESDC:</b> Environmental Science Day Camp
<b>DMH:</b> State Department of Mental Health	<b>ESG:</b> Emergency Solutions Grant
<b>DMV:</b> Department of Motor Vehicles	<b>EVOC:</b> Emergency Vehicle Operations Center
<b>DNA:</b> Deoxyribonucleic Acid	<b>E-Waste:</b> Electronic Waste
<b>DOJ:</b> Department of Justice	<b>F2F:</b> Family-to-Family
<b>DOL:</b> Department of Labor	<b>FAA:</b> Federal Aviation Administration
<b>DPH:</b> Department of Public Health	<b>FAR:</b> Sheriff/Fire Air Rescue
<b>DPW:</b> Department of Public Works	<b>FAS:</b> Financial Accounting System
<b>DRC:</b> Day Reporting Center	<b>FAST:</b> Flood Area Safety Taskforce
<b>DRDP:</b> Desired Results Developmental Profile	<b>FCC:</b> Federal Communications Commission
<b>DRDP-PS:</b> Desired Results Developmental Profile Preschool	<b>FCSP:</b> Family Caregiver Support Program
<b>DRDP-R:</b> Desired Results Developmental Profile-Revised	<b>FEMA:</b> Federal Emergency Management Agency
<b>DRM:</b> Department of Risk Management	<b>FFH:</b> Foster Family Home
<b>DRPA:</b> Dispute Resolutions Programs Act of 1986	<b>FGR:</b> Cash Aid for All other Families
<b>DSH:</b> Disproportionate Share Hospital	<b>FHC:</b> Family Health Center
<b>DSOD:</b> Department of Safety of Dams	<b>FHWA:</b> Federal Highway Administration
<b>DSRF:</b> Debt Service Reserve Fund	<b>FLJC:</b> Foothill Law and Justice Center





<b>FLSA:</b> Fair Labor Standards Act	<b>HSGP:</b> Homeland Security Grant Program
<b>FMAP:</b> Federal Medical Assistance Percentage	<b>HSIP:</b> Highway Safety Improvement Program
<b>FMD:</b> Facilities Management Division	<b>HSS:</b> Human Services System
<b>FMIS:</b> Fleet Management Information System	<b>HUD:</b> Housing and Urban Development
<b>FML:</b> Family Medical Leave	<b>HVAC:</b> Heating, Ventilation, and Air Conditioning
<b>FMLA:</b> Family Medical Leave Act	<b>ICE:</b> Immigration and Customs Enforcement
<b>FPD:</b> Fire Protection District	<b>ICEMA:</b> Inland Counties Emergency Medical Agency
<b>FQHC:</b> Federally Qualified Health Centers	<b>ID:</b> Identification
<b>FSA:</b> Fire Suppression Aide	<b>IEEP:</b> Inland Empire Economic Partnership
<b>GAAP:</b> Generally Accepted Accounting Principles	<b>IEUW:</b> Inland Empire United Way
<b>GASB:</b> Governmental Accounting Standards Board	<b>IGT:</b> Intergovernmental Transfers
<b>GED:</b> General Equivalency Diploma	<b>IHSS:</b> In-Home Supportive Services
<b>GEMT:</b> Ground Emergency Medical Transport	<b>IHSSPA:</b> In Home Supportive Services Public Authority
<b>GFOA:</b> Government Finance Officers Association	<b>II-PIP:</b> IHSS Intake Process Improvement Plan
<b>GHRC:</b> Glen Helen Rehabilitation Center	<b>ILP:</b> Independent Living Program
<b>GHRP:</b> Glen Helen Regional Park	<b>IMLS:</b> Institute of Museum and Library Services
<b>GIS:</b> Geographic Information System	<b>IP:</b> Internet Protocol
<b>GLAD:</b> Greater Los Angeles Agency on Deafness	<b>IPDP:</b> Individual Professional Development Plan
<b>GPP:</b> Global Payment Program	<b>IRNET:</b> Inland Regional Narcotics Enforcement Team
<b>GPS:</b> Global Positioning System	<b>IRS:</b> Internal Revenue Service
<b>G.R.E.A.T.:</b> Gang Resistance Education and Training	<b>IS:</b> Information Systems
<b>GWTS:</b> Groundwater Treatment System	<b>ISD:</b> Information Services Department
<b>HACSB:</b> Housing Authority of the County of San Bernardino	<b>ISF:</b> Internal Service Fund
<b>HAZMAT:</b> Hazardous Materials	<b>IT:</b> Information Technology
<b>HBP:</b> Highway Bridge Program	<b>ITSD:</b> Information Technology and Support Division
<b>HCAHPS:</b> Hospital Consumer Assessment of Health Care Providers and Systems	<b>IVDA:</b> Inland Valley Development Agency
<b>HCF:</b> Hundred Cubic Feet	<b>JAG:</b> Justice Assistance Grant
<b>HCR:</b> Health Care Reform	<b>JBCT:</b> Jail Based Competency Treatment Program
<b>HDDC:</b> High Desert Detention Center	<b>JCC:</b> Judicial Council of California
<b>HDGC:</b> High Desert Government Center	<b>JCC:</b> Juvenile Community Corrections
<b>HDJDAC:</b> High Desert Juvenile Detention and Assessment Center	<b>JCCB:</b> Juvenile Community Corrections Bureau
<b>HELP:</b> Health Education Liaison Program	<b>JDAC:</b> Juvenile Detention and Assessment Center
<b>HFAP:</b> Health Care Facilities Accreditation Program	<b>JIMS:</b> Jail Information Management System
<b>HHW:</b> Household Hazardous Waste	<b>JJCPA:</b> Juvenile Justice Crime Prevention Act
<b>HICAP:</b> Health Insurance Counseling and Advocacy Program	<b>JPA:</b> Joint Powers Agreement
<b>HIE:</b> Health Information Exchange	<b>JPA:</b> Joint Powers Authority
<b>HIPPA:</b> Health Insurance Portability and Accountability Act	<b>JTGC:</b> Joshua Tree Government Center
<b>HIV:</b> Human Immunodeficiency Virus	<b>Kin-Gap:</b> Kinship Guardianship Assistance Program
<b>HM:</b> Hazardous Materials	<b>kWh:</b> Kilowatt Hour
<b>HOME:</b> HOME Investment Partnership Act Grant	<b>LACSD:</b> Lake Arrowhead Community Services District
<b>H.O.P.E.:</b> Homeless Outreach and Proactive Enforcement	<b>LAFCO:</b> Local Agency Formation Commission
<b>HOST:</b> Homeless Outreach Support Team	<b>LEED:</b> Leadership in Energy and Environmental Design
<b>HRP:</b> Housing Preservation and Rapid Re-housing Program	<b>LET:</b> Let's End Truancy
<b>HR:</b> Human Resources	<b>LFGEs:</b> Landfill Gas Extraction System
<b>HRP:</b> Home Rehabilitation Program	<b>LGRP:</b> Lake Gregory Regional Park
<b>HRSA:</b> Health Resources and Services Administration	<b>LIFT:</b> Low-Income First-Time Mothers
<b>HS:</b> Human Services	<b>LIHP:</b> Low Income Health Plan
	<b>LLUMC:</b> Loma Linda University Medical Center
	<b>MAA:</b> Medi-Cal Administrative Activities
	<b>MAC:</b> Municipal Advisory Council



<b>MCLE:</b> Minimum Continuing Legal Education	<b>PH:</b> Public Health
<b>MDAQMD:</b> Mojave Desert Air Quality Management District	<b>PHAB:</b> Public Health Accreditation Board
<b>MHSA:</b> Mental Health Services Act	<b>PIMS:</b> Property Information Management System
<b>MHz:</b> Megahertz	<b>PL:</b> Public Law
<b>MIPPA:</b> Medicare Improvements for Patients and Providers Act	<b>PLF:</b> State Public Library Fund
<b>MMA:</b> Multi-Media Services	<b>PLH:</b> Public Lands Highway
<b>MOE:</b> Maintenance of Effort	<b>PMD:</b> Real Estate Services - Project Management Division
<b>MOU:</b> Memorandum of Understanding	<b>PO:</b> Probation Officer
<b>MSA:</b> Master Settlement Agreement	<b>POS:</b> Point of Sale
<b>MSSP:</b> Multipurpose Senior Services Program	<b>POST:</b> Peace Officers Standards of Training
<b>N/A:</b> Not Applicable	<b>PRIME:</b> Public Hospital Redesign and Incentives in Medi-Cal
<b>NACCHO:</b> National Association of County and City Health Officials	<b>PREA:</b> Prison Rape Elimination Act
<b>NACo:</b> National Association of Counties	<b>PRSA:</b> Public Relations Society of America
<b>NBAA:</b> National Business Aviation Association	<b>PRD:</b> Permanent Road Division
<b>NCC:</b> Net County Cost	<b>Prop:</b> Proposition
<b>NCLU:</b> No Child Left Unsheltered	<b>PSD:</b> Preschool Services Department
<b>NEMSIS:</b> National Emergency Medical Services Information Systems	<b>PSE:</b> Public Service Employee
<b>NEPA:</b> National Environmental Policy Act	<b>PSOC:</b> Public Safety Operations Center
<b>NICU:</b> Neonatal Intensive Care Unit	<b>R&amp;P:</b> Recreation and Park
<b>NPDES:</b> National Pollutant Discharge Elimination System	<b>RAD:</b> Rental Assistance Demonstration
<b>NPM:</b> Non-Participating Manufacturers	<b>RBEST:</b> Recovery Based Engagement Support Teams
<b>NRCS:</b> National Resources Conservation Service	<b>RCRA:</b> Resource Conservation & Recovery Act
<b>NSP:</b> Neighborhood Stabilization Program	<b>RDA:</b> Redevelopment Agency
<b>NVRA:</b> National Voter Registration Act	<b>RBAR:</b> Removing Every Barrier and Rehabilitating
<b>OA:</b> Operational Area	<b>RESD:</b> Real Estate Services Department
<b>OAA:</b> Older Americans Act	<b>RFP:</b> Request for Proposal
<b>OB-GYN:</b> Obstetrics Gynecology	<b>RGP:</b> Rescue Group Partners
<b>OES:</b> Office of Emergency Services	<b>RIAC:</b> Range Improvement Advisory Committee
<b>OFM:</b> Office of Fire Marshal	<b>ROP:</b> Regional Occupational Program
<b>OHV:</b> Off-Highway Vehicle	<b>ROPS:</b> Recognized Obligation Payment Schedules
<b>OM&amp;M:</b> Operations Maintenance and Monitoring	<b>ROC:</b> Return of Competency Program
<b>OMB:</b> Ombudsman	<b>ROV:</b> Registrar of Voters
<b>ORG:</b> Organization	<b>RPR:</b> Real Estate Services
<b>OSHA:</b> Occupational Safety and Health Administration	<b>RPTTF:</b> Redevelopment Property Tax Trust Fund
<b>OTLIP:</b> Optional Targeted Low Income Children's Program	<b>RSWD:</b> Running Springs Water District
<b>PA:</b> Public Authority	<b>RV:</b> Recreational Vehicle
<b>PC:</b> Penal Code	<b>SAMHSA:</b> Substance Abuse and Mental Health Services Administration
<b>PCF:</b> Paid Call Firefighter	<b>SANBAG:</b> San Bernardino Associated Governments
<b>PCI:</b> Pavement Condition Index	<b>SANCATT:</b> San Bernardino County Auto Theft Task Force
<b>PCO:</b> Probation Corrections Officer	<b>SAPT:</b> Substance Abuse Prevention and Treatment
<b>PCT:</b> Project Collaboration Team	<b>SART:</b> Screening, Assessment, Referral, and Treatment
<b>PD:</b> Public Defender	<b>SB:</b> Senate Bill
<b>PEI:</b> Prevention and Early Intervention	<b>SBCFPD:</b> San Bernardino County Fire Protection District
<b>PEI/TREP:</b> Prevention and Early Intervention/Transportation Reimbursement Escort Program	<b>SBCL:</b> San Bernardino County Library
<b>PEPRA:</b> Public Employee's Pension Reform Act	<b>SBIAA:</b> San Bernardino International Airport Authority
<b>PERC:</b> Performance, Education and Resource Center	<b>SBVEZ:</b> San Bernardino Valley Enterprise Zone
	<b>SCAAP:</b> State Criminal Alien and Assistance Program
	<b>SCADA:</b> Supervisory Control and Data Acquisition
	<b>SCAG:</b> Southern California Association of Governments



<b>SCAQMD:</b> South Coast Air Quality Management District	<b>VSR:</b> Veterans Service Representative
<b>SCE:</b> Southern California Edison	<b>VVEDA:</b> Victor Valley Economic Development Authority
<b>SCSEP:</b> Senior Community Service Employment Program	<b>VVWRA:</b> Victor Valley Waste Reclamation Authority
<b>SED:</b> Seriously Emotionally Disturbed	<b>WAN:</b> Wide Area Network
<b>SHPO:</b> State Historic Preservation Office	<b>WDD:</b> Department of Workforce Development
<b>SIA:</b> Senior Information and Assistance	<b>WEX:</b> Work Experience
<b>SIR:</b> Self Insured Retention	<b>WIA:</b> Workforce Investment Act
<b>SMARA:</b> Surface Mining and Reclamation Act	<b>WIB:</b> Workforce Investment Board
<b>SNI:</b> Safety Net Institute	<b>WIC:</b> Welfare and Institutions Code
<b>SSB:</b> Special Services Bureau	<b>WIC:</b> Women, Infant, and Children
<b>SSI/SSP:</b> Supplemental Security Income/State Supplementary Payment	<b>WIOA:</b> Workforce Innovation and Opportunity Act
<b>SSI:</b> Social Security Income	<b>WPC:</b> Whole Person Care
<b>SSN:</b> Social Security Number	<b>WPR:</b> Work Participation Rate
<b>STC:</b> Standards for Training and Corrections	<b>WRIB:</b> Western Region Item Bank
<b>STEMI:</b> ST Segment Elevation Myocardial Infarction	<b>WTW:</b> Welfare to Work
<b>STEP:</b> Subsidized Training and Employment Program	<b>WVDC:</b> West Valley Detention Center
<b>STP:</b> Federal Surface Transportation Program	<b>WVJDAC:</b> West Valley Juvenile Detention and Assessment Center
<b>STSL:</b> San Timoteo Sanitary Landfill	
<b>SUD:</b> Substance Abuse Disorder	
<b>SWBPI:</b> Southwest Border Prosecution Initiative	
<b>SWMD:</b> Solid Waste Management Division	
<b>TAD:</b> Transitional Assistance Department	
<b>TAY:</b> Transitional Age Youth	
<b>TBD:</b> To Be Determined	
<b>TC:</b> Transitional Conferences	
<b>TDM:</b> Team Decision Making	
<b>TENS:</b> Telephonic Emergency Notification System	
<b>TLICP:</b> Targeted Low Income Children's Program	
<b>TREP:</b> Transportation Reimbursement Escort Program	
<b>TV:</b> Television	
<b>U.S. Postal:</b> United States Postal	
<b>UASI:</b> Urban Area Security Initiative	
<b>UCCE:</b> University of California Cooperative Extension	
<b>UHF:</b> Ultra High Frequency	
<b>UPP:</b> Cash Aid for 2 Parent Families	
<b>USDA:</b> United States Department of Agriculture	
<b>USDVA:</b> United States Department of Veterans Affairs	
<b>USFS:</b> United States Forest Service	
<b>USPS:</b> United States Postal Services	
<b>UST:</b> Underground Storage Tank	
<b>UTL:</b> Utilities	
<b>VA:</b> Veterans Affairs	
<b>VAAC:</b> Voter Accessibility Advisory Committee	
<b>VASH:</b> Veterans Affairs Supportive Housing	
<b>VC:</b> Vehicle Code	
<b>VHF:</b> Very High Frequency	
<b>VITA:</b> Volunteer Income Tax Assistance	
<b>VLf:</b> Vehicle License Fee	
<b>VOIP:</b> Voice Over Internet Protocol	





State Controller Schedules Schedule 1  
 County Budget Act

County of San Bernardino  
 All Funds Summary  
 Fiscal Year 2017

Fund Name	TOTAL FINANCING SOURCES				TOTAL FINANCING USES		
	Fund Balance Available June 30, 2016	Decreases to Obligated Fund Balances	Additional Financing Sources	Total Financing Sources	Financing Uses	Increases to Obligated Fund Balances	Total Financing Uses
1	2	3	4	5	6	7	8
<b>Governmental Funds</b>							
General Fund	500,423,946	50,104,116	2,478,445,047	3,028,973,109	2,968,255,163	60,717,946	3,028,973,109
Special Revenue Funds	159,527,865	4,194,408	476,424,816	640,147,089	573,114,169	67,032,920	640,147,089
Capital Project Funds	139,674,407	551,819	123,906,157	264,132,383	264,132,383	0	264,132,383
<b>Total All Funds</b>	<b>799,626,218</b>	<b>54,850,343</b>	<b>3,078,776,020</b>	<b>3,933,252,581</b>	<b>3,805,501,715</b>	<b>127,750,866</b>	<b>3,933,252,581</b>



State Controller Schedules								Schedule 2
County Budget Act								
County of San Bernardino Governmental Funds Summary Fiscal Year 2017								
Fund Name	TOTAL FINANCING SOURCES				TOTAL FINANCING USES			
	Fund Balance Available June 30, 2016	Decreases to Obligated Fund Balances	Additional Financing Sources	Total Financing Sources	Financing Uses	Increases to Obligated Fund Balances	Total Financing Uses	
1	2	3	4	5	6	7	8	
<b>General Fund</b>								
General Fund	119,325,689	50,104,116	2,813,089,588	2,982,519,393	2,921,801,447	60,717,946	2,982,519,393	
Restricted General Fund	381,098,257	0	(334,644,541)	46,453,716	46,453,716	0	46,453,716	
<b>Total General Fund</b>	<b>500,423,946</b>	<b>50,104,116</b>	<b>2,478,445,047</b>	<b>3,028,973,109</b>	<b>2,968,255,163</b>	<b>60,717,946</b>	<b>3,028,973,109</b>	
<b>Special Revenue Funds</b>								
Agricultural, Weights & Measures - California Grazing Fees	147,865	0	2,500	150,365	145,698	4,667	150,365	
Airports - Special Aviation	2,460,603	0	5,191,710	7,652,313	7,260,685	391,628	7,652,313	
Assessor - Recording Fees	3,609,250	0	3,312,900	6,922,150	4,417,943	2,504,207	6,922,150	
Auditor-Controller/Treasurer/Tax Collector - Redemption Maintenance	156,894	0	237,500	394,394	200,000	194,394	394,394	
Behavioral Health - Block Grant Carryover	3,761,493	0	10,161,732	13,923,225	11,965,086	1,958,139	13,923,225	
Behavioral Health - Driving Under the Influence Programs	37,347	0	202,567	239,914	199,116	40,798	239,914	
Behavioral Health - Mental Health Services Act	41,490,844	0	175,975,954	217,466,798	210,922,097	6,544,701	217,466,798	
Community Development and Housing	15,091,083	1,423,443	16,022,308	32,536,834	32,536,834	0	32,536,834	
County Library	3,288,983	0	16,025,139	19,314,122	17,976,016	1,338,106	19,314,122	
County Trial Courts - Alternate Dispute Resolution Program	15,994	0	360,100	376,094	360,100	15,994	376,094	
County Trial Courts - Court Alcohol and Drug Program	433,684	0	366,714	800,398	560,000	240,398	800,398	
County Trial Courts - Courthouse Seismic Surcharge	39	0	1,524,155	1,524,194	1,524,155	39	1,524,194	
County Trial Courts - Registration Fees	295	0	3,135	3,430	0	3,430	3,430	
District Attorney Special Projects	1,941,005	0	8,496,509	10,437,514	8,883,729	1,553,785	10,437,514	
Domestic Violence AB 2405	12,925	0	0	12,925	0	12,925	12,925	
Finance and Administration - Disaster Recovery Fund	260,023	0	7,530	267,553	0	267,553	267,553	
Human Resources - Commuter Services	322,213	0	747,200	1,069,413	942,881	126,532	1,069,413	
Human Resources - Employee Benefits and Services	181,559	0	3,490,335	3,671,894	3,568,640	103,254	3,671,894	
Human Services - Domestic Violence/Child Abuse Surcharges	84,875	0	533,500	618,375	564,400	53,975	618,375	
Human Services - Marriage License Fees Surcharge	305,700	0	376,981	682,681	599,225	83,456	682,681	
Human Services - Wraparound Reinvestment Fund	6,485,093	0	6,035,000	12,520,093	11,578,529	941,564	12,520,093	
Local Law Enforcement Block Grant	326,355	403,521	582,145	1,312,021	1,312,021	0	1,312,021	
Master Settlement Agreement	(99,892)	0	17,381,156	17,281,264	17,000,000	281,264	17,281,264	
Preschool Services	(971,709)	0	51,661,832	50,690,123	50,690,123	0	50,690,123	
Probation - Asset Forfeiture	73,090	0	1,342	74,432	74,432	0	74,432	
Probation - Criminal Recidivism SB 678	2,362,820	0	7,430,961	9,793,781	8,080,878	1,712,903	9,793,781	
Probation - Juvenile Justice Grant Program	1,653,206	0	7,178,560	8,831,766	7,178,560	1,653,206	8,831,766	
Probation - Juvenile Re-Entry Program AB 1628	(61,660)	0	145,000	83,340	14,000	69,340	83,340	
Public Health - Bio-Terrorism Preparedness	(1,388)	1,388	2,067,546	2,067,546	2,067,546	0	2,067,546	
Public Health - Vector Control Assessments	512,717	0	1,736,381	2,249,098	1,677,822	571,276	2,249,098	
Public Health - Vital Statistics State Fees	206,001	0	170,155	376,156	181,412	194,744	376,156	
Public Works - Special Transportation	19,095,112	0	12,565,354	31,660,466	14,862,097	16,798,369	31,660,466	
Public Works - Surveyor - Survey Monument Preservation	89,969	0	80,000	169,969	80,516	89,453	169,969	
Public Works - Transportation - Road Operations	31,329,909	0	87,211,203	118,541,112	102,731,394	15,809,718	118,541,112	
Real Estate Services - Chino Agricultural Preserve	14,110,850	0	484,596	14,595,446	2,641,030	11,954,416	14,595,446	
Regional Parks - Calico Ghost Town Marketing Services	137,639	0	423,800	561,439	480,511	80,928	561,439	
Regional Parks - County Trail System	499,831	0	602,000	1,101,831	1,003,498	98,333	1,101,831	
Regional Parks - Off-Highway Vehicle License Fees	545,790	0	305,000	850,790	700,585	150,205	850,790	
Regional Parks - Park Maintenance and Development	437,952	0	838,000	1,275,952	953,015	322,937	1,275,952	
Regional Parks - San Manuel Amphitheater	83	0	1,463,000	1,463,083	1,425,042	38,041	1,463,083	
Regional Parks - San Manuel Amphitheater Improvements	325,874	0	27,020	352,894	225,000	127,894	352,894	
Sheriff's Special Projects	9,559,445	2,366,056	10,603,109	22,528,610	22,528,610	0	22,528,610	
Special Districts - Fish and Game Commission	6,540	0	6,020	12,560	7,730	4,830	12,560	
Workforce Development	(698,436)	0	24,387,167	23,688,731	22,993,213	695,518	23,688,731	
<b>Total Special Revenue Funds</b>	<b>159,527,865</b>	<b>4,194,408</b>	<b>476,424,816</b>	<b>640,147,089</b>	<b>573,114,169</b>	<b>67,032,920</b>	<b>640,147,089</b>	
<b>Capital Project Funds</b>								
Capital Improvements Fund	121,020,806	0	123,853,557	244,874,363	244,874,363	0	244,874,363	
Redevelopment Agency (Housing Successor)	18,653,601	551,819	52,600	19,258,020	19,258,020	0	19,258,020	
<b>Total Capital Project Funds</b>	<b>139,674,407</b>	<b>551,819</b>	<b>123,906,157</b>	<b>264,132,383</b>	<b>264,132,383</b>	<b>0</b>	<b>264,132,383</b>	
<b>Total Governmental Funds</b>	<b>799,626,218</b>	<b>54,850,343</b>	<b>3,078,776,020</b>	<b>3,933,252,581</b>	<b>3,805,501,715</b>	<b>127,750,866</b>	<b>3,933,252,581</b>	



State Controller Schedules								Schedule 3
County Budget Act								
County of San Bernardino								
Fund Balance - Governmental Funds								
Fiscal Year 2017								
Fund Name	Total Fund Balance June 30, 2016	Less: Obligated Fund Balances			Fund Balances Available (GAAP Basis) June 30, 2016	Minus GASB 31 Adjustment	Fund Balances Available (Budgetary Basis) June 30, 2016	
		Encumbrances	Nonspendable, Restricted and Committed	Assigned				
1	2	3	4	5	6	7	8	
<b>General Fund</b>								
General Fund	596,139,033	(43,524,867)	(429,841,687)	(546,495)	122,225,984	(2,900,295)	119,325,689	
Restricted General Fund	381,373,563	(186,475)	0	0	381,187,088	(88,831)	381,098,257	
<b>Total General Fund</b>	<b>977,512,596</b>	<b>(43,711,342)</b>	<b>(429,841,687)</b>	<b>(546,495)</b>	<b>503,413,072</b>	<b>(2,989,126)</b>	<b>500,423,946</b>	
<b>Special Revenue Funds</b>								
Agricultural, Weights & Measures - California Grazing Fees	147,865	0	0	0	147,865	0	147,865	
Airports - Special Aviation	4,312,100	(219,277)	(1,622,908)	0	2,469,915	(9,312)	2,460,603	
Assessor - Recording Fees	12,982,430	(1,410,188)	(7,947,837)	0	3,624,405	(15,155)	3,609,250	
Auditor-Controller/Treasurer/Tax Collector - Redemption Maintenance	1,817,853	0	(1,656,413)	0	161,440	(4,546)	156,894	
Behavioral Health - Block Grant Carryover	6,074,949	0	(2,284,928)	0	3,790,021	(28,528)	3,761,493	
Behavioral Health - Driving Under the Influence Programs	567,439	0	(528,095)	0	39,344	(1,997)	37,347	
Behavioral Health - Mental Health Services Act	151,751,480	(19,251,385)	(90,650,901)	0	41,849,194	(358,350)	41,490,844	
Community Development and Housing	19,961,307	(1,122,675)	(3,690,918)	0	15,147,714	(56,631)	15,091,083	
County Library	7,443,737	(178,665)	(3,966,460)	(9,175)	3,289,437	(454)	3,288,983	
County Trial Courts - Alternate Dispute Resolution Program	19,601	0	(3,553)	0	16,048	(54)	15,994	
County Trial Courts - Court Alcohol and Drug Program	2,302,212	0	(1,862,481)	0	439,731	(6,047)	433,684	
County Trial Courts - Courthouse Seismic Surcharge	218	0	(46)	0	172	(133)	39	
County Trial Courts - Registration Fees	170,766	0	(169,998)	0	768	(473)	295	
District Attorney Special Projects	5,842,804	0	(3,890,551)	0	1,952,253	(11,248)	1,941,005	
Domestic Violence AB 2405	14,787	0	(1,841)	0	12,946	(21)	12,925	
Finance and Administration - Disaster Recovery Fund	302,794	0	(36,743)	0	266,051	(6,028)	260,023	
Human Resources - Commuter Services	983,125	(460)	(658,023)	0	324,642	(2,429)	322,213	
Human Resources - Employee Benefits and Services	992,310	(5,625)	(801,735)	0	184,950	(3,391)	181,559	
Human Services - Domestic Violence/Child Abuse Surcharges	168,235	0	(82,009)	0	86,226	(1,351)	84,875	
Human Services - Marriage License Fees Surcharge	448,514	0	(142,814)	0	305,700	0	305,700	
Human Services - Wraparound Reinvestment Fund	6,977,586	(33,926)	(438,367)	0	6,505,293	(20,200)	6,485,093	
Local Law Enforcement Block Grant	2,582,702	0	(2,248,374)	0	334,328	(7,973)	326,355	
Master Settlement Agreement	2,541,654	0	(2,570,410)	0	(28,756)	(71,136)	(99,892)	
Preschool Services	17,817	(977,014)	0	(9,500)	(968,697)	(3,012)	(971,709)	
Probation - Asset Forfeiture	73,294	0	0	0	73,294	(204)	73,090	
Probation - Criminal Recidivism SB 678	16,139,508	0	(13,737,894)	0	2,401,614	(38,794)	2,362,820	
Probation - Juvenile Justice Grant Program	6,212,140	0	(4,540,103)	0	1,672,037	(18,831)	1,653,206	
Probation - Juvenile Re-Entry Program AB 1628	531,127	0	(592,787)	0	(61,660)	0	(61,660)	
Public Health - Bio-Terrorism Preparedness	993	0	(2,049)	0	(1,056)	(332)	(1,388)	
Public Health - Vector Control Assessments	3,602,843	0	(3,080,655)	0	522,188	(9,471)	512,717	
Public Health - Vital Statistics State Fees	853,646	0	(645,076)	0	208,570	(2,569)	206,001	
Public Works - Special Transportation	41,123,007	(747,183)	(21,161,455)	0	19,214,369	(119,257)	19,095,112	
Public Works - Surveyor - Survey Monument Preservation	205,034	0	(115,065)	0	89,969	0	89,969	
Public Works - Transportation - Road Operations	64,945,901	(7,443,349)	(26,055,622)	(2,500)	31,444,430	(114,521)	31,329,909	
Real Estate Services - Chino Agricultural Preserve	28,732,409	(3,150)	(14,568,046)	0	14,161,213	(50,363)	14,110,850	
Regional Parks - Calico Ghost Town Marketing Services	288,293	0	(149,747)	0	138,546	(907)	137,639	
Regional Parks - County Trail System	944,439	(18,596)	(423,842)	0	502,001	(2,170)	499,831	
Regional Parks - Off-Highway Vehicle License Fees	889,335	0	(339,769)	0	549,566	(3,776)	545,790	
Regional Parks - Park Maintenance and Development	697,832	0	(257,723)	0	440,109	(2,157)	437,952	
Regional Parks - San Manuel Amphitheater	216,097	0	(212,158)	0	3,939	(3,856)	83	
Regional Parks - San Manuel Amphitheater Improvements	640,312	(5,343)	(307,438)	0	327,531	(1,657)	325,874	
Sheriff's Special Projects	13,743,190	(1,149,254)	(2,979,450)	(6,000)	9,608,486	(49,041)	9,559,445	
Special Districts - Fish and Game Commission	10,322	0	(3,782)	0	6,540	0	6,540	
Workforce Development	888,489	(499,553)	(1,083,582)	(1,000)	(695,646)	(2,790)	(698,436)	
<b>Total Special Revenue Funds</b>	<b>409,162,496</b>	<b>(33,065,643)</b>	<b>(215,511,648)</b>	<b>(28,175)</b>	<b>160,557,030</b>	<b>(1,029,165)</b>	<b>159,527,865</b>	
<b>Capital Project Funds</b>								
Capital Improvements Fund	135,334,546	(14,311,023)	0	0	121,023,523	(2,717)	121,020,806	
Redevelopment Agency (Housing Successor)	20,051,144	0	(1,336,006)	0	18,715,138	(61,537)	18,653,601	
<b>Total Capital Project Funds</b>	<b>155,385,690</b>	<b>(14,311,023)</b>	<b>(1,336,006)</b>	<b>0</b>	<b>139,738,661</b>	<b>(64,254)</b>	<b>139,674,407</b>	
<b>Total Governmental Funds</b>	<b>1,542,060,782</b>	<b>(91,088,008)</b>	<b>(646,689,341)</b>	<b>(574,670)</b>	<b>803,708,763</b>	<b>(4,082,545)</b>	<b>799,626,218</b>	



State Controller Schedules						Schedule 4
County Budget Act						
County of San Bernardino Obligated Fund Balances - By Governmental Funds Fiscal Year 2017						
Fund Name and Fund Balance Descriptions	Obligated Fund Balances June 30, 2016	Decreases or Cancellations		Increases or New		Total Obligated Fund Balances for the Budget Year
		Recommended	Adopted by the Board of Supervisors	Recommended	Adopted by the Board of Supervisors	
1	2	3	4	5	6	7

**General Fund**

General Fund

General Reserves	88,776,402			8,347,763	8,347,763	97,124,165
Restricted - Teeter	13,538,452					13,538,452
Nonspendable - Prepaid Items	2,690,882					2,690,882
Nonspendable - Loans Receivable	7,525,921					7,525,921
Nonspendable - Land Held For Resale	548,622					548,622
Nonspendable - Inventory	1,445,665					1,445,665
Committed - Restitution	1,545,025					1,545,025
Committed - New Property Tax System	25,000,000					25,000,000
Committed - Medical Center Debt Service	32,074,905					32,074,905
Committed - Insurance	3,000,000					3,000,000
Committed - New Financial Accounting System	13,000,000					13,000,000
Committed - Permit Systems Upgrade	1,386,843	696,715	696,715	1,100,000	1,100,000	1,790,128
Committed - West Valley Detention Center	7,000,000					7,000,000
Committed - Land Use Services General Plan	2,055,730					2,055,730
Committed - Rim Forest Drainage	5,025,902	650,000	650,000			4,375,902
Committed - Glen Helen Rehabilitation Center	22,500,000	22,425,500	22,425,500			74,500
Committed - Adelanto Detention Center	9,969,361					9,969,361
Committed - RDA Overpayment	3,800,000					3,800,000
Committed - Building Acquisition and Retrofit	44,000,000	8,000,000	8,000,000			36,000,000
Committed - Animal Shelter	10,000,000					10,000,000
Committed - Cal Fresh Waiver Discontinuance	3,725,000	2,538,401	2,538,401			1,186,599
Committed - Public Defender Court Remodel	430,000					430,000
Committed - Lake Gregory Dam	6,713,000			4,500,000	4,500,000	11,213,000
Committed - Trans. Glen Helen Parkway Bridge	2,038,995					2,038,995
Committed - Trans. Rock Springs Bridge	2,037,000					2,037,000
Committed - Trans. National Trails Highway	7,900,000	3,172,500	3,172,500	5,000,000	5,000,000	9,727,500
Committed - Labor	9,641,950			10,999,477	10,999,477	20,641,427
Committed - Asset Replacement	23,134,393			11,896,317	11,896,317	35,030,710
Committed - Future Retirement Rate	8,500,000					8,500,000
Committed - Earned Leave	16,461,289			7,945,799	7,945,799	24,407,088
Committed - CSA Revolving Loan	2,000,000					2,000,000
Committed - Capital Improvements	6,700,000					6,700,000
Committed - County Fire Training Center	820,000					820,000
Committed - Give BIG	200,000	100,000	100,000			100,000
Committed - Litigation Expenses	3,000,000					3,000,000
Committed - Litigation	385,350					385,350
Committed - Trans. Cedar Ave. Interchange	8,175,000	80,000	80,000			8,095,000
Committed - Trans. Green Tree Blvd.	841,000	841,000	841,000			0
Committed - Trans. Stanfield Road	405,000					405,000
Committed - ARMC Jail Ward	22,500,000	2,500,000	2,500,000			20,000,000
Committed - Cash Flow Deficit	9,100,000	9,100,000	9,100,000			0
Committed - Chino Airport Development Plan Reserve	250,000					250,000
Committed - Assessor Enterprise System	0			1,000,000	1,000,000	1,000,000
Committed - EMACS Upgrade	0			8,000,000	8,000,000	8,000,000
Committed - GIS Enterprise License Agreement	0			1,678,590	1,678,590	1,678,590
Committed - Ontario Airport	0			250,000	250,000	250,000
Assigned - Revolving Funds	398,000					398,000
Assigned - Imprest Cash	113,010					113,010
Assigned - Change Funds	35,485					35,485

<b>Total General Fund</b>	<b>430,388,182</b>	<b>50,104,116</b>	<b>50,104,116</b>	<b>60,717,946</b>	<b>60,717,946</b>	<b>441,002,012</b>
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<b>State Controller Schedules</b> <span style="float: right;"><b>Schedule 4</b></span> <b>County Budget Act</b>						
<b>County of San Bernardino</b> <b>Obligated Fund Balances - By Governmental Funds</b> <b>Fiscal Year 2017</b>						
Fund Name and Fund Balance Descriptions	Obligated Fund Balances June 30, 2016	Decreases or Cancellations		Increases or New		Total Obligated Fund Balances for the Budget Year
		Recommended	Adopted by the Board of Supervisors	Recommended	Adopted by the Board of Supervisors	
1	2	3	4	5	6	7

**Special Revenue Funds**

<u>Agricultural, Weights &amp; Measures - California Grazing Fees</u>						
Committed - Available Reserves	0			0	4,667	4,667
<u>Airports - Special Aviation</u>						
Committed - Available Reserves	1,622,908	1,181,397			391,628	2,014,536
<u>Assessor - Recording Fees</u>						
Committed - Available Reserves	7,947,837			1,454,345	2,504,207	10,452,044
<u>Auditor-Controller/Treasurer/Tax Collector - Redemption Maintenance</u>						
Committed - Available Reserves	1,656,413			190,308	194,394	1,850,807
<u>Behavioral Health - Block Grant Carryover</u>						
Committed - Available Reserves	2,284,928	741,255			1,958,139	4,243,067
<u>Behavioral Health - Driving Under the Influence Programs</u>						
Committed - Available Reserves	528,095			3,451	40,798	568,893
<u>Behavioral Health - Mental Health Services Act</u>						
Committed - Available Reserves	68,498,538	7,803,220			6,544,701	75,043,239
Committed - General Purpose	22,152,363					22,152,363
<u>Community Development and Housing</u>						
Committed - Available Reserves	1,827,589	1,827,589	1,423,443			404,146
Restricted - Land Held For Resale	1,863,329					1,863,329
<u>County Library</u>						
Committed - Available Reserves	3,966,460			614,835	1,338,106	5,304,566
Assigned - Imprest Cash	2,500					2,500
Assigned - Change Funds	6,675					6,675
<u>County Trial Courts - Alternate Dispute Resolution Program</u>						
Committed - Available Reserves	3,553			11,699	15,994	19,547
<u>County Trial Courts - Court Alcohol and Drug Program</u>						
Committed - Available Reserves	1,862,481	208,440			240,398	2,102,879
<u>County Trial Courts - Courthouse Seismic Surcharge</u>						
Committed - Available Reserves	46	46			39	85
<u>County Trial Courts - Registration Fees</u>						
Committed - Available Reserves	169,998			2,680	3,430	173,428
<u>District Attorney Special Projects</u>						
Committed - Available Reserves	3,890,551			660,660	1,553,785	5,444,336
<u>Domestic Violence AB 2405</u>						
Committed - Available Reserves	1,841			14,010	12,925	14,766



State Controller Schedules County Budget Act						Schedule 4
County of San Bernardino Obligated Fund Balances - By Governmental Funds Fiscal Year 2017						
Fund Name and Fund Balance Descriptions	Obligated Fund Balances June 30, 2016	Decreases or Cancellations		Increases or New		Total Obligated Fund Balances for the Budget Year
		Recommended	Adopted by the Board of Supervisors	Recommended	Adopted by the Board of Supervisors	
1	2	3	4	5	6	7
<b>Special Revenue Funds Continued</b>						
<u>Finance and Administration - Disaster Recovery Fund</u>						
Committed - Available Reserves	36,743			9,783	267,553	304,296
<u>Human Resources - Commuter Services</u>						
Committed - Available Reserves	658,023	48,578			126,532	784,555
<u>Human Resources - Employee Benefits and Services</u>						
Committed - Available Reserves	801,735	16,684			103,254	904,989
<u>Human Services - Domestic Violence/Child Abuse</u>						
Committed - Available Reserves	82,009			71,008	53,975	135,984
<u>Human Services - Marriage License Fees Surcharge</u>						
Committed - Available Reserves	142,814			5,104	83,456	226,270
<u>Human Services - Wraparound Reinvestment Fund</u>						
Committed - Available Reserves	438,367			658,673	941,564	1,379,931
<u>Local Law Enforcement Block Grant</u>						
Committed - Available Reserves	2,248,374	226,896	403,521			1,844,853
<u>Master Settlement Agreement</u>						
Committed - Available Reserves	2,570,410			216,315	281,264	2,851,674
<u>Preschool Services</u>						
Assigned - Imprest Cash	9,500					9,500
<u>Probation - Criminal Recidivism SB 678</u>						
Committed - Available Reserves	13,737,894	3,484,535			1,712,903	15,450,797
<u>Probation - Juvenile Justice Grant Program</u>						
Committed - Available Reserves	4,540,103			674,550	1,653,206	6,193,309
<u>Probation - Juvenile Re-Entry Program AB 1628</u>						
Committed - Available Reserves	592,787			83,671	69,340	662,127
<u>Public Health - Bio-Terrorism Preparedness</u>						
Committed - Available Reserves	2,049	117	1,388			661
<u>Public Health - Vector Control Assessments</u>						
Committed - Available Reserves	3,080,655			329,532	571,276	3,651,931
<u>Public Health - Vital Statistics State Fees</u>						
Committed - Available Reserves	645,076			149,947	194,744	839,820
<u>Public Works - Special Transportation</u>						
Committed - Available Reserves	21,161,455			15,519,724	16,798,369	37,959,824



State Controller Schedules <span style="float: right;">Schedule 4</span>						
County Budget Act						
County of San Bernardino Obligated Fund Balances - By Governmental Funds Fiscal Year 2017						
Fund Name and Fund Balance Descriptions	Obligated Fund Balances June 30, 2016	Decreases or Cancellations		Increases or New		Total Obligated Fund Balances for the Budget Year
		Recommended	Adopted by the Board of Supervisors	Recommended	Adopted by the Board of Supervisors	
1	2	3	4	5	6	7
<b>Special Revenue Funds Continued</b>						
<u>Public Works - Surveyor - Survey Monument Preservation</u>						
Committed - Available Reserves	115,065			89,403	89,453	204,518
<u>Public Works - Transportation - Road Operations</u>						
Nonspendable - Inventory	108,409					108,409
Restricted - Financial Assurance	81,304					81,304
Committed - Available Reserves	25,865,909			8,736,740	15,809,718	41,675,627
Assigned - Imprest Cash	2,500					2,500
<u>Real Estate Services - Chino Agricultural Preserve</u>						
Committed - Available Reserves	14,568,046			11,887,705	11,954,416	26,522,462
<u>Regional Parks - Calico Ghost Town Marketing Services</u>						
Committed - Available Reserves	149,747			60,624	80,928	230,675
<u>Regional Parks - County Trail System</u>						
Committed - Available Reserves	423,842			12,414	98,333	522,175
<u>Regional Parks - Off-Highway Vehicle License Fees</u>						
Committed - Available Reserves	339,769	919			150,205	489,974
<u>Regional Parks - Park Maintenance and Development</u>						
Committed - Available Reserves	257,723			510,857	322,937	580,660
<u>Regional Parks - San Manuel Amphitheater</u>						
Committed - Available Reserves	212,158	86,657			38,041	250,199
<u>Regional Parks - San Manuel Amphitheater Improvements</u>						
Committed - Available Reserves	307,438			96,093	127,894	435,332
<u>Sheriff's Special Projects</u>						
Committed - Available Reserves	2,979,450	2,372,854	2,366,056			613,394
Assigned - Imprest Cash	1,000					1,000
Assigned - Revolving Funds	5,000					5,000
<u>Special Districts - Fish and Game Commission</u>						
Committed - Available Reserves	3,782			2,783	4,830	8,612
<u>Workforce Development</u>						
Committed - Available Reserves	1,083,582			310,372	695,518	1,779,100
Assigned - Imprest Cash	1,000					1,000
<b>Total Special Revenue Funds</b>	<b>215,539,823</b>	<b>17,999,187</b>	<b>4,194,408</b>	<b>42,377,286</b>	<b>67,032,920</b>	<b>278,378,335</b>





State Controller Schedules County Budget Act						Schedule 4
County of San Bernardino Obligated Fund Balances - By Governmental Funds Fiscal Year 2017						
Fund Name and Fund Balance Descriptions	Obligated Fund Balances June 30, 2016	Decreases or Cancellations		Increases or New		Total Obligated Fund Balances for the Budget Year
		Recommended	Adopted by the Board of Supervisors	Recommended	Adopted by the Board of Supervisors	
1	2	3	4	5	6	7

**Capital Projects Funds**

Redevelopment Agency (Housing Successor)

Committed - Available Reserves	1,336,006	1,336,006	551,819			784,187
<b>Total Capital Project Funds</b>	<b>1,336,006</b>	<b>1,336,006</b>	<b>551,819</b>	<b>0</b>	<b>0</b>	<b>784,187</b>
<b>Total Governmental Funds</b>	<b>647,264,011</b>	<b>69,439,309</b>	<b>54,850,343</b>	<b>103,095,232</b>	<b>127,750,866</b>	<b>720,164,534</b>





State Controller Schedules County Budget Act				Schedule 5
<b>County of San Bernardino</b> <b>Summary of Additional Financing Sources by Source and Fund</b> <b>Governmental Funds</b> <b>Fiscal Year 2017</b>				
Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Recommended	FY 2017 Adopted by the Board of Supervisors
1	2	3	4	5

**Summarization by Source**

Taxes	706,319,262	745,272,386	732,085,786	732,085,786
Licenses, Permits and Franchises	25,012,724	24,421,142	24,114,212	24,114,212
Fines, Forfeitures and Penalties	10,067,920	8,380,227	7,628,709	7,628,709
Revenue from Use of Money and Property	37,112,005	45,297,714	38,875,322	38,875,322
Intergovernmental Revenues	1,751,471,329	1,751,622,628	1,602,581,309	1,594,883,645
Charges for Current Services	371,725,469	376,665,935	434,051,505	434,051,505
Other Revenues	79,194,516	66,816,840	50,744,952	50,768,712
Other Financing Sources	126,514,833	204,570,866	199,087,715	196,368,129
<b>Total Summarization by Source</b>	<b>3,107,418,058</b>	<b>3,223,047,738</b>	<b>3,089,169,510</b>	<b>3,078,776,020</b>



State Controller Schedules				Schedule 5
County Budget Act				
County of San Bernardino Summary of Additional Financing Sources by Source and Fund Governmental Funds Fiscal Year 2017				
Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Recommended	FY 2017 Adopted by the Board of Supervisors
1	2	3	4	5

**Summarization by Fund**

General Fund	2,518,819,587	2,670,370,975	2,813,029,588	2,813,089,588
Restricted General Fund	80,731,156	37,273,194	(325,862,932)	(334,644,541)
Agricultural, Weights & Measures - California Grazing Fees	3,453	4,667	2,500	2,500
Airports - Special Aviation	3,183,294	3,587,970	5,191,710	5,191,710
Assessor - Recording Fees	3,659,044	3,549,206	3,312,900	3,312,900
Auditor-Controller/Treasurer/Tax Collector - Redemption Maintenance	232,063	191,694	237,500	237,500
Behavioral Health - Block Grant Carryover	9,924,464	10,118,354	10,161,732	10,161,732
Behavioral Health - Driving Under the Influence Programs	229,105	186,066	202,567	202,567
Behavioral Health - Mental Health Services Act	137,537,619	127,600,478	175,975,954	175,975,954
Census 2010	(16)	0	0	0
Community Development and Housing	14,070,077	9,241,292	16,022,308	16,022,308
County Library	16,175,079	16,976,705	16,025,139	16,025,139
County Trial Courts - Alternate Dispute Resolution Program	382,975	375,994	360,100	360,100
County Trial Courts - Court Alcohol and Drug Program	417,763	417,095	366,714	366,714
County Trial Courts - Courthouse Seismic Surcharge	1,671,577	1,583,177	1,524,155	1,524,155
County Trial Courts - Registration Fees	3,306	3,430	3,135	3,135
District Attorney Special Projects	7,696,459	8,065,470	8,496,509	8,496,509
Domestic Violence AB 2405	1,840	12,925	0	0
Finance and Administration - Disaster Recovery Fund	9,179	265,300	7,530	7,530
Human Resources - Commuter Services	616,801	584,850	747,200	747,200
Human Resources - Employee Benefits and Services	2,899,470	2,863,602	3,490,335	3,490,335
Human Services - Domestic Violence/Child Abuse	434,318	500,780	533,500	533,500
Human Services - Marriage License Fees Surcharge	337,122	357,796	376,981	376,981
Human Services - Wraparound Reinvestment Fund	4,621,970	4,743,639	6,035,000	6,035,000
Local Law Enforcement Block Grant	672,778	598,082	582,145	582,145
Master Settlement Agreement	17,836,962	17,684,044	17,381,156	17,381,156
Preschool Services	49,447,482	50,422,586	50,527,113	51,661,832
Probation - Asset Forfeiture	3,962	4,530	1,342	1,342
Probation - Criminal Recidivism SB 678	10,616,538	12,405,098	7,430,961	7,430,961
Probation - Juvenile Justice Grant Program	6,211,046	7,254,415	7,178,560	7,178,560
Probation - Juvenile Re-Entry Program AB1628	115,836	69,339	145,000	145,000
Public Health - Bio-Terrorism Preparedness	1,936,691	2,004,103	2,067,546	2,067,546
Public Health - Tobacco Use Reduction Now	(31,331)	0	0	0
Public Health - Vector Control Assessments	1,727,708	1,731,684	1,736,381	1,736,381
Public Health - Vital Statistics State Fees	159,526	168,962	170,155	170,155
Public Works - Special Transportation	12,979,548	12,140,616	12,565,354	12,565,354
Public Works - Surveyor - Survey Monument Preservation	64,110	80,230	80,000	80,000
Public Works - Transportation - Road Operations	71,274,570	65,587,679	87,211,203	87,211,203
Real Estate Services - Chino Agricultural Preserve	527,395	13,028,581	484,596	484,596
Regional Parks - Calico Ghost Town Marketing Services	465,640	435,888	423,800	423,800
Regional Parks - County Trail System	119,092	346,234	602,000	602,000
Regional Parks - Off-Highway Vehicle License Fees	308,110	234,231	305,000	305,000
Regional Parks - Park Maintenance and Development	546,035	219,022	838,000	838,000
Regional Parks - San Manuel Amphitheater	1,524,153	1,907,102	1,463,000	1,463,000
Regional Parks - San Manuel Amphitheater Improvements	27,141	53,311	27,020	27,020
Sheriff's Special Projects	14,583,927	16,182,396	10,603,969	10,603,109
Special Districts - Fish and Game Commission	5,910	5,348	6,020	6,020
Workforce Development	15,775,055	19,421,595	24,387,167	24,387,167
Capital Improvements Fund	73,021,561	102,063,516	126,659,297	123,853,557
Redevelopment Agency (Housing Successor)	23,840,910	124,488	52,600	52,600
<b>Total Summarization by Fund</b>	<b>3,107,418,058</b>	<b>3,223,047,738</b>	<b>3,089,169,510</b>	<b>3,078,776,020</b>



State Controller Schedules County Budget Act							Schedule 6
County of San Bernardino Detail of Additional Financing Sources by Fund and Account Governmental Funds Fiscal Year 2017							
Fund Name	Financing Source Category	Financing Source Account	REVENUE	FY 2015 Actual	FY 2016 Actual	FY 2017 Recommended	FY 2017 Adopted by the Board of Supervisors
1	2	3	CODE	4	5	6	7

**GENERAL FUND**

General Fund

Taxes

Property Taxes - Current Secured 1%	8015	170,345,369	179,170,292	184,526,889	184,526,889
Property Taxes - Current Unsecured	8025	7,395,393	7,086,046	7,531,846	7,531,846
Property Taxes - Current Utility Unitary	8035	16,951,484	17,726,647	16,100,000	16,100,000
Property Taxes - Prior Secured	8115	(142,313)	(47,409)	1,690,000	1,690,000
Property Taxes - Prior Unsecured	8125	250,167	298,131	0	0
Property Tax In Lieu of VLF	8137	220,869,138	232,070,079	240,212,594	240,212,594
Penalties, Interest and Costs	8140, 8145	4,950,278	5,090,564	2,440,000	2,440,000
Property Tax - RDA Successor Agency Liquidation of Asset	8147	0	1,041,571	0	0
Negotiated Pass Thru	8161	38,573,973	37,444,182	35,609,583	35,609,583
Residual Balance	8166	20,449,368	19,353,803	16,000,000	16,000,000
Statutory Pass Thru	8172,8178	2,215,951	2,485,161	0	0
Other Taxes - Aircraft Tax	8210	674,650	728,830	678,000	678,000
Other Taxes - Delinquent Mobile Home	8215	0	10	0	0
Other Taxes - Racehorse	8225	445	554	0	0
Other Taxes - Supplemental Rolls	8230, 8235	7,051,074	5,276,606	5,000,000	5,000,000
Other Taxes - Property Transfer	8280	7,591,463	10,707,845	7,725,000	7,725,000
Other Taxes - Hotel/Motel	8290	2,055,886	2,313,311	1,500,000	1,500,000
In Lieu Local Sales & Use Tax	8291	6,729,059	6,939,890		
Sales and Use Taxes	8295	15,722,262	27,883,460	22,682,247	22,682,247
1/2% Sales Tax - Public Safety	8296	161,730,133	165,590,525	169,100,000	169,100,000
<b>Total Taxes</b>		<b>683,413,780</b>	<b>721,160,098</b>	<b>710,796,159</b>	<b>710,796,159</b>

Licenses, Permits and Franchises

Animal Licenses	8305	662,549	609,518	760,000	760,000
Business Licenses	8315	75,940	86,490	77,860	77,860
Construction Permits	8330	5,171,879	5,094,922	4,696,424	4,696,424
Other Licenses and Permits	8350	11,682,404	11,416,660	11,459,958	11,459,958
Cable Television	8355	1,757,349	1,799,972	1,500,000	1,500,000
Gas	8360	1,229,989	1,111,078	1,300,000	1,300,000
Water	8365	270,588	261,185	288,352	288,352
Electricity	8370	3,576,363	3,670,143	3,535,000	3,535,000
Pipeline	8375	55,290	56,212	60,000	60,000
<b>Total Licenses, Permits and Franchises</b>		<b>24,482,351</b>	<b>24,106,180</b>	<b>23,677,594</b>	<b>23,677,594</b>

Fines, Forfeitures and Penalties

Vehicle Code Fines	8400	19,266	17,019	3,000	3,000
Victim Restitution	8405	642	348	0	0
Parking Fines	8425	186,050	242,750	378,963	378,963
Other Court Fines	8435	6,787,688	5,288,533	5,038,834	5,038,834
Dog Citation Fines	8436	32,656	33,468	33,000	33,000
Court Administration Assessments	8438	399	278	207	207
Warrant Servicing	8440,8450	136	198	500	500
Bond Forfeitures	8455	200,000	350,615	0	0
Other Forfeitures	8465	356,503	301,608	388,598	388,598
Penalties	8480	164,075	100,293	82,582	82,582
District Attorney Forfeitures	8490	(177)	0	0	0
<b>Total Fines, Forfeitures and Penalties</b>		<b>7,747,238</b>	<b>6,335,110</b>	<b>5,925,684</b>	<b>5,925,684</b>

Revenue From Use of Money and Property

Interest	8500, 8501	26,421,741	28,601,036	28,079,000	28,079,000
SB90 Interest on Late Payments	8502	1	4,109,951	0	0
Rents and Concessions	8525	5,112,477	5,165,611	4,906,958	4,906,958
Rents and Concessions-Vending Machines	8530	205,741	22,036	26,700	26,700
Interest - Excess Proceeds	8552	422,484	1,130,291	1,000,000	1,000,000
<b>Total Revenue From Use of Money and Property</b>		<b>32,162,444</b>	<b>39,028,925</b>	<b>34,012,658</b>	<b>34,012,658</b>



State Controller Schedules County Budget Act							Schedule 6
County of San Bernardino Detail of Additional Financing Sources by Fund and Account Governmental Funds Fiscal Year 2017							
Fund Name	Financing Source Category	Financing Source Account	REVENUE	FY 2015 Actual	FY 2016 Actual	FY 2017 Recommended	FY 2017 Adopted by the Board of Supervisors
1	2	3	CODE	4	5	6	7

**GENERAL FUND**

General Fund

Intergovernmental Revenues

State

Aviation - State Matching	8600	40,000	40,000	0	0	
State Vehicle License Fees In Lieu	8615	721,912	707,462	0	0	
State Other In Lieu Tax	8625	122	3,337	0	0	
Welfare Administration	8650	82,396,833	94,524,161	65,424,895	65,424,895	
Aid for Children	8665	15,671,786	16,689,333	3,756,308	3,756,308	
Health Administration	8690	40,544,554	44,169,186	56,690,995	56,690,995	
Realignment Revenue	8700	263,855,598	267,752,700	283,321,643	283,321,643	
Aid to Crippled Children	8705	11,622,052	4,619,414	5,283,260	5,283,260	
Aid for Health	8710	705,561	482,863	529,858	529,858	
Realignment 2011	8711	347,329,726	375,010,901	396,784,893	396,844,893	
Aid for Mental Health	8720	29,880	7,620	0	0	
Aid for Agriculture	8735	3,098,503	2,414,022	2,415,555	2,415,555	
Aid for Disaster	8750	11,424	114,898	0	0	
State Aid for Veterans Affairs	8795	485,854	344,283	450,000	450,000	
Cops Program	8797	1,746,291	2,165,467	1,388,094	1,388,094	
Homeowner's Tax Relief	8800	2,214,984	2,180,879	2,019,689	2,019,689	
Other State Support	8820	987,307	1,776,089	223,000	223,000	
Other State Aid	8840	6,046,263	15,907,009	18,626,215	18,626,215	
Medi-Cal - Inpatient	8855	46,329,464	51,663,802	93,937,287	93,937,287	
Medi-Cal - Outpatient	8860	3,380,010	4,869,805	7,892,218	7,892,218	
STC 924 Program	8885	996,840	1,056,225	1,056,225	1,056,225	
SB 90 Mandated Cost Reimbursement	8895	17,543,005	1,622,375	1,475,559	1,475,559	
Assembly Bills and Senate Bills	8900	2,145,526	1,609,382	1,660,000	1,660,000	
State - Unrestricted Grants	8955	21,072,614	19,474,727	22,365,328	22,365,328	
<b>Total State</b>			<b>868,976,109</b>	<b>909,205,940</b>	<b>965,301,022</b>	<b>965,361,022</b>

Federal

Welfare Administration	9000	187,143,110	205,877,564	226,795,204	226,795,204	
Aid for Children	9010	170,215,828	166,195,677	200,211,715	200,211,715	
Health Administration	9060	55,944,168	64,930,072	85,915,813	85,915,813	
Medicare - Inpatient	9080	0	228	247,996	247,996	
Medicare - Outpatient	9085	518,928	594,836	271,954	271,954	
Federal - Capital Grants	9090	0	0	80,000	80,000	
Federal - Grants	9094	42,779,497	44,016,153	41,486,475	41,486,475	
Aid for Disaster - FEMA	9095	2,820	15,774	0	0	
Other In-Lieu Taxes	9130	3,323,675	3,275,577	3,323,675	3,323,675	
Other Gov Agencies - Fed Only	9145	5,383,723	3,758,858	6,087,000	6,087,000	
Other Federal Aid	9150	5,992,080	7,268,737	7,164,564	7,164,564	
Federal - Pass Through	9155	28,233,442	33,918,891	38,500,448	38,500,448	
<b>Total Federal</b>			<b>499,537,271</b>	<b>529,852,367</b>	<b>610,084,844</b>	<b>610,084,844</b>

**Total Intergovernmental Revenues**

<b>1,368,513,379</b>	<b>1,439,058,307</b>	<b>1,575,385,866</b>	<b>1,575,445,866</b>
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State Controller Schedules County Budget Act							Schedule 6
County of San Bernardino Detail of Additional Financing Sources by Fund and Account Governmental Funds Fiscal Year 2017							
Fund Name	Financing Source Category	Financing Source Account	REVENUE	FY 2015 Actual	FY 2016 Actual	FY 2017 Recommended	FY 2017 Adopted by the Board of Supervisors
1	2	3	CODE	4	5	6	7

**GENERAL FUND**

General Fund

Charges For Current Services

Special Assessments All Prior Years	8155	307,306	230,124	300,000	300,000	300,000
Special Assessments-Current Year	8160	611,524	729,898	700,000	700,000	700,000
Adoption Fees	9200, 9205	552,700	52,324	35,000	35,000	35,000
Agricultural Services	9220	1,508,788	1,849,183	2,388,268	2,388,268	2,388,268
Weed Abatement Contracts	9235	302,399	446,234	306,573	306,573	306,573
SB 813 Implementation Cost	9245	1,713,231	1,592,440	1,380,857	1,380,857	1,380,857
ABX1 26 ATC Admin Cost Reimbursement	9250	954,738	1,048,229	1,086,532	1,086,532	1,086,532
Assessment and Tax Collection Fees	9255	3,165,470	3,414,398	3,132,198	3,132,198	3,132,198
Tax Sale Fees	9260	432,151	451,995	382,950	382,950	382,950
Reimbursement Fee-Tax Deeded Property	9265	1,486,113	1,326,880	1,352,706	1,352,706	1,352,706
Exclusion Fees	9270	79,990	(101)	0	0	0
Auditing Fees	9280	780,340	784,032	675,593	675,593	675,593
Accounting Services	9285	4,043,052	4,158,282	4,833,743	4,833,743	4,833,743
Electronic Monitoring	9290	993	44	0	0	0
Change of Plea	9295	8,335	13,303	12,000	12,000	12,000
Probation Diversion Fees	9300	10,522	5,256	15,000	15,000	15,000
Sealing of Records	9305	9,115	6,572	10,000	10,000	10,000
Institutional Care and Services	9315	3,997,255	4,070,315	5,529,986	5,529,986	5,529,986
Adult Supervision Fees	9325	566,035	581,348	485,000	485,000	485,000
Civil Process Service	9355	1,395,547	1,514,969	1,750,000	1,750,000	1,750,000
Registration Fees	9360	815,949	858,050	797,600	797,600	797,600
Court Fees - Other	9376	5,694,489	3,502,268	3,811,682	3,811,682	3,811,682
Court Installment Fees	9380	16,689	14,648	13,000	13,000	13,000
Reimbursement Welfare Child Support Collections	9400	1,773,499	1,851,174	1,627,967	1,627,967	1,627,967
Health Fees	9415	2,803,634	2,914,799	2,984,688	2,984,688	2,984,688
Health Service Fees	9425	62,808,853	55,066,192	100,424,682	100,424,682	100,424,682
Private Pay - Inpatient	9435	62,107	37,319	40,383	40,383	40,383
Private Pay - Outpatient	9440	52,354	53,298	59,683	59,683	59,683
Commercial Ins Outpatient	9485	0	307	0	0	0
Coroner's Removal Fees	9490	228,225	260,886	250,000	250,000	250,000
Coroner's Report Fees	9495	39,958	37,700	40,000	40,000	40,000
Mental Health Services	9500	79,150	32,325	0	0	0
Humane Services	9520	1,231,295	1,322,895	1,275,000	1,275,000	1,275,000
Telephone & Telegraph	9530	218,355	209,485	150,000	150,000	150,000
Educational Services	9540	443,452	399,241	448,000	448,000	448,000
Election Services	9545	2,237,149	2,356,529	2,310,973	2,310,973	2,310,973
Estate Fees	9550	379,285	349,801	355,000	355,000	355,000
Legal Services	9555	5,292,564	6,116,131	6,803,097	6,803,097	6,803,097
Legal Services - Justice Courts	9556	837,720	730,190	610,220	610,220	610,220
Law Enforcement Services	9565	127,767,660	135,502,831	141,067,573	141,067,573	141,067,573
Substance Abuse Test Fee	9576	110	22	100	100	100
Park and Recreation Fees	9580	6,319,643	6,568,101	6,500,000	6,500,000	6,500,000
Museum Admission Fees	9585	219,846	224,634	190,000	190,000	190,000
Personnel Services	9595	235,450	178,500	207,400	207,400	207,400
Credit Card Service Fees	9605	29,086	39,128	42,500	42,500	42,500
Collection Fees	9610	4,256,963	4,270,142	4,817,436	4,817,436	4,817,436
Vital Records	9622	1,267,065	1,192,889	1,150,000	1,150,000	1,150,000
Sale of Public Information	9623	634,588	622,307	580,000	580,000	580,000
County Clerk	9624	1,050,333	992,084	950,000	950,000	950,000
Recording Fees	9625	8,785,146	9,510,368	8,222,258	8,222,258	8,222,258
Adult Investigations Fees	9635	122,561	110,781	110,000	110,000	110,000
Facilities Development Fees	9650	319	0	0	0	0
Planning Services	9655	2,180,670	2,138,442	1,631,112	1,631,112	1,631,112
Land Development Engineering Svcs	9657	2,420,584	2,521,365	2,696,022	2,696,022	2,696,022
EIR Consultant Fees	9660	345,212	369,363	770,000	770,000	770,000
Contract Transaction Charge	9675	3,007	2,387	0	0	0
Permit and Inspection Fees	9680	6,000	9,750	13,500	13,500	13,500
Sanitation Services	9700	0	12,490	0	0	0
Map Automation Fees	9712, 9713	4,821	5,013	2,897	2,897	2,897
Fuel Flowage	9745	148,174	168,560	136,800	136,800	136,800
Landing Fees	9750	2,846	19,096	2,020	2,020	2,020
Subrogation For Departments	9770	30,478	182,338	100,000	100,000	100,000
Reimbursement for Indirect Costs	9795	57,758,145	57,912,336	61,089,208	61,089,208	61,089,208
Other Services	9800	28,062,006	34,983,753	35,457,974	35,457,974	35,457,974
ISD Direct Labor Services	9815	0	287,404	0	0	0
Surplus Property Other Revenue	9870	6,249	35,046	29,718	29,718	29,718
Operating Revenue From Outside Agencies	9880	188,354	0	0	0	0
<b>Total Charges For Current Services</b>			<b>348,785,647</b>	<b>356,248,093</b>	<b>412,144,899</b>	<b>412,144,899</b>





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1	2	3		4	5	6	7

**GENERAL FUND**

General Fund

Other Revenue

DDR - LMIHF Unencumbered Fund	8173	0	2,392,132	0	0	
DDR - Other Unencumbered Fund	8174	0	7,019,512	0	0	
Assessor Revenue/Municipal Court Suspende	9905	39,127	28,565	30,000	30,000	
PIMS Access Fee	9906	21,511	19,638	23,500	23,500	
Revenue Applicable to Prior Years	9910	230,055	1,171,230	20,000	20,000	
Taxable Sales to the Public	9920	47,512	39,144	32,025	32,025	
Other Sales	9930	248,039	199,864	190,800	190,800	
Contributions/Donations Private	9945	108,146	31,017	26,000	26,000	
Litigation Settlement	9948	1,159,666	332,247	600	600	
Other Revenues	9955+	18,591,536	18,513,549	18,070,079	18,070,079	
<b>Total Other Revenue</b>			<b>20,445,592</b>	<b>29,746,898</b>	<b>18,393,004</b>	<b>18,393,004</b>

Other Financing Sources

Operating Transfers In	9975	32,109,865	52,599,900	32,043,724	32,043,724	
Sale of Fixed Assets	9980, 9982	822,442	1,925,582	650,000	650,000	
Residual Equity Transfers In	9995	5,533,928	2,043,522	0	0	
Residual Equity Transfers Out	9999	(5,197,080)	(1,881,641)	0	0	
<b>Total Other Financing Sources</b>			<b>33,269,155</b>	<b>54,687,363</b>	<b>32,693,724</b>	<b>32,693,724</b>

TOTAL General Fund Financing Sources

<b>2,518,819,587</b>	<b>2,670,370,975</b>	<b>2,813,029,588</b>	<b>2,813,089,588</b>
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Restricted General Fund

Taxes

1/2% Sales Tax - Public Safety	8296	2,438,280	115,331	0	0	
<b>Total Taxes</b>			<b>2,438,280</b>	<b>115,331</b>	<b>0</b>	<b>0</b>

Revenue From Use of Money and Property

Interest	8500, 8501	118,931	177,569	130,000	130,000	
<b>Total Revenue From Use of Money and Property</b>			<b>118,931</b>	<b>177,569</b>	<b>130,000</b>	<b>130,000</b>

Intergovernmental Revenues

State

Realignment Revenue	8700	(263,947,163)	(268,479,337)	(283,321,643)	(283,321,643)	
Realignment Reserve (Budget)	8702	0	0	(311,060,136)	(319,781,745)	
Realignment 2011	8711	(347,335,562)	(375,010,901)	(396,784,893)	(396,844,893)	
Social Services Realignment	8712	92,653,433	95,772,011	96,566,316	96,566,316	
Family Support Realignment	8713	96,004,012	73,420,075	95,436,348	95,436,348	
Realignment Revenue for Health	8715	12,622,720	667,166	0	0	
CalWorks Realignment MOE	8717	110,655,597	101,390,671	94,449,993	94,449,993	
Law and Justice Realignment	8718	113,314,351	125,031,288	126,300,282	126,300,282	
Support Services Realignment	8719	151,201,261	149,703,187	167,247,753	167,247,753	
Mental Health Realignment	8722	54,196,952	53,872,935	53,377,198	53,377,198	
Vehicle License Fees Realignment	8725	52,648,912	35,662,230	25,636,418	25,636,418	
Realignment Growth - Vif	8726	0	6,638,155	0	0	
Realignment Growth - Sales Tax	8727	0	32,111,301	0	0	
<b>Total State</b>			<b>72,014,513</b>	<b>30,778,781</b>	<b>(332,152,364)</b>	<b>(340,933,973)</b>

Total Intergovernmental Revenues

<b>72,014,513</b>	<b>30,778,781</b>	<b>(332,152,364)</b>	<b>(340,933,973)</b>
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Other Revenue

Litigation Settlement	9948	0	42,080	0	0	
<b>Total Other Revenue</b>			<b>0</b>	<b>42,080</b>	<b>0</b>	<b>0</b>

Other Financing Sources

Operating Transfers In	9975	6,159,432	6,159,432	6,159,432	6,159,432	
<b>Total Other Financing Sources</b>			<b>6,159,432</b>	<b>6,159,432</b>	<b>6,159,432</b>	<b>6,159,432</b>

TOTAL Restricted General Fund Financing Sources

<b>80,731,156</b>	<b>37,273,194</b>	<b>(325,862,932)</b>	<b>(334,644,541)</b>
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TOTAL General Fund Financing Sources

<b>2,599,550,743</b>	<b>2,707,644,169</b>	<b>2,487,166,656</b>	<b>2,478,445,047</b>
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Fund Name 1	Financing Source Category 2	Financing Source Account 3	REVENUE CODE	FY 2015 Actual 4	FY 2016 Actual 5	FY 2017 Recommended 6	FY 2017 Adopted by the Board of Supervisors 7

**SPECIAL REVENUE FUNDS**

<b>County Trial Courts - Alternate Dispute Resolution Program</b>							
<b>Revenue From Use of Money and Property</b>							
		Interest	8500	302	71	100	100
		<b>Total Revenue From Use of Money and Property</b>		<b>302</b>	<b>71</b>	<b>100</b>	<b>100</b>
<b>Intergovernmental Revenues</b>							
		<b>State</b>					
		Other State Aid	8840	53	0	0	0
		<b>Total State</b>		<b>53</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Total Intergovernmental Revenues</b>		<b>53</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Charges For Current Services</b>							
		Court Fees - Civil	9375	382,620	375,922	360,000	360,000
		<b>Total Charges For Current Services</b>		<b>382,620</b>	<b>375,922</b>	<b>360,000</b>	<b>360,000</b>
<b>TOTAL County Trial Courts - Alternate Dispute Resolution Program Financing Sources</b>				<b>382,975</b>	<b>375,994</b>	<b>360,100</b>	<b>360,100</b>
<b>Public Health - Bio-Terrorism Preparedness</b>							
<b>Revenue From Use of Money and Property</b>							
		Interest	8500	1,609	663	600	600
		<b>Total Revenue From Use of Money and Property</b>		<b>1,609</b>	<b>663</b>	<b>600</b>	<b>600</b>
<b>Intergovernmental Revenues</b>							
		<b>State</b>					
		Aid for Health	8710	(911)	115,966	129,556	129,556
		<b>Total State</b>		<b>(911)</b>	<b>115,966</b>	<b>129,556</b>	<b>129,556</b>
		<b>Federal</b>					
		Federal - Pass Through	9155	1,935,993	1,887,474	1,937,390	1,937,390
		<b>Total Federal</b>		<b>1,935,993</b>	<b>1,887,474</b>	<b>1,937,390</b>	<b>1,937,390</b>
		<b>Total Intergovernmental Revenues</b>		<b>1,935,082</b>	<b>2,003,440</b>	<b>2,066,946</b>	<b>2,066,946</b>
<b>TOTAL Public Health - Bio-Terrorism Preparedness Financing Sources</b>				<b>1,936,691</b>	<b>2,004,103</b>	<b>2,067,546</b>	<b>2,067,546</b>
<b>Behavioral Health - Block Grant Carryover</b>							
<b>Revenue From Use of Money and Property</b>							
		Interest	8500	18,068	57,027	30,014	30,014
		<b>Total Revenue From Use of Money and Property</b>		<b>18,068</b>	<b>57,027</b>	<b>30,014</b>	<b>30,014</b>
<b>Intergovernmental Revenues</b>							
		<b>State</b>					
		Realignment 2011	8711	0	0	0	0
		<b>Total State</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Federal</b>					
		Federal - Grants	9094	9,906,396	10,061,327	10,131,718	10,131,718
		<b>Total Federal</b>		<b>9,906,396</b>	<b>10,061,327</b>	<b>10,131,718</b>	<b>10,131,718</b>
		<b>Total Intergovernmental Revenues</b>		<b>9,906,396</b>	<b>10,061,327</b>	<b>10,131,718</b>	<b>10,131,718</b>
<b>TOTAL Behavioral Health - Block Grant Carryover Financing Sources</b>				<b>9,924,464</b>	<b>10,118,354</b>	<b>10,161,732</b>	<b>10,161,732</b>





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Fund Name	Financing Source Category	Financing Source Account	REVENUE CODE	FY 2015 Actual	FY 2016 Actual	FY 2017 Recommended	FY 2017 Adopted by the Board of Supervisors
1	2	3	4	5	6	7	7

**SPECIAL REVENUE FUNDS**

**Regional Parks - Calico Marketing Services**

Revenue From Use of Money and Property

Interest	8500			1,387	1,813	800	800
Rents and Concessions	8525			85,629	88,223	84,000	84,000
<b>Total Revenue From Use of Money and Property</b>				<b>87,016</b>	<b>90,036</b>	<b>84,800</b>	<b>84,800</b>

Charges For Current Services

Telephone and Telegraph	9530			52	0	0	0
Park and Recreation Fees	9580			404,622	342,588	336,000	336,000
<b>Total Charges For Current Services</b>				<b>404,674</b>	<b>342,588</b>	<b>336,000</b>	<b>336,000</b>

Other Revenue

Other Services	9800			0	2,172	0	0
Other Sales	9930			4,851	232	2,000	2,000
Other Revenues	9955+			(30,901)	860	1,000	1,000
<b>Total Other Revenue</b>				<b>(26,050)</b>	<b>3,264</b>	<b>3,000</b>	<b>3,000</b>

**TOTAL Regional Parks - Calico Marketing Services Financing Sources**

	<b>465,640</b>	<b>435,888</b>	<b>423,800</b>	<b>423,800</b>
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**Agricultural, Weights & Measures - California Grazing Fees**

Intergovernmental Revenues

	<b>Federal</b>						
	Grazing Fees		9115	3,453	4,667	2,500	2,500
<b>Total Federal</b>				<b>3,453</b>	<b>4,667</b>	<b>2,500</b>	<b>2,500</b>
<b>Total Intergovernmental Revenues</b>				<b>3,453</b>	<b>4,667</b>	<b>2,500</b>	<b>2,500</b>

**TOTAL Agricultural, Weights & Measures - California Grazing Fees Financing Sources**

	<b>3,453</b>	<b>4,667</b>	<b>2,500</b>	<b>2,500</b>
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**Census 2010**

Other Financing Sources

	Residual Equity Transfers Out	9999		(16)	0	0	0
<b>Total Other Financing Sources</b>				<b>(16)</b>	<b>0</b>	<b>0</b>	<b>0</b>

**TOTAL Census 2010 Financing Sources**

	<b>(16)</b>	<b>0</b>	<b>0</b>	<b>0</b>
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**Real Estate Services - Chino Agriculture Preserve**

Revenue From Use of Money and Property

Interest	8500			62,857	100,674	75,000	75,000
Rents and Concessions	8525			463,838	426,768	409,596	409,596
<b>Total Revenue From Use of Money and Property</b>				<b>526,695</b>	<b>527,442</b>	<b>484,596</b>	<b>484,596</b>

Charges For Current Services

Other Services	9800			700	1,050	0	0
<b>Total Charges For Current Services</b>				<b>700</b>	<b>1,050</b>	<b>0</b>	<b>0</b>

Other Financing Sources

	Sale of Fixed Assets	9980		0	12,500,000	0	0
<b>Total Other Financing Sources</b>				<b>0</b>	<b>12,500,000</b>	<b>0</b>	<b>0</b>

Other Revenue

	Other Revenues	9955+		0	89	0	0
<b>Total Other Revenue</b>				<b>0</b>	<b>89</b>	<b>0</b>	<b>0</b>

**TOTAL Real Estate Services - Chino Agriculture Preserve Financing Sources**

	<b>527,395</b>	<b>13,028,581</b>	<b>484,596</b>	<b>484,596</b>
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1	2	3		4	5	6	7

**SPECIAL REVENUE FUNDS**

Human Resources - Commuter Services

Revenue From Use of Money and Property

Interest	8500	3,033	4,856	4,000	4,000
<b>Total Revenue From Use of Money and Property</b>		<b>3,033</b>	<b>4,856</b>	<b>4,000</b>	<b>4,000</b>

Intergovernmental Revenues

Federal

Other Gov Agencies - Fed Only	9145	379,361	390,036	383,200	383,200
<b>Total Federal</b>		<b>379,361</b>	<b>390,036</b>	<b>383,200</b>	<b>383,200</b>

**Total Intergovernmental Revenues**

<b>379,361</b>	<b>390,036</b>	<b>383,200</b>	<b>383,200</b>
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Charges For Current Services

Other Services	9800	234,289	189,958	360,000	360,000
<b>Total Charges For Current Services</b>		<b>234,289</b>	<b>189,958</b>	<b>360,000</b>	<b>360,000</b>

Other Revenue

Litigation Settlement	9948	118	0	0	0
<b>Total Other Revenue</b>		<b>118</b>	<b>0</b>	<b>0</b>	<b>0</b>

**TOTAL Human Resources - Commuter Services Financing Sources**

<b>616,801</b>	<b>584,850</b>	<b>747,200</b>	<b>747,200</b>
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Special Districts - Fish And Game Commission

Fines, Forfeitures and Penalties

Other Court Fines	8435	5,325	4,556	5,100	5,100
<b>Total Fines, Forfeitures and Penalties</b>		<b>5,325</b>	<b>4,556</b>	<b>5,100</b>	<b>5,100</b>

Charges For Current Services

Other Services	9800	585	792	920	920
<b>Total Charges For Current Services</b>		<b>585</b>	<b>792</b>	<b>920</b>	<b>920</b>

**TOTAL Special Districts - Fish And Game Commission Financing Sources**

<b>5,910</b>	<b>5,348</b>	<b>6,020</b>	<b>6,020</b>
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**SPECIAL REVENUE FUNDS**

County Library

Taxes

Property Taxes - Current Secured 1%	8015	9,909,967	10,333,240	10,280,236	10,280,236	
Property Taxes - Current Unsecured	8025	427,643	407,518	493,319	493,319	
Property Taxes - Current Utility Unitary	8035	523,591	610,191	580,000	580,000	
Property Taxes - Prior Secured	8115	(8,299)	(2,767)			
Property Taxes - Prior Unsecured	8125	14,538	17,240	17,000	17,000	
Penalties, Interest and Costs	8145	12,450	8,440	16,000	16,000	
Property Taxes - Successor Agency Liquidation of Asset	8147	0	40,629			
Negotiated Pass Thru	8161	2,885,266	3,066,693	2,819,484	2,819,484	
Residual Balance	8166	350,414	366,261	340,000	340,000	
Statutory Pass Thru	8172	150,653	167,756	100,000	100,000	
5% Supplemental Administration Change	8176	(9,446)	(9,229)	(8,000)	(8,000)	
Other Taxes - Supplemental Rolls	8230, 8235	184,925	185,017	50,000	50,000	
<b>Total Taxes</b>			<b>14,441,702</b>	<b>15,190,989</b>	<b>14,688,039</b>	<b>14,688,039</b>

Revenue From Use of Money and Property

Interest	8500	0	516	550	550	
<b>Total Revenue From Use of Money and Property</b>			<b>0</b>	<b>516</b>	<b>550</b>	<b>550</b>

Intergovernmental Revenues

State

Homeowner's Tax Relief	8800	119,102	115,513	124,000	124,000	
SB 90 Mandated Cost Reimbursement	8895	320	0	0	0	
State - Unrestricted Grants	8955	98,749	108,624	75,000	75,000	
<b>Total State</b>			<b>218,171</b>	<b>224,137</b>	<b>199,000</b>	<b>199,000</b>

Federal

Federal - Grants	9094	30,153	28,437	10,000	10,000	
<b>Total Federal</b>			<b>30,153</b>	<b>28,437</b>	<b>10,000</b>	<b>10,000</b>

<b>Total Intergovernmental Revenues</b>			<b>248,324</b>	<b>252,574</b>	<b>209,000</b>	<b>209,000</b>
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Charges For Current Services

Library Services	9575	1,053,323	1,010,575	998,800	998,800	
<b>Total Charges For Current Services</b>			<b>1,053,323</b>	<b>1,010,575</b>	<b>998,800</b>	<b>998,800</b>

Other Revenue

Prior Years Revenue	9910	32	1,734	0	0	
Litigation Settlement	9948	23,854	0	0	0	
Other Revenues	9955+	397,044	417,941	128,750	128,750	
<b>Total Other Revenue</b>			<b>420,930</b>	<b>419,675</b>	<b>128,750</b>	<b>128,750</b>

Other Financing Sources

Sale of Fixed Assets	9980	10,800	0	0	0	
Residual Equity Transfers In	9995	0	102,376	0	0	
<b>Total Other Financing Sources</b>			<b>10,800</b>	<b>102,376</b>	<b>0</b>	<b>0</b>

<b>TOTAL County Library Financing Sources</b>			<b>16,175,079</b>	<b>16,976,705</b>	<b>16,025,139</b>	<b>16,025,139</b>
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State Controller Schedules County Budget Act							Schedule 6
County of San Bernardino Detail of Additional Financing Sources by Fund and Account Governmental Funds Fiscal Year 2017							
Fund Name	Financing Source Category	Financing Source Account	REVENUE CODE	FY 2015 Actual	FY 2016 Actual	FY 2017 Recommended	FY 2017 Adopted by the Board of Supervisors
1	2	3		4	5	6	7

**SPECIAL REVENUE FUNDS**

**Regional Parks - County Trail System**

Revenue From Use of Money and Property

Interest	8500	3,128	4,337	2,000	2,000
<b>Total Revenue From Use of Money and Property</b>		<b>3,128</b>	<b>4,337</b>	<b>2,000</b>	<b>2,000</b>

Intergovernmental Revenues

<b>State</b>					
State - Capital Grants	8760	0	280,676	200,000	200,000
<b>Total State</b>		<b>0</b>	<b>280,676</b>	<b>200,000</b>	<b>200,000</b>

<b>Federal</b>					
Federal - Capital Grants	9090	0	0	100,000	100,000
Federal - Grants	9094	76,616	0	300,000	300,000
<b>Total Federal</b>		<b>76,616</b>	<b>0</b>	<b>400,000</b>	<b>400,000</b>

<b>Total Intergovernmental Revenues</b>		<b>76,616</b>	<b>280,676</b>	<b>600,000</b>	<b>600,000</b>
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Other Revenue

Other Revenues	9955+	39,348	61,221	0	0
<b>Total Other Revenue</b>		<b>39,348</b>	<b>61,221</b>	<b>0</b>	<b>0</b>

<b>TOTAL Regional Parks - County Trail System Financing Sources</b>		<b>119,092</b>	<b>346,234</b>	<b>602,000</b>	<b>602,000</b>
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**County Trial Courts - Court Alcohol And Drug Program**

Fines, Forfeitures and Penalties

Other Court Fines	8435	410,432	405,007	357,925	357,925
<b>Total Fines, Forfeitures and Penalties</b>		<b>410,432</b>	<b>405,007</b>	<b>357,925</b>	<b>357,925</b>

Revenue From Use of Money and Property

Interest	8500	7,331	12,088	8,789	8,789
<b>Total Revenue From Use of Money and Property</b>		<b>7,331</b>	<b>12,088</b>	<b>8,789</b>	<b>8,789</b>

<b>TOTAL County Trial Courts - Court Alcohol And Drug Program Financing Sources</b>		<b>417,763</b>	<b>417,095</b>	<b>366,714</b>	<b>366,714</b>
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**County Trial Courts - Courthouse Seismic Surcharge**

Revenue From Use of Money and Property

Interest	8500	181	267	155	155
<b>Total Revenue From Use of Money and Property</b>		<b>181</b>	<b>267</b>	<b>155</b>	<b>155</b>

Charges For Current Services

Court Fees - Civil	9375	1,671,396	1,582,910	1,524,000	1,524,000
<b>Total Charges For Current Services</b>		<b>1,671,396</b>	<b>1,582,910</b>	<b>1,524,000</b>	<b>1,524,000</b>

<b>TOTAL County Trial Courts - Courthouse Seismic Surcharge Financing Sources</b>		<b>1,671,577</b>	<b>1,583,177</b>	<b>1,524,155</b>	<b>1,524,155</b>
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**Probation - Criminal Recidivism SB 678**

Revenue From Use of Money and Property

Interest	8500	28,942	77,548	19,124	19,124
<b>Total Revenue From Use of Money and Property</b>		<b>28,942</b>	<b>77,548</b>	<b>19,124</b>	<b>19,124</b>

Intergovernmental Revenues

<b>State</b>					
Welfare Administration	8650	10,587,596	12,327,550	7,411,837	7,411,837
<b>Total State</b>		<b>10,587,596</b>	<b>12,327,550</b>	<b>7,411,837</b>	<b>7,411,837</b>

<b>Total Intergovernmental Revenues</b>		<b>10,587,596</b>	<b>12,327,550</b>	<b>7,411,837</b>	<b>7,411,837</b>
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<b>TOTAL Probation - Criminal Recidivism SB 678 Financing Sources</b>		<b>10,616,538</b>	<b>12,405,098</b>	<b>7,430,961</b>	<b>7,430,961</b>
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**SPECIAL REVENUE FUNDS**

<b>Finance and Administration - Disaster Recovery Fund</b>							
<b>Revenue From Use of Money and Property</b>							
		Interest	8500	9,179	12,050	7,530	7,530
		<b>Total Revenue From Use of Money and Property</b>		<b>9,179</b>	<b>12,050</b>	<b>7,530</b>	<b>7,530</b>
<b>Intergovernmental Revenues</b>							
		<b>Federal</b>					
		Aid for Disaster - FEMA	9095	0	253,250	0	0
		<b>Total State</b>		<b>0</b>	<b>253,250</b>	<b>0</b>	<b>0</b>
<b>TOTAL Finance and Administration - Disaster Recovery Fund Financing Sources</b>				<b>9,179</b>	<b>265,300</b>	<b>7,530</b>	<b>7,530</b>
<b>District Attorney Special Projects</b>							
<b>Fines, Forfeitures and Penalties</b>							
		Forfeitures - District Attorney	8490	1,904,667	1,635,301	1,340,000	1,340,000
		<b>Total Fines, Forfeitures and Penalties</b>		<b>1,904,667</b>	<b>1,635,301</b>	<b>1,340,000</b>	<b>1,340,000</b>
<b>Revenue From Use of Money and Property</b>							
		Interest	8500	14,561	22,486	15,566	15,566
		<b>Total Revenue From Use of Money and Property</b>		<b>14,561</b>	<b>22,486</b>	<b>15,566</b>	<b>15,566</b>
<b>Intergovernmental Revenues</b>							
		<b>State</b>					
		Other State Aid	8840	866,656	880,273	1,550,000	1,550,000
		State - Unrestricted Grants	8955	2,681,458	2,690,943	2,690,943	2,690,943
		<b>Total State</b>		<b>3,548,114</b>	<b>3,571,216</b>	<b>4,240,943</b>	<b>4,240,943</b>
		<b>Total Intergovernmental Revenues</b>		<b>3,548,114</b>	<b>3,571,216</b>	<b>4,240,943</b>	<b>4,240,943</b>
<b>Charges For Current Services</b>							
		Other Services	9800	2,225,607	2,831,913	2,900,000	2,900,000
		<b>Total Charges For Current Services</b>		<b>2,225,607</b>	<b>2,831,913</b>	<b>2,900,000</b>	<b>2,900,000</b>
<b>Other Revenue</b>							
		Other Revenues	9955+	3,510	4,554	0	0
		<b>Total Other Revenue</b>		<b>3,510</b>	<b>4,554</b>	<b>0</b>	<b>0</b>
<b>TOTAL District Attorney Special Projects Financing Sources</b>				<b>7,696,459</b>	<b>8,065,470</b>	<b>8,496,509</b>	<b>8,496,509</b>
<b>Human Services - Domestic Violence/Child Abuse</b>							
<b>Revenue From Use of Money and Property</b>							
		Interest	8500	2,886	2,702	3,500	3,500
		<b>Total Revenue From Use of Money and Property</b>		<b>2,886</b>	<b>2,702</b>	<b>3,500</b>	<b>3,500</b>
<b>Intergovernmental Revenues</b>							
		<b>State</b>					
		Other State Aid	8840	58,078	57,609	80,000	80,000
		<b>Total State</b>		<b>58,078</b>	<b>57,609</b>	<b>80,000</b>	<b>80,000</b>
		<b>Total Intergovernmental Revenues</b>		<b>58,078</b>	<b>57,609</b>	<b>80,000</b>	<b>80,000</b>
<b>Charges For Current Services</b>							
		Other Services	9800	373,354	440,469	450,000	450,000
		<b>Total Charges For Current Services</b>		<b>373,354</b>	<b>440,469</b>	<b>450,000</b>	<b>450,000</b>
<b>TOTAL Human Services - Domestic Violence/Child Abuse Financing Sources</b>				<b>434,318</b>	<b>500,780</b>	<b>533,500</b>	<b>533,500</b>



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**SPECIAL REVENUE FUNDS**

**Behavioral Health - Driving Under The Influence**

Revenue From Use of Money and Property

Interest	8500	2,080	3,991	2,833	2,833
<b>Total Revenue From Use of Money and Property</b>		<b>2,080</b>	<b>3,991</b>	<b>2,833</b>	<b>2,833</b>

Charges For Current Services

Mental Health Services	9500	227,025	182,075	199,734	199,734
<b>Total Charges For Current Services</b>		<b>227,025</b>	<b>182,075</b>	<b>199,734</b>	<b>199,734</b>

**TOTAL Behavioral Health - Driving Under The Influence Financing Sources**

	<b>229,105</b>	<b>186,066</b>	<b>202,567</b>	<b>202,567</b>
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**Community Development and Housing**

Fines, Forfeitures and Penalties

Penalties	8480	47	163	0	0
<b>Total Fines, Forfeitures and Penalties</b>		<b>47</b>	<b>163</b>	<b>0</b>	<b>0</b>

Revenue From Use of Money and Property

Interest	8500	386,815	301,076	241,372	241,372
Rents and Concessions	8525	0			
<b>Total Revenue From Use of Money and Property</b>		<b>386,815</b>	<b>301,076</b>	<b>241,372</b>	<b>241,372</b>

Intergovernmental Revenues

<b>State</b>					
State Traffic Congestion	8850	0	0	0	0
<b>Total State</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Federal</b>					
Federal - Grants	9094	11,149,295	7,404,378	13,444,269	13,444,269
<b>Total Federal</b>		<b>11,149,295</b>	<b>7,404,378</b>	<b>13,444,269</b>	<b>13,444,269</b>

<b>Other</b>					
Local Governmental Agencies	8842	0	24,999	1,146,962	1,146,962
<b>Total Other</b>		<b>0</b>	<b>24,999</b>	<b>1,146,962</b>	<b>1,146,962</b>

<b>Total Intergovernmental Revenues</b>		<b>11,149,295</b>	<b>7,429,377</b>	<b>14,591,231</b>	<b>14,591,231</b>
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Charges For Current Services

Special Assessments All Prior Years	8155	0			
Sanitation Services	9700	0	5,880	0	0
Other Services	9800	39,338	6,405	352,705	352,705
<b>Total Charges For Current Services</b>		<b>39,338</b>	<b>12,285</b>	<b>352,705</b>	<b>352,705</b>

Other Revenue

Revenue Applicable to Prior Years	9910	0	57	0	0
Contributions/Donations Private	9945	25,000	0	0	0
Other Revenues	9948	2,535	1,000	0	0
Other Revenues	9955+	1,456,014	1,471,777	817,000	817,000
<b>Total Other Revenue</b>		<b>1,483,549</b>	<b>1,472,834</b>	<b>817,000</b>	<b>817,000</b>

Other Financing Sources

Sale of Fixed Assets	9980	650,000	0	0	0
Residual Equity Transfers Out	9999	0	(124,543)	0	0
Operating Transfers In	9975	361,033	150,100	20,000	20,000
<b>Total Other Financing Sources</b>		<b>1,011,033</b>	<b>25,557</b>	<b>20,000</b>	<b>20,000</b>

**TOTAL Community Development and Housing Financing Sources**

	<b>14,070,077</b>	<b>9,241,292</b>	<b>16,022,308</b>	<b>16,022,308</b>
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Fund Name	Financing Source Category	Financing Source Account	REVENUE CODE	FY 2015 Actual	FY 2016 Actual	FY 2017 Recommended	FY 2017 Adopted by the Board of Supervisors
1	2	3		4	5	6	7

**SPECIAL REVENUE FUNDS**

Human Resources - Employee Benefits and Services

Revenue From Use of Money and Property

Interest	8500		4,755	6,779	5,000	5,000
<b>Total Revenue From Use of Money and Property</b>			<b>4,755</b>	<b>6,779</b>	<b>5,000</b>	<b>5,000</b>

Intergovernmental Revenues

<b>State</b>							
SB 90 Mandated Cost Reimbursement	8895		52,837	7,480	0	0	
<b>Total State</b>			<b>52,837</b>	<b>7,480</b>	<b>0</b>	<b>0</b>	
<b>Total Intergovernmental Revenues</b>			<b>52,837</b>	<b>7,480</b>	<b>0</b>	<b>0</b>	

Charges For Current Services

Other Services	9800		2,700,194	2,614,618	2,970,335	2,970,335
<b>Total Charges For Current Services</b>			<b>2,700,194</b>	<b>2,614,618</b>	<b>2,970,335</b>	<b>2,970,335</b>

Other Revenue

Revenue Applicable to Prior Years	9910		0	957	0	0
Litigation Settlement	9948		1,713	0	0	0
Other Revenues	9955+		139,971	233,768	515,000	515,000
<b>Total Other Revenue</b>			<b>141,684</b>	<b>234,725</b>	<b>515,000</b>	<b>515,000</b>

**TOTAL Human Resources - Employee Benefits and Services Financing Sources**

			<b>2,899,470</b>	<b>2,863,602</b>	<b>3,490,335</b>	<b>3,490,335</b>
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Probation - Juvenile Justice Grant Program

Revenue From Use of Money and Property

Interest	8500		20,000	37,641	17,000	17,000
<b>Total Revenue From Use of Money and Property</b>			<b>20,000</b>	<b>37,641</b>	<b>17,000</b>	<b>17,000</b>

Intergovernmental Revenues

<b>State</b>							
Juvenile Justice Program	8799		6,191,046	6,672,970	6,508,262	6,508,262	
<b>Total State</b>			<b>6,191,046</b>	<b>6,672,970</b>	<b>6,508,262</b>	<b>6,508,262</b>	
<b>Other</b>							
Local Governmental Agencies	8842		0	543,804	653,298	653,298	
<b>Total Other</b>			<b>0</b>	<b>543,804</b>	<b>653,298</b>	<b>653,298</b>	
<b>Total Intergovernmental Revenues</b>			<b>6,191,046</b>	<b>7,216,774</b>	<b>7,161,560</b>	<b>7,161,560</b>	

**TOTAL Probation - Juvenile Justice Grant program Financing Sources**

			<b>6,211,046</b>	<b>7,254,415</b>	<b>7,178,560</b>	<b>7,178,560</b>
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Probation - Juvenile Re-Entry Program AB 1628

Intergovernmental Revenues

<b>State</b>							
Realignment 2011	8711		5,836	0	0	0	
<b>Total State</b>			<b>5,836</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Intergovernmental Revenues</b>			<b>5,836</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Other Financing Sources

Operating Transfers In	9975		110,000	69,339	145,000	145,000
<b>Total Other Financing Sources</b>			<b>110,000</b>	<b>69,339</b>	<b>145,000</b>	<b>145,000</b>

**TOTAL Probation - Juvenile Re-Entry Program AB 1628 Financing Sources**

			<b>115,836</b>	<b>69,339</b>	<b>145,000</b>	<b>145,000</b>
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1	2	3		4	5	6	7

**SPECIAL REVENUE FUNDS**

<b>Local Law Enforcement Block Grant</b>							
<b>Revenue From Use of Money and Property</b>							
	Interest		8500	12,825	15,937	0	0
<b>Total Revenue From Use of Money and Property</b>				<b>12,825</b>	<b>15,937</b>	<b>0</b>	<b>0</b>
<b>Intergovernmental Revenues</b>							
<b>Federal</b>							
	Federal - Grants		9094	659,953	582,145	582,145	582,145
<b>Total Federal</b>				<b>659,953</b>	<b>582,145</b>	<b>582,145</b>	<b>582,145</b>
<b>Total Intergovernmental Revenues</b>				<b>659,953</b>	<b>582,145</b>	<b>582,145</b>	<b>582,145</b>
<b>TOTAL Local Enforcement Block Grant Financing Sources</b>				<b>672,778</b>	<b>598,082</b>	<b>582,145</b>	<b>582,145</b>
<b>Human Services - Marriage License Fees Surcharge</b>							
<b>Other Revenue</b>							
	Other Revenues		9955+	337,122	357,796	376,981	376,981
<b>Total Other Revenue</b>				<b>337,122</b>	<b>357,796</b>	<b>376,981</b>	<b>376,981</b>
<b>TOTAL Human Services - Marriage License Fees Surcharge Financing Sources</b>				<b>337,122</b>	<b>357,796</b>	<b>376,981</b>	<b>376,981</b>
<b>Behavioral Health - Mental Health Services Act</b>							
<b>Revenue From Use of Money and Property</b>							
	Interest		8500	456,210	716,324	599,190	599,190
	Rents and Concessions		8525	126,594	116,856	116,856	116,856
<b>Total Revenue From Use of Money and Property</b>				<b>582,804</b>	<b>833,180</b>	<b>716,046</b>	<b>716,046</b>
<b>Intergovernmental Revenues</b>							
<b>State</b>							
	Other State Support		8820	97,730,713	83,932,116	118,403,630	118,403,630
	Other State Aid		8840	102,868	0	0	0
	Medi-Cal - Inpatient		8855	24,385,825	24,477,571	35,156,633	35,156,633
<b>Total Intergovernmental Revenues - State</b>				<b>122,219,406</b>	<b>108,409,687</b>	<b>153,560,263</b>	<b>153,560,263</b>
<b>Federal</b>							
	Medicare Outpatient		9085	0	(2)	0	0
	Federal - Grants		9094	1,352,940	1,274,531	1,473,954	1,473,954
<b>Total Intergovernmental Revenues - Federal</b>				<b>1,352,940</b>	<b>1,274,529</b>	<b>1,473,954</b>	<b>1,473,954</b>
<b>Total Intergovernmental Revenues</b>				<b>123,572,346</b>	<b>109,684,216</b>	<b>155,034,217</b>	<b>155,034,217</b>
<b>Charges For Current Services</b>							
	Institutional Care and Services		9315	(128)	573	0	0
<b>Total Charges For Current Services</b>				<b>(128)</b>	<b>573</b>	<b>0</b>	<b>0</b>
<b>Other Revenue</b>							
	Revenue Applicable to Prior Years		9910	0	1,259	0	0
	Contributions/Donations Private		9940/9945	0	25,000	0	0
	Litigation Settlement		9948	7,871	0	0	0
	Other Revenues		9955+	4,220,109	4,796,539	5,570,436	5,570,436
<b>Total Other Revenue</b>				<b>4,227,980</b>	<b>4,822,798</b>	<b>5,570,436</b>	<b>5,570,436</b>
<b>Other Financing Sources</b>							
	Operating Transfers In		9975	9,154,618	12,259,711	14,655,255	14,655,255
<b>Total Other Financing Sources</b>				<b>9,154,618</b>	<b>12,259,711</b>	<b>14,655,255</b>	<b>14,655,255</b>
<b>TOTAL Behavioral Health - Mental Health Services Act Financing Sources</b>				<b>137,537,619</b>	<b>127,600,478</b>	<b>175,975,954</b>	<b>175,975,954</b>





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**SPECIAL REVENUE FUNDS**

**Assessor - Recording Fees**

**Revenue From Use of Money and Property**

Interest	8500	20,640	30,292	27,400	27,400
<b>Total Revenue From Use of Money and Property</b>		<b>20,640</b>	<b>30,292</b>	<b>27,400</b>	<b>27,400</b>

**Charges For Current Services**

Vitals and Health Statistic Fees	9430	188,943	179,153	180,000	180,000
Recorder Modernization	9630	2,055,497	2,010,957	1,850,000	1,850,000
Electronic Recording	9631	430,846	404,459	380,000	380,000
ACR Records Revenue	9632	430,846	404,459	380,000	380,000
Redaction Fee	9633	457,272	444,728	420,000	420,000
Other Services	9800	0	122	500	500
<b>Total Charges For Current Services</b>		<b>3,563,404</b>	<b>3,443,878</b>	<b>3,210,500</b>	<b>3,210,500</b>

**Other Revenue**

Other Revenues	9955+	75,000	75,036	75,000	75,000
<b>Total Other Revenue</b>		<b>75,000</b>	<b>75,036</b>	<b>75,000</b>	<b>75,000</b>

**TOTAL Assessor - Recording Fees Financing Sources**

	<b>3,659,044</b>	<b>3,549,206</b>	<b>3,312,900</b>	<b>3,312,900</b>
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**Regional Parks - Off-Highway Vehicle License Fees**

**Revenue From Use of Money and Property**

Interest	8500	6,509	7,547	4,000	4,000
<b>Total Revenue From Use of Money and Property</b>		<b>6,509</b>	<b>7,547</b>	<b>4,000</b>	<b>4,000</b>

**Intergovernmental Revenues**

<b>State</b>					
Other State Aid	8840	301,601	226,683	301,000	301,000
<b>Total State</b>		<b>301,601</b>	<b>226,683</b>	<b>301,000</b>	<b>301,000</b>
<b>Total Intergovernmental Revenues</b>		<b>301,601</b>	<b>226,683</b>	<b>301,000</b>	<b>301,000</b>

**TOTAL Regional Parks - Off-Highway Vehicle License Fees Financing Sources**

	<b>308,110</b>	<b>234,230</b>	<b>305,000</b>	<b>305,000</b>
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State Controller Schedules County Budget Act							Schedule 6
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**SPECIAL REVENUE FUNDS**

Regional Parks - Park Maintenance and Development

Revenue From Use of Money and Property

Interest	8500	3,570	4,312	3,000	3,000
<b>Total Revenue From Use of Money and Property</b>		<b>3,570</b>	<b>4,312</b>	<b>3,000</b>	<b>3,000</b>

Intergovernmental Revenues

**State**

Aid for Disaster	8750	5,561	641	0	0
State - Unrestricted Grants	8955	0	0	750,000	750,000
<b>Total State</b>		<b>5,561</b>	<b>641</b>	<b>750,000</b>	<b>750,000</b>

**Federal**

Aid for Disaster - FEMA	9095	21,744	0	0	0
<b>Total Federal</b>		<b>21,744</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Total Intergovernmental Revenues</b>		<b>27,305</b>	<b>641</b>	<b>750,000</b>	<b>750,000</b>
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Charges For Current Services

Park and Recreation Fees	9580	317,366	210,741	85,000	85,000
<b>Total Charges For Current Services</b>		<b>317,366</b>	<b>210,741</b>	<b>85,000</b>	<b>85,000</b>

Other Revenue

Other Sales	9930	(368)	0	0	0
Other Revenues	9955+	189,323	1,403	0	0
<b>Total Other Revenue</b>		<b>188,955</b>	<b>1,403</b>	<b>0</b>	<b>0</b>

Other Financing Sources

Operating Transfers In	9975	8,839	0	0	0
Sale of Fixed Assets	9980, 9982	0	1,925	0	0
<b>Total Other Financing Sources</b>		<b>8,839</b>	<b>1,925</b>	<b>0</b>	<b>0</b>

<b>TOTAL Regional Parks - Park Maintenance and Development Financing Sources</b>		<b>546,035</b>	<b>219,022</b>	<b>838,000</b>	<b>838,000</b>
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**SPECIAL REVENUE FUNDS**

**Preschool Services**

**Revenue From Use of Money and Property**

Interest	8500	3,330	6,021	0	0
<b>Total Revenue From Use of Money and Property</b>		<b>3,330</b>	<b>6,021</b>	<b>0</b>	<b>0</b>

**Intergovernmental Revenues**

**State**

Aid for Children	8665	3,361,208	3,680,943	3,660,943	3,660,943
Aid for Agriculture	8735	2,080,695	1,886,526	2,104,648	2,104,648
Other State Aid	8840	720,174	508,791	176,000	176,000
SB 90 Mandated Cost Reimbursement	8895	4,487	0	0	0
State - Unrestricted Grants	8955	14,513	15,000	15,000	15,000
<b>Total State</b>		<b>6,181,078</b>	<b>6,091,260</b>	<b>5,956,591</b>	<b>5,956,591</b>

**Federal**

Aid for Day Care	9030	42,974,846	43,255,799	44,458,122	45,592,841
<b>Total Federal</b>		<b>42,974,846</b>	<b>43,255,799</b>	<b>44,458,122</b>	<b>45,592,841</b>

**Other**

Aid From Other Governmental Agencies	8842	108,000	60,400	86,400	86,400
<b>Total Other</b>		<b>108,000</b>	<b>60,400</b>	<b>86,400</b>	<b>86,400</b>

<b>Total Intergovernmental Revenues</b>		<b>49,263,924</b>	<b>49,407,459</b>	<b>50,501,113</b>	<b>51,635,832</b>
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**Charges For Current Services**

Other Services	9800	15,123	19,287	20,000	20,000
<b>Total Charges For Current Services</b>		<b>15,123</b>	<b>19,287</b>	<b>20,000</b>	<b>20,000</b>

**Other Revenue**

Revenue Applicable to Prior Years	9910	138,230	19,885	0	0
Contributions/Donations Private	9945	250	100	0	0
Litigation Settlement	9948	12,783	0	0	0
Other Revenues	9955+	5,394	1,244	0	0
<b>Total Other Revenue</b>		<b>156,657</b>	<b>21,229</b>	<b>0</b>	<b>0</b>

**Other Financing Sources**

Operating Transfers In	9975	2,448	964,650		
Sale of Fixed Assets	9980, 9982	6,000	3,940	6,000	6,000
<b>Total Other Financing Sources</b>		<b>8,448</b>	<b>968,590</b>	<b>6,000</b>	<b>6,000</b>

<b>TOTAL Preschool Services Financing Sources</b>		<b>49,447,482</b>	<b>50,422,586</b>	<b>50,527,113</b>	<b>51,661,832</b>
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**Probation - Asset Forfeiture**

**Revenue From Use of Money and Property**

Interest	8500	258	388	342	342
<b>Total Revenue From Use of Money and Property</b>		<b>258</b>	<b>388</b>	<b>342</b>	<b>342</b>

**Other Revenue**

Evidence and Seizures	9950	3,704	4,142	1,000	1,000
<b>Total Other Revenue</b>		<b>3,704</b>	<b>4,142</b>	<b>1,000</b>	<b>1,000</b>

<b>TOTAL Probation - Asset Forfeiture Financing Sources</b>		<b>3,962</b>	<b>4,530</b>	<b>1,342</b>	<b>1,342</b>
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**SPECIAL REVENUE FUNDS**

<b>Auditor-Controller/Treasurer/Tax Collector - Redemption Maintenance</b>							
<b>Revenue From Use of Money and Property</b>							
		Interest	8500	5,490	9,087	7,500	7,500
		<b>Total Revenue From Use of Money and Property</b>		<b>5,490</b>	<b>9,087</b>	<b>7,500</b>	<b>7,500</b>
<b>Intergovernmental Revenues</b>							
		<b>State</b>					
		Court Services Restitution	8640	226,573	182,607	200,000	200,000
		<b>Total State</b>		<b>226,573</b>	<b>182,607</b>	<b>200,000</b>	<b>200,000</b>
		<b>Total Intergovernmental Revenues</b>		<b>226,573</b>	<b>182,607</b>	<b>200,000</b>	<b>200,000</b>
<b>Charges For Current Services</b>							
		Other Services	9800	0	0	30,000	30,000
		<b>Total Charges For Current Services</b>		<b>0</b>	<b>0</b>	<b>30,000</b>	<b>30,000</b>
<b>TOTAL Auditor-Controller/Treasurer/Tax Collector - Redemption Maintenance Financing Sources</b>				<b>232,063</b>	<b>191,694</b>	<b>237,500</b>	<b>237,500</b>
<b>County Trial Courts - Registration Fees</b>							
<b>Revenue From Use of Money and Property</b>							
		Interest	8500	648	945	535	535
		<b>Total Revenue From Use of Money and Property</b>		<b>648</b>	<b>945</b>	<b>535</b>	<b>535</b>
<b>Charges For Current Services</b>							
		Registration Fees	9360	2,658	2,305	2,600	2,600
		<b>Total Charges For Current Services</b>		<b>2,658</b>	<b>2,305</b>	<b>2,600</b>	<b>2,600</b>
<b>Other Revenue</b>							
		Other Revenue	9955+	0	180	0	0
		<b>Total Other Revenue</b>		<b>0</b>	<b>180</b>	<b>0</b>	<b>0</b>
<b>TOTAL County Trial Courts - Registration Fees Financing Sources</b>				<b>3,306</b>	<b>3,430</b>	<b>3,135</b>	<b>3,135</b>
<b>Regional Parks - San Manuel Amphitheater</b>							
<b>Revenue From Use of Money and Property</b>							
		Interest	8500	4,153	7,708	3,000	3,000
		Rents and Concessions	8525	1,400,000	1,899,394	1,400,000	1,400,000
		<b>Total Revenue From Use of Money and Property</b>		<b>1,404,153</b>	<b>1,907,102</b>	<b>1,403,000</b>	<b>1,403,000</b>
<b>Other Revenue</b>							
		Other Revenues	9955+	120,000	0	60,000	60,000
		<b>Total Other Revenue</b>		<b>120,000</b>	<b>0</b>	<b>60,000</b>	<b>60,000</b>
<b>TOTAL Regional Parks - San Manuel Amphitheater Financing Sources</b>				<b>1,524,153</b>	<b>1,907,102</b>	<b>1,463,000</b>	<b>1,463,000</b>
<b>Regional Parks - San Manuel Amphitheater Improvements</b>							
<b>Revenue From Use of Money and Property</b>							
		Interest	8500	2,141	3,311	2,020	2,020
		<b>Total Revenue From Use of Money and Property</b>		<b>2,141</b>	<b>3,311</b>	<b>2,020</b>	<b>2,020</b>
<b>Other Revenue</b>							
		Other Revenues	9955+	25,000	50,000	25,000	25,000
		<b>Total Other Revenue</b>		<b>25,000</b>	<b>50,000</b>	<b>25,000</b>	<b>25,000</b>
<b>TOTAL Regional Parks - San Manuel Amphitheater Improvements Financing Sources</b>				<b>27,141</b>	<b>53,311</b>	<b>27,020</b>	<b>27,020</b>





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**SPECIAL REVENUE FUNDS**

**Sheriff's Special Projects**

**Revenue From Use of Money and Property**

Interest	8500	88,211	97,121	77,670	77,670
<b>Total Revenue From Use of Money and Property</b>		<b>88,211</b>	<b>97,121</b>	<b>77,670</b>	<b>77,670</b>

**Intergovernmental Revenues**

**State**

Other State Aid	8840	2,996,546	4,138,213	4,990,783	4,990,783
<b>Total State</b>		<b>2,996,546</b>	<b>4,138,213</b>	<b>4,990,783</b>	<b>4,990,783</b>

**Federal**

Other Federal Aid	9150	6,952,123	7,052,415	0	0
<b>Total Federal</b>		<b>6,952,123</b>	<b>7,052,415</b>	<b>0</b>	<b>0</b>

**Other**

Aid From Other Governmental Agencies	8842	3,014,142	3,882,224	4,389,516	4,389,516
<b>Total Other</b>		<b>3,014,142</b>	<b>3,882,224</b>	<b>4,389,516</b>	<b>4,389,516</b>

**Total Intergovernmental Revenues**

	<b>12,962,811</b>	<b>15,072,852</b>	<b>9,380,299</b>	<b>9,380,299</b>
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**Charges For Current Services**

Civil Process Service	9355	0	855,969	1,050,000	1,050,000
Law Enforcement Services	9565	15,193	0	0	0
<b>Total Charges For Current Services</b>		<b>15,193</b>	<b>855,969</b>	<b>1,050,000</b>	<b>1,050,000</b>

**Other Revenue**

Litigation Settlement	9948	7,378	0	0	0
Evidence and Seizures	9950	33,386	69,601	75,000	75,000
Other Revenues	9955+	1,986,284	86,869	21,000	21,000
<b>Total Other Revenue</b>		<b>2,027,048</b>	<b>156,469</b>	<b>96,000</b>	<b>96,000</b>

**Other Financing Sources**

Residual Equity Transfers In	9995	72,530	0	0	0
Residual Equity Transfers Out	9999	(581,866)	(16)	0	(860)
<b>Total Other Financing Sources</b>		<b>(509,336)</b>	<b>(16)</b>	<b>0</b>	<b>(860)</b>

**TOTAL Sheriff's Special Projects Financing Sources**

	<b>14,583,927</b>	<b>16,182,396</b>	<b>10,603,969</b>	<b>10,603,109</b>
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**SPECIAL REVENUE FUNDS**

<b>Airports - Special Aviation</b>							
<b>Licenses, Permits, and Franchises</b>							
	Water		8365	2,350	2,850	3,384	3,384
		<b>Total Licenses, Permits, and Franchises</b>		2,350	2,850	3,384	3,384
<b>Fines, Forfeitures, &amp; Penalties</b>							
	Penalties		8480	210	90	0	0
		<b>Total Fines, Forfeitures, and Penalties</b>		210	90	0	0
<b>Revenue From Use of Money and Property</b>							
	Interest		8500	13,603	18,613	8,500	8,500
	Rents and Concessions		8525	486,573	558,768	515,543	515,543
		<b>Total Revenue From Use of Money and Property</b>		500,176	577,381	524,043	524,043
<b>Intergovernmental Revenues</b>							
<b>State</b>							
	Aviation - State Matching		8600	0	26,869	164,915	164,915
		<b>Total State</b>		0	26,869	164,915	164,915
<b>Federal</b>							
	Federal - Capital Grants		9090	102,509	406,895	3,298,288	3,298,288
		<b>Total Federal</b>		102,509	406,895	3,298,288	3,298,288
		<b>Total Intergovernmental Revenues</b>		102,509	433,764	3,463,203	3,463,203
<b>Charges For Current Services</b>							
	Fuel Flowage		9745	29,574	26,605	23,000	23,000
		<b>Total Charges For Current Services</b>		29,574	26,605	23,000	23,000
<b>Other Revenue</b>							
	Other Revenues		9955+	1,332,600	1,527,024	610,000	610,000
		<b>Total Other Revenue</b>		1,332,600	1,527,024	610,000	610,000
<b>Other Financing Sources</b>							
	Operating Transfers In		9975	1,215,875	1,020,256	568,080	568,080
	Residual Equity Transfers In		9995	33,030		0	0
	Residual Equity Transfers Out		9999	(33,030)		0	0
		<b>Total Other Financing Sources</b>		1,215,875	1,020,256	568,080	568,080
<b>TOTAL Airports - Special Aviation Financing Sources</b>				<b>3,183,294</b>	<b>3,587,970</b>	<b>5,191,710</b>	<b>5,191,710</b>



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**SPECIAL REVENUE FUNDS**

**Public Works - Special Transportation Taxes**

	Sales and Use Taxes	8295		5,986,421	8,771,881	6,567,918	6,567,918
	<b>Total Taxes</b>			<b>5,986,421</b>	<b>8,771,881</b>	<b>6,567,918</b>	<b>6,567,918</b>
	<b>Revenue From Use of Money and Property</b>						
	Interest	8500		149,640	238,027	149,668	149,668
	<b>Total Revenue From Use of Money and Property</b>			<b>149,640</b>	<b>238,027</b>	<b>149,668</b>	<b>149,668</b>
	<b>Intergovernmental Revenues</b>						
	<b>State</b>						
	State - Capital Grants	8760		0	0	128,700	128,700
	<b>Total State</b>			<b>0</b>	<b>0</b>	<b>128,700</b>	<b>128,700</b>
	<b>Federal</b>						
	Federal - Capital Grants	9090		0	0	593,151	593,151
	<b>Total Federal</b>			<b>0</b>	<b>0</b>	<b>593,151</b>	<b>593,151</b>
	<b>Other</b>						
	Aid From Other Governmental Agencies	8842		550,427	429,379	3,795,688	3,795,688
	Prop 1B Highway Safety	8890		209,761	(712,648)	0	0
	<b>Total Other</b>			<b>760,188</b>	<b>(283,269)</b>	<b>3,795,688</b>	<b>3,795,688</b>
	<b>Total Intergovernmental Revenues</b>			<b>760,188</b>	<b>(283,269)</b>	<b>4,517,539</b>	<b>4,517,539</b>
	<b>Charges For Current Services</b>						
	Facilities Development Fees	9650		6,083,290	2,701,329	938,830	938,830
	<b>Total Charges For Current Services</b>			<b>6,083,290</b>	<b>2,701,329</b>	<b>938,830</b>	<b>938,830</b>
	<b>Other Revenue</b>						
	Revenue Applicable to Prior Years	9910		0	712,647	0	0
	Other Revenues	9955+		9	0	0	0
	<b>Total Other Revenue</b>			<b>9</b>	<b>712,647</b>	<b>0</b>	<b>0</b>
	<b>Other Financing Sources</b>						
	Operating Transfers In	9975		0	0	391,399	391,399
	Residual Equity Transfers In	9995		514,854	1,312,476	0	0
	Residual Equity Transfers Out	9999		(514,854)	(1,312,476)	0	0
	<b>Total Other Financing Sources</b>			<b>0</b>	<b>0</b>	<b>391,399</b>	<b>391,399</b>
<b>TOTAL Public Works - Special Transportation Financing Sources</b>				<b>12,979,548</b>	<b>12,140,616</b>	<b>12,565,354</b>	<b>12,565,354</b>
	<b>Public Works - Surveyor - Survey Monument Preservation</b>						
	<b>Charges For Current Services</b>						
	Other Services	9800		64,110	80,230	80,000	80,000
	<b>Total Charges For Current Services</b>			<b>64,110</b>	<b>80,230</b>	<b>80,000</b>	<b>80,000</b>
<b>TOTAL Public Works - Surveyor - Survey Monument Preservation Financing Sources</b>				<b>64,110</b>	<b>80,230</b>	<b>80,000</b>	<b>80,000</b>



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1	2	3		4	5	6	7

**SPECIAL REVENUE FUNDS**

<b>Master Settlement Agreement</b>							
Revenue From Use of Money and Property							
		Interest	8500	95,650	142,198	14,729	14,729
		<b>Total Revenue From Use of Money and Property</b>		<u>95,650</u>	<u>142,198</u>	<u>14,729</u>	<u>14,729</u>
Other Revenue							
		Other Revenues	9955+	17,741,312	17,541,846	17,366,427	17,366,427
		<b>Total Other Revenue</b>		<u>17,741,312</u>	<u>17,541,846</u>	<u>17,366,427</u>	<u>17,366,427</u>
<b>TOTAL Master Settlement Agreement Financing Sources</b>				<u>17,836,962</u>	<u>17,684,044</u>	<u>17,381,156</u>	<u>17,381,156</u>
 <b>Public Health - Tobacco Use Reduction Now</b>							
Revenue From Use of Money and Property							
		Interest	8500	35	0	0	0
		<b>Total Revenue From Use of Money and Property</b>		<u>35</u>	<u>0</u>	<u>0</u>	<u>0</u>
Intergovernmental Revenues							
		State					
		State - Unrestricted Grants	8955	(31,366)	0	0	0
		<b>Total State</b>		<u>(31,366)</u>	<u>0</u>	<u>0</u>	<u>0</u>
		<b>Total Intergovernmental Revenues</b>		<u>(31,366)</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL Public Health - Tobacco Use Reduction Now Financing Sources</b>				<u>(31,331)</u>	<u>0</u>	<u>0</u>	<u>0</u>



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1	2	3		4	5	6	7

**SPECIAL REVENUE FUNDS**

Public Works - Transportation - Road Operations  
Licenses, Permits and Franchises

Construction Permits	8330	0	1,980	0	0
Road Permits	8335	528,023	310,132	433,234	433,234
<b>Total Licenses, Permits and Franchises</b>		<b>528,023</b>	<b>312,112</b>	<b>433,234</b>	<b>433,234</b>

Revenue From Use of Money and Property

Interest	8500	131,029	229,064	168,250	168,250
Rents and Concessions	8525	(3,393)	10,720	19,000	19,000
<b>Total Revenue From Use of Money and Property</b>		<b>127,636</b>	<b>239,784</b>	<b>187,250</b>	<b>187,250</b>

Intergovernmental Revenues

State

Highway Users Tax	8605	47,594,635	36,874,554	35,214,000	35,214,000
Aid for Disaster	8750	252,956	348,790		
Aid for Exchange/Matching Funds	8765	1,194,369	1,194,369	1,194,369	1,194,369
Other State Support	8820	1,834,410	3,123,603	1,700,000	1,700,000
SB 90 Mandated Cost Reimbursement	8895	15,600		0	0
<b>Total State</b>		<b>50,891,970</b>	<b>41,541,316</b>	<b>38,108,369</b>	<b>38,108,369</b>

Federal

Federal - Capital Grants	9090	2,914,154	1,314,421	20,991,569	20,991,569
Aid for Disaster - FEMA	9095	221,266	465,126	0	0
Aid for Disaster - FHER	9100	368,665	(9,940)	0	0
Forest Reserve Revenue	9105	201,895	214,318	172,198	172,198
<b>Total Federal</b>		<b>3,705,980</b>	<b>1,983,925</b>	<b>21,163,767</b>	<b>21,163,767</b>

Other

Aid From Other Governmental Agencies	8842	3,651,173	1,099,352	1,668,713	1,668,713
Prop 1B Highway Safety	8890	3,426,069	0	0	0
<b>Total Other</b>		<b>7,077,242</b>	<b>1,099,352</b>	<b>1,668,713</b>	<b>1,668,713</b>

**Total Intergovernmental Revenues**

		<b>61,675,192</b>	<b>44,624,593</b>	<b>60,940,849</b>	<b>60,940,849</b>
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Charges For Current Services

Planning Services	9655	11,444	2,427	7,500	7,500
Land Development Engineering Svcs	9657	100,670	175,025	30,000	30,000
Developers Buy-in Fee	9665	271,543	166,987	200,000	200,000
Permit and Inspection Fees	9680	157,415	369,307	400,000	400,000
Road and Street Services	9690	81,459	(54,533)	17,500	17,500
Subrogation For Departments	9770	38,609	159,806	25,000	25,000
Surplus Property Sales	9830	5,040	0	0	0
Other Services	9800	1,028,027	816,013	3,479,720	3,479,720
<b>Total Charges For Current Services</b>		<b>1,694,207</b>	<b>1,635,032</b>	<b>4,159,720</b>	<b>4,159,720</b>

Other Revenue

Revenue Applicable to Prior Years	9910	1,093,387	(328,072)	0	0
Taxable Sales to the Public	9920	82	8	100	100
Other Sales	9930	6,682	2,278	12,500	12,500
Litigation Settlement	9948	41,228	0	0	0
Other Revenues	9955+	44,079	110,473	25,000	25,000
<b>Total Other Revenue</b>		<b>1,185,459</b>	<b>(215,313)</b>	<b>37,600</b>	<b>37,600</b>

Other Financing Sources

Operating Transfers In	9975	5,925,918	18,764,937	20,963,050	20,963,050
Residual Equity Transfers In	9995	341,201	0	0	0
Residual Equity Transfers Out	9999	(341,201)	0	0	0
Sale of Fixed Assets	9980, 9982	138,136	226,535	489,500	489,500
<b>Total Other Financing Sources</b>		<b>6,064,054</b>	<b>18,991,472</b>	<b>21,452,550</b>	<b>21,452,550</b>

**TOTAL Public Works - Transportation - Road Operations Financing Sources**

		<b>71,274,570</b>	<b>65,587,679</b>	<b>87,211,203</b>	<b>87,211,203</b>
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State Controller Schedules County Budget Act							Schedule 6
County of San Bernardino Detail of Additional Financing Sources by Fund and Account Governmental Funds Fiscal Year 2017							
Fund Name 1	Financing Source Category 2	Financing Source Account 3	REVENUE CODE	FY 2015 Actual 4	FY 2016 Actual 5	FY 2017 Recommended 6	FY 2017 Adopted by the Board of Supervisors 7

**SPECIAL REVENUE FUNDS**

<b>Public Health - Vector Control Assessments</b>							
<b>Taxes</b>							
		Penalties, Interest and Costs	8140, 8145	39,079	34,086	33,670	33,670
		<b>Total Taxes</b>		<b>39,079</b>	<b>34,086</b>	<b>33,670</b>	<b>33,670</b>
<b>Revenue From Use of Money and Property</b>							
		Interest	8500	12,201	18,931	15,404	15,404
		<b>Total Revenue From Use of Money and Property</b>		<b>12,201</b>	<b>18,931</b>	<b>15,404</b>	<b>15,404</b>
<b>Charges For Current Services</b>							
		Special Assessments All Prior Years	8155	84,370	77,599	84,837	84,837
		Special Assessments-Current Year	8160	1,592,058	1,601,068	1,602,470	1,602,470
		<b>Total Charges For Current Services</b>		<b>1,676,428</b>	<b>1,678,667</b>	<b>1,687,307</b>	<b>1,687,307</b>
<b>TOTAL Public Health - Vector Control Assessments Financing Sources</b>				<b>1,727,708</b>	<b>1,731,684</b>	<b>1,736,381</b>	<b>1,736,381</b>
<b>Public Health - Vital Statistics State Fees</b>							
<b>Revenue From Use of Money and Property</b>							
		Interest	8500	3,383	5,135	3,000	3,000
		<b>Total Revenue From Use of Money and Property</b>		<b>3,383</b>	<b>5,135</b>	<b>3,000</b>	<b>3,000</b>
<b>Charges For Current Services</b>							
		Recording Fees	9625	156,143	163,827	167,155	167,155
		<b>Total Charges For Current Services</b>		<b>156,143</b>	<b>163,827</b>	<b>167,155</b>	<b>167,155</b>
<b>TOTAL Public Health - Vital Statistics State Fees Financing Sources</b>				<b>159,526</b>	<b>168,962</b>	<b>170,155</b>	<b>170,155</b>
<b>Workforce Development</b>							
<b>Revenue From Use of Money and Property</b>							
		Interest	8500	3,763	5,578	4,000	4,000
		Rents and Concessions	8525	579,127	618,529	587,928	587,928
		<b>Total Revenue From Use of Money and Property</b>		<b>582,890</b>	<b>624,107</b>	<b>591,928</b>	<b>591,928</b>
<b>Intergovernmental Revenues</b>							
<b>State</b>							
		SB 90 Mandated Cost Reimbursement	8895	8,801	0	0	0
		<b>Total State</b>		<b>8,801</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Federal</b>							
		Federal - Grants	9094	14,569,524	17,746,675	22,952,739	22,952,739
		<b>Total Federal</b>		<b>14,569,524</b>	<b>17,746,675</b>	<b>22,952,739</b>	<b>22,952,739</b>
		<b>Total Intergovernmental Revenues</b>		<b>14,578,325</b>	<b>17,746,675</b>	<b>22,952,739</b>	<b>22,952,739</b>
<b>Other Financing Sources</b>							
		Prior Years Revenue	9910	104	0	0	0
		Litigation Settlement	9948	12,736	0	0	0
		Other Revenues	9955+	449,124	837,059	609,754	609,754
		<b>Total Other Revenue</b>		<b>461,964</b>	<b>837,059</b>	<b>609,754</b>	<b>609,754</b>
<b>Other Financing Sources</b>							
		Operating Transfers In	9975	151,876	213,754	232,746	232,746
		<b>Total Other Financing Sources</b>		<b>151,876</b>	<b>213,754</b>	<b>232,746</b>	<b>232,746</b>
<b>TOTAL Workforce Development Financing Sources</b>				<b>15,775,055</b>	<b>19,421,595</b>	<b>24,387,167</b>	<b>24,387,167</b>





State Controller Schedules County Budget Act							Schedule 6
County of San Bernardino Detail of Additional Financing Sources by Fund and Account Governmental Funds Fiscal Year 2017							
Fund Name 1	Financing Source Category 2	Financing Source Account 3	REVENUE CODE	FY 2015 Actual 4	FY 2016 Actual 5	FY 2017 Recommended 6	FY 2017 Adopted by the Board of Supervisors 7

**SPECIAL REVENUE FUNDS**

<b>Human Services - Wraparound Reinvestment Fund</b>							
<b>Revenue From Use of Money and Property</b>							
		Interest	8500	32,963	40,378	25,000	25,000
		<b>Total Revenue From Use of Money and Property</b>		<b>32,963</b>	<b>40,378</b>	<b>25,000</b>	<b>25,000</b>
<b>Charges For Current Services</b>							
		Ambulance Service Fees	9470	0	12,069	0	0
		<b>Total Charges For Current Services</b>		<b>0</b>	<b>12,069</b>	<b>0</b>	<b>0</b>
<b>Other Revenue</b>							
		Other Revenues	9955+	4,589,007	4,691,192	6,010,000	6,010,000
		<b>Total Other Revenue</b>		<b>4,589,007</b>	<b>4,691,192</b>	<b>6,010,000</b>	<b>6,010,000</b>
<b>TOTAL Human Services - Wraparound Reinvestment Fund Financing Sources</b>				<b>4,621,970</b>	<b>4,743,639</b>	<b>6,035,000</b>	<b>6,035,000</b>
<b>Domestic Violence AB 2405</b>							
<b>Revenue From Use of Money and Property</b>							
		Interest	8500	1	21	0	0
		<b>Total Revenue From Use of Money and Property</b>		<b>1</b>	<b>21</b>	<b>0</b>	<b>0</b>
<b>Other Revenue</b>							
		Other Revenues	9955+	1,839	12,905	0	0
		<b>Total Other Revenue</b>		<b>1,839</b>	<b>12,905</b>	<b>0</b>	<b>0</b>
<b>TOTAL Domestic Violence AB 2405 Financing Sources</b>				<b>1,840</b>	<b>12,926</b>	<b>0</b>	<b>0</b>
<b>TOTAL Special Revenue Funds Financing Sources</b>				<b>411,004,844</b>	<b>413,215,565</b>	<b>475,290,957</b>	<b>476,424,816</b>



State Controller Schedules County Budget Act							Schedule 6
County of San Bernardino Detail of Additional Financing Sources by Fund and Account Governmental Funds Fiscal Year 2017							
Fund Name 1	Financing Source Category 2	Financing Source Account 3	REVENUE CODE	FY 2015 Actual 4	FY 2016 Actual 5	FY 2017 Recommended 6	FY 2017 Adopted by the Board of Supervisors 7

**CAPITAL PROJECTS FUND**

Capital Improvements Fund

<b>Revenue From Use of Money and Property</b>							
	Interest	8500		3,781	5,430	0	0
	<b>Total Revenue From Use of Money and Property</b>			<b>3,781</b>	<b>5,430</b>	<b>0</b>	<b>0</b>
<b>Intergovernmental Revenues</b>							
	<b>State</b>						
	Other State Aid	8840		2,701,992	250,408	3,286,425	3,175,651
	<b>Total State</b>			<b>2,701,992</b>	<b>250,408</b>	<b>3,286,425</b>	<b>3,175,651</b>
	<b>Federal</b>						
	Federal - Grants	9094		0	0	559,343	559,343
	<b>Total Federal</b>			<b>0</b>	<b>0</b>	<b>559,343</b>	<b>559,343</b>
	<b>Total Intergovernmental Revenues</b>			<b>2,701,992</b>	<b>250,408</b>	<b>3,845,768</b>	<b>3,734,994</b>
<b>Charges For Current Services</b>							
	Other Services	9800		9,350	0	0	0
	<b>Total Charges For Current Services</b>			<b>9,350</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Revenue</b>							
	Other Revenues	9955+		446,383	4,236,572	50,000	73,760
	<b>Total Other Revenue</b>			<b>446,383</b>	<b>4,236,572</b>	<b>50,000</b>	<b>73,760</b>
<b>Other Financing Sources</b>							
	Operating Transfers In	9975		69,769,965	97,571,106	122,763,529	120,044,803
	Sale of Fixed Assets	9980		90,090	0	0	0
	Residual Equity Transfers In	9995		37,839,353	45,700,537	10,746,456	11,017,188
	Residual Equity Transfers Out	9999		(37,839,353)	(45,700,537)	(10,746,456)	(11,017,188)
	<b>Total Other Financing Sources</b>			<b>69,860,055</b>	<b>97,571,107</b>	<b>122,763,529</b>	<b>120,044,803</b>
<b>TOTAL Capital Improvements Fund Financing Sources</b>				<b>73,021,561</b>	<b>102,063,517</b>	<b>126,659,297</b>	<b>123,853,557</b>
<b>Redevelopment Agency (Housing Successor)</b>							
<b>Revenue From Use of Money and Property</b>							
	Interest	8500		75,115	123,010	52,600	52,600
	<b>Total Revenue From Use of Money and Property</b>			<b>75,115</b>	<b>123,010</b>	<b>52,600</b>	<b>52,600</b>
<b>Intergovernmental Revenues</b>							
	<b>Federal</b>						
	Federal - Grants	9094		0	790	0	0
	<b>Total Federal</b>			<b>0</b>	<b>790</b>	<b>0</b>	<b>0</b>
<b>Other Revenue</b>							
	Other Revenues	9955+		23,765,795	688	0	0
	<b>Total Other Revenue</b>			<b>23,765,795</b>	<b>688</b>	<b>0</b>	<b>0</b>
<b>Other Financing Sources</b>							
	Residual Equity Transfers In	9995		3	0	0	0
	Residual Equity Transfers Out	9985		(3)	0	0	0
	<b>Total Other Financing Sources</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL Redevelopment Agency (Housing Successor)</b>				<b>23,840,910</b>	<b>124,488</b>	<b>52,600</b>	<b>52,600</b>
<b>TOTAL Capital Projects Funds Financing Sources</b>				<b>96,862,471</b>	<b>102,188,004</b>	<b>126,711,897</b>	<b>123,906,157</b>
<b>TOTAL ALL FUNDS</b>				<b>3,107,418,058</b>	<b>3,223,047,738</b>	<b>3,089,169,510</b>	<b>3,078,776,020</b>





<b>State Controller Schedules</b>	<b>Schedule 7</b>			
<b>County Budget Act</b>				
<b>County of San Bernardino</b> <b>Summary of Financing Uses by Function and Fund</b> <b>Governmental Funds</b> <b>Fiscal Year 2017</b>				
<b>Description</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Recommended</b>	<b>FY 2017 Adopted by the Board of Supervisors</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

**Summarization by Function**

General	359,205,659	352,177,899	553,599,411	543,990,317
Public Protection	919,890,945	966,837,888	1,018,611,536	1,020,359,874
Public Ways and Facilities	75,361,237	67,342,212	121,556,712	123,680,416
Health and Sanitation	477,183,524	500,180,511	705,785,653	705,785,653
Public Assistance	1,092,480,350	1,153,558,042	1,267,161,034	1,263,490,747
Education	17,591,949	20,443,566	21,171,688	21,171,688
Recreation and Cultural Services	16,868,072	17,347,816	18,527,774	18,527,774
<b>Total Financing Uses by Function</b>	<b>2,958,581,736</b>	<b>3,077,887,933</b>	<b>3,706,413,808</b>	<b>3,697,006,469</b>

**Appropriation for Contingencies**

General Fund	0	0	10,170,981	81,656,833
Restricted General Fund	0	0	26,790,843	26,838,413
<b>Total Appropriation for Contingencies</b>	<b>0</b>	<b>0</b>	<b>36,961,824</b>	<b>108,495,246</b>

**Subtotal Financing Uses**

<b>2,958,581,736</b>	<b>3,077,887,933</b>	<b>3,743,375,632</b>	<b>3,805,501,715</b>
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**Provisions for Reserves and Designations**

General Fund	0	0	60,717,946	60,717,946
Agricultural, Weights & Measures - California Grazing Fees	0	0	0	4,667
Airports - Special Aviation	0	0	0	391,628
Assessor - Recording Fees	0	0	1,454,345	2,504,207
Auditor-Controller/Treasurer/Tax Collector - Redemption Maintenance	0	0	190,308	194,394
Behavioral Health - Block Grant Carryover	0	0	0	1,958,139
Behavioral Health - Driving Under the Influence Programs	0	0	3,451	40,798
Behavioral Health - Mental Health Services Act	0	0	0	6,544,701
County Library	0	0	614,835	1,338,106
County Trial Courts - Alternate Dispute Resolution Program	0	0	11,699	15,994
County Trial Courts - Court Alcohol and Drug Program	0	0	240,398	240,398
County Trial Courts - Courthouse Seismic Surcharge	0	0	0	39
County Trial Courts - Registration Fees	0	0	2,680	3,430



**State Controller Schedules** **Schedule 7**  
**County Budget Act**

**County of San Bernardino**  
**Summary of Financing Uses by Function and Fund**  
**Governmental Funds**  
**Fiscal Year 2017**

				<b>FY 2017 Adopted by the Board of Supervisors</b>
Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Recommended	
1	2	3	4	5

**Provisions for Reserves and Designations Continued**

District Attorney Special Projects	0	0	660,660	1,553,785
Domestic Violence AB 2405	0	0	14,010	12,925
Finance and Administration - Disaster Recovery Fund	0	0	9,783	267,553
Human Resources - Commuter Services	0	0	0	126,532
Human Resources - Employee Benefits and Services	0	0	0	103,254
Human Services - Domestic Violence/Child Abuse	0	0	71,008	53,975
Human Services - Marriage License Fees Surcharge	0	0	5,104	83,456
Human Services - Wraparound Reinvestment Fund	0	0	658,673	941,564
Master Settlement Agreement	0	0	216,315	281,264
Probation - Criminal Recidivism SB 678	0	0	0	1,712,903
Probation - Juvenile Justice Grant Program	0	0	674,550	1,653,206
Probation - Juvenile Re-Entry Program AB 1628	0	0	83,671	69,340
Public Health - Vector Control Assessments	0	0	329,532	571,276
Public Health - Vital Statistics State Fees	0	0	149,947	194,744
Public Works - Special Transportation	0	0	15,519,724	16,798,369
Public Works - Surveyor - Survey Monument Preservation	0	0	89,403	89,453
Public Works - Transportation - Road Operations	0	0	8,736,740	15,809,718
Real Estate Services - Chino Agricultural Preserve	0	0	11,887,705	11,954,416
Regional Parks - Calico Ghost Town Marketing Services	0	0	60,624	80,928
Regional Parks - County Trail System	0	0	12,414	98,333
Regional Parks - Off-Highway Vehicle License Fees	0	0	0	150,205
Regional Parks - Park Maintenance and Development	0	0	510,857	322,937
Regional Parks - San Manuel Amphitheater	0	0	0	38,041
Regional Parks - San Manuel Amphitheater Improvements	0	0	96,093	127,894
Special Districts - Fish and Game Commission	0	0	2,783	4,830
Workforce Development	0	0	310,372	695,518
	<b>0</b>	<b>0</b>	<b>103,335,630</b>	<b>127,750,866</b>

<b>Total Financing Uses</b>	<b>2,958,581,736</b>	<b>3,077,887,933</b>	<b>3,846,711,262</b>	<b>3,933,252,581</b>
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**Summarization by Fund**

General Fund	2,456,969,616	2,604,260,350	2,909,037,028	2,982,519,393
Restricted General Fund	771,213	3,414,880	49,675,850	46,453,716
Agricultural, Weights & Measures - California Grazing Fees	3,390	0	145,698	150,365
Airports - Special Aviation	3,720,757	2,167,961	7,260,685	7,652,313
Assessor - Recording Fees	3,240,204	2,320,272	5,872,288	6,922,150
Auditor-Controller/Treasurer/Tax Collector - Redemption Maintenance	0	0	390,308	394,394
Behavioral Health - Block Grant Carryover	13,729,151	8,719,630	11,965,086	13,923,225
Behavioral Health - Driving Under the Influence Programs	142,094	142,969	202,567	239,914
Behavioral Health - Mental Health Services Act	111,350,729	115,672,769	210,922,097	217,466,798
Community Development and Housing	13,549,101	15,969,153	36,258,817	32,536,834





<b>State Controller Schedules</b>	<b>Schedule 7</b>			
<b>County Budget Act</b>				
<p><b>County of San Bernardino</b>  <b>Summary of Financing Uses by Function and Fund</b>  <b>Governmental Funds</b>  <b>Fiscal Year 2017</b></p>				
<b>Description</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Recommended</b>	<b>FY 2017 Adopted by the Board of Supervisors</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

**Summarization by Fund Continued**

County Library	14,767,156	17,439,891	18,590,851	19,314,122
County Trial Courts - Alternate Dispute Resolution Program	476,667	360,000	371,799	376,094
County Trial Courts - Court Alcohol and Drug Program	210,642	63,574	800,398	800,398
County Trial Courts - Courthouse Seismic Surcharge	1,671,569	1,583,139	1,524,155	1,524,194
County Trial Courts - Registration Fees	0	0	2,680	3,430
District Attorney Special Projects	6,932,225	7,454,127	9,544,389	10,437,514
Domestic Violence AB 2405	0	0	14,010	12,925
Finance and Administration - Disaster Recovery Fund	0	0	9,783	267,553
Human Resources - Commuter Services	599,289	472,267	942,881	1,069,413
Human Resources - Employee Benefits and Services	2,786,215	2,884,071	3,568,640	3,671,894
Human Services - Domestic Violence/Child Abuse	763,222	564,400	635,408	618,375
Human Services - Marriage License Fees Surcharge	239,104	274,340	604,329	682,681
Human Services - Wraparound Reinvestment Fund	5,448,133	4,704,249	12,237,202	12,520,093
Local Law Enforcement Block Grant	1,125,589	971,623	1,312,021	1,312,021
Master Settlement Agreement	19,200,000	35,300,000	17,216,315	17,281,264
Preschool Services	50,400,444	50,824,835	50,690,123	50,690,123
Probation - Asset Forfeiture	0	0	86,607	74,432
Probation - Criminal Recidivism SB 678	2,532,042	9,303,265	8,080,878	9,793,781
Probation - Juvenile Justice Grant Program	5,897,380	6,259,617	7,853,110	8,831,766
Probation - Juvenile Re-Entry Program AB 1628	0	0	97,671	83,340
Public Health - Bio-Terrorism Preparedness	1,936,253	2,005,490	2,067,546	2,067,546
Public Health - Tobacco Use Reduction Now	(3,969)	0	0	0
Public Health - Vector Control Assessments	1,491,353	1,252,422	2,007,354	2,249,098
Public Health - Vital Statistics State Fees	117,636	184,218	331,359	376,156
Public Works - Special Transportation	9,085,098	10,451,203	28,554,324	31,660,466
Public Works - Surveyor - Survey Monument Preservation	52,297	411	169,919	169,969
Public Works - Transportation - Road Operations	62,548,527	53,008,457	111,171,927	118,541,112
Real Estate Services - Chino Agricultural Preserve	209,943	355,981	14,528,735	14,595,446
Regional Parks - Calico Ghost Town Marketing Services	453,106	464,163	541,135	561,439
Regional Parks - County Trail System	161,797	142,275	1,015,912	1,101,831
Regional Parks - Off-Highway Vehicle License Fees	73,233	983,788	700,585	850,790
Regional Parks - Park Maintenance and Development	647,289	180,375	1,463,872	1,275,952
Regional Parks - San Manuel Amphitheater	1,480,042	1,786,262	1,425,042	1,463,083
Regional Parks - San Manuel Amphitheater Improvements	(4,627)	(17,720)	321,093	352,894
Sheriff's Special Projects	21,807,555	19,548,445	20,828,097	22,528,610
Special Districts - Fish and Game Commission	3,586	518	10,513	12,560
Workforce Development	16,206,701	18,691,018	23,303,585	23,688,731
Capital Improvements	114,451,717	73,643,700	253,156,863	244,874,363
Redevelopment Agency (Housing Successor)	11,338,267	4,079,546	19,199,727	19,258,020
<b>Total Financing Uses</b>	<b>2,958,581,736</b>	<b>3,077,887,933</b>	<b>3,846,711,262</b>	<b>3,933,252,581</b>



<b>State Controller Schedules</b>	<b>Schedule 8</b>
<b>County Budget Act</b>	

**County of San Bernardino**  
**Detail of Financing Uses by Function, Activity and Budget Unit**  
**Governmental Funds**  
**Fiscal Year 2017**

				FY 2017 Adopted by the Board of Supervisors
Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Recommended	
1	2	3	4	5

**GENERAL FUNCTION**Legislative and Administrative:

Board of Supervisors	6,616,307	7,235,404	7,663,486	7,663,486
County Administrative Office	4,519,451	4,795,127	5,076,909	5,076,909
Clerk of the Board	2,097,581	1,957,453	2,099,466	2,099,466
Board Discretionary Funding	1,694,543	1,094,411	1,555,087	1,422,305
Litigation	639,407	389,711	395,761	745,761
Total Legislative and Administrative	15,567,288	15,472,105	16,790,709	17,007,927

Finance:

Assessor-Recorder-County Clerk	22,682,232	23,206,886	23,673,605	23,673,605
Auditor-Controller/Treasurer/Tax Collector	33,358,998	35,541,346	39,450,013	39,450,013
Finance and Administration	2,792,033	2,716,879	3,065,263	3,065,263
Non Departmental	79,258,946	109,603,605	110,380,766	111,260,766
Purchasing	2,131,953	2,455,319	2,536,046	2,536,046
Total Finance	140,224,161	173,524,036	179,105,693	179,985,693

Counsel:

County Counsel	7,991,203	8,224,117	9,654,658	9,654,658
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Personnel:

Human Resources	7,495,694	6,455,625	7,353,290	7,353,290
Center for Employee Health and Wellness	1,767,019	2,106,356	2,200,957	2,200,957
Unemployment Insurance	2,277,935	2,505,484	4,000,500	4,000,500
Total Personnel	11,540,648	11,067,465	13,554,747	13,554,747

Elections:

Registrar of Voters	8,114,296	9,152,195	9,571,324	9,571,324
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Property Management:

Architecture and Engineering	20,881	(66,307)	0	0
Facilities Management	13,933,419	16,390,077	17,273,477	17,273,477
Capital Facilities Leases	13,297,988	13,056,893	7,240,810	7,240,810
Rents and Leases	972,371	1,109,076	1,130,994	1,130,994
Real Estate Services	999,777	1,195,583	1,315,417	1,315,417
Utilities	17,615,633	17,852,005	19,585,889	19,585,889
Total Property Management	46,840,069	49,537,327	46,546,587	46,546,587



State Controller Schedules				Schedule 8
County Budget Act				
County of San Bernardino Detail of Financing Uses by Function, Activity and Budget Unit Governmental Funds Fiscal Year 2017				
Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Recommended	FY 2017 Adopted by the Board of Supervisors
1	2	3	4	5

**GENERAL FUNCTION**Plant Acquisition:

Capital Improvements Fund	114,451,717	73,643,700	253,156,863	244,874,363
Special Aviation - State	3,720,757	2,167,961	7,260,685	7,260,685
Courthouse Seismic Surcharge	1,671,569	1,583,139	1,524,155	1,524,155
<b>Total Plant Acquisition</b>	<b>119,844,043</b>	<b>77,394,800</b>	<b>261,941,703</b>	<b>253,659,203</b>

Other General:

Automated Systems Development	130,450	3,131,786	11,945,580	8,675,876
Community Services Group	0	262,850	274,090	274,090
Information Services Department	1,915,235	1,769,329	2,412,145	3,251,440
Redevelopment Agency (Housing Successor)	7,038,267	2,641,889	1,802,175	1,808,772
<b>Total Other General</b>	<b>9,083,952</b>	<b>7,805,854</b>	<b>16,433,990</b>	<b>14,010,178</b>

**TOTAL GENERAL FUNCTION**

<b>359,205,659</b>	<b>352,177,899</b>	<b>553,599,411</b>	<b>543,990,317</b>
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**PUBLIC PROTECTION FUNCTION**Judicial:

Court Facilities Payments	2,674,628	2,675,105	2,676,349	2,676,349
Courts Property Management	2,235,273	2,058,259	1,873,885	1,873,885
Court Facilities/Judicial Benefits	1,070,413	960,522	1,014,763	1,014,763
District Attorney - Criminal Prosecution	64,795,665	69,629,675	72,918,145	72,918,145
Child Support Services	38,541,524	39,920,184	39,889,701	39,889,701
Drug Court Programs	21,205	0	0	0
Grand Jury	301,050	344,743	442,952	442,952
Indigent Defense Program	9,736,915	10,083,393	10,043,258	10,043,258
Law and Justice Group Administration	81,160	90,323	5,000	5,000
Public Defender	34,673,410	36,156,934	38,520,660	38,520,660
Trial Court Funding - Maintenance of Effort	25,422,520	24,046,262	23,554,081	23,554,081
District Attorney - Prop. 172 Public Safety	66,305	0	0	0
District Attorney - Real Estate Fraud	1,683,017	2,068,155	2,728,385	2,728,385
District Attorney - Auto Insurance Fraud	637,529	644,921	689,455	689,455
District Attorney - Worker's Comp. Ins. Fraud	2,113,694	2,123,512	2,371,769	2,371,769
Drug Forfeiture/Hazardous Waste Awards	2,497,985	2,617,540	3,094,120	3,094,120
Marriage License Fee Program	239,104	274,340	599,225	599,225
Local Law Enforcement Block Grant	1,125,589	971,623	1,312,021	1,312,021
Alternate Dispute Resolution	476,667	360,000	360,100	360,100
Probation Asset Forfeiture	0	0	86,607	74,432
<b>Total Judicial</b>	<b>188,393,652</b>	<b>195,025,488</b>	<b>202,180,476</b>	<b>202,168,301</b>





<b>State Controller Schedules</b>	<b>Schedule 8</b>
<b>County Budget Act</b>	

**County of San Bernardino**  
**Detail of Financing Uses by Function, Activity and Budget Unit**  
**Governmental Funds**  
**Fiscal Year 2017**

	FY 2015 Actual	FY 2016 Actual	FY 2017 Recommended	FY 2017 Adopted by the Board of Supervisors
Description	2	3	4	5

**PUBLIC PROTECTION FUNCTION CONTINUED**Police Protection:

Sheriff-Coroner/Public Administrator	341,961,397	369,051,708	378,317,584	378,317,584
Sheriff-Coroner - Prop. 172 Public Safety	265,220	0	0	0
Sheriff's Special Projects	21,807,555	19,548,445	20,828,097	22,528,610
Total Police Protection	364,034,172	388,600,153	399,145,681	400,846,194

Detention and Correction:

Probation	148,025,725	140,232,117	153,136,633	153,196,633
Probation - Prop. 172 Public Safety	47,361	0	0	0
Sheriff-Coroner/Public Administrator	168,663,818	188,542,618	206,354,117	206,354,117
Juvenile Justice Grant Program	5,897,380	6,259,617	7,178,560	7,178,560
Juvenile Re-entry Program AB 1628	0	0	14,000	14,000
Criminal Recidivism SB 678	2,532,042	9,303,265	8,080,878	8,080,878
Total Detention and Correction	325,166,326	344,337,617	374,764,188	374,824,188

Protective Inspection:

Agriculture, Weights and Measures	6,892,399	6,791,833	7,222,637	7,222,637
Fire Hazard Abatement	2,049,695	2,073,601	2,589,266	2,589,266
Total Protective Inspection	8,942,094	8,865,434	9,811,903	9,811,903

Other Protection:

Land Use Services - Building and Safety	4,634,810	5,522,426	5,349,734	5,349,734
Land Use Services - Code Enforcement	4,991,663	5,583,668	5,822,393	5,822,393
Local Agency Formation Commission	288,274	294,039	308,741	308,741
Land Use Services - Land Development	930,798	747,949	928,324	928,324
Land Use Services - Administration	2,260,340	1,579,082	1,286,340	1,286,340
Public Guardian - Conservator	972,185	1,055,092	1,309,616	1,309,616
Land Use Services - Planning	10,937,953	7,629,544	7,325,595	7,325,595
Public Works - Surveyor	2,841,071	2,987,611	3,281,366	3,281,366
Realignment 2011 (AB 109)	261,876	283,094	377,746	377,746
Bio-Terrorism Preparedness	1,936,253	2,005,490	2,067,546	2,067,546
Survey Monument Preservation	52,297	411	80,516	80,516
Fish and Game Commission	3,586	518	7,730	7,730
California Grazing	3,390	0	145,698	145,698
Micrographics Fees	3,240,204	2,320,272	4,417,943	4,417,943
Total Other Protection	33,354,700	30,009,195	32,709,288	32,709,288

**TOTAL PUBLIC PROTECTION FUNCTION**

	<b>919,890,945</b>	<b>966,837,888</b>	<b>1,018,611,536</b>	<b>1,020,359,874</b>
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State Controller Schedules	Schedule 8
County Budget Act	
County of San Bernardino Detail of Financing Uses by Function, Activity and Budget Unit Governmental Funds Fiscal Year 2017	

Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Recommended	FY 2017 Adopted by the Board of Supervisors
1	2	3	4	5

**PUBLIC WAYS AND FACILITIES FUNCTION**Public Ways:

Special Transportation	9,085,098	10,451,203	13,284,600	15,112,097
Road Operations	62,548,527	53,008,457	102,185,187	102,481,394
Chino Agricultural Preserve	209,943	355,981	2,641,030	2,641,030
Total Public Ways	71,843,567	63,815,641	118,110,817	120,234,521

Transportation Terminals:

Airports	3,517,670	3,526,571	3,445,895	3,445,895
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**TOTAL PUBLIC WAYS AND FACILITIES FUNCTION**

	<b>75,361,237</b>	<b>67,342,212</b>	<b>121,556,712</b>	<b>123,680,416</b>
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**HEALTH AND SANITATION FUNCTION**Health:

Public Health	70,312,593	70,229,438	83,013,050	83,013,050
Tobacco Use Reduction Now	(3,969)	0	0	0
Vital Statistics State Fees	117,636	184,218	181,412	181,412
Commuter Services	599,289	472,267	942,881	942,881
Employee Benefits and Services	2,786,215	2,884,071	3,568,640	3,568,640
Vector Control Assessments	1,491,353	1,252,422	1,677,822	1,677,822
Total Health	75,303,117	75,022,416	89,383,805	89,383,805

Hospital Care:

Alcohol and Drug Services	0	14,967,298	14,759,663	14,759,663
California Children's Services	16,845,932	17,300,552	21,050,021	21,050,021
Indigent Ambulance	472,501	472,501	472,501	472,501
Health Administration	84,823,906	74,738,748	120,371,376	120,371,376
Behavioral Health	155,105,452	157,780,055	208,540,307	208,540,307
Health Realignment	0	0	10,561,681	10,561,681
Mental Health Services Act	111,350,729	115,672,769	210,922,097	210,922,097
Master Settlement Agreement	19,200,000	35,300,000	17,000,000	17,000,000
Driving Under the Influence Programs	142,094	142,969	199,116	199,116
Block Grant Carryover Program	13,729,151	8,719,630	11,965,086	11,965,086
Court Alcohol and Drug Program	210,642	63,574	560,000	560,000
Total Hospital Care	401,880,407	425,158,095	616,401,848	616,401,848

**TOTAL HEALTH AND SANITATION FUNCTION**

	<b>477,183,524</b>	<b>500,180,511</b>	<b>705,785,653</b>	<b>705,785,653</b>
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State Controller Schedules County Budget Act				Schedule 8
County of San Bernardino Detail of Financing Uses by Function, Activity and Budget Unit Governmental Funds Fiscal Year 2017				
Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Recommended	FY 2017 Adopted by the Board of Supervisors
1	2	3	4	5
<b><u>PUBLIC ASSISTANCE FUNCTION</u></b>				
<u>Administration:</u>				
Human Services - Administrative Claim	471,998,590	521,064,519	563,994,911	563,994,911
Domestic Violence/Child Abuse Services	531,812	531,812	531,812	531,812
Aging and Adult Services	9,287,355	9,543,034	9,450,173	9,450,173
Domestic Violence/Child Abuse	763,222	564,400	564,400	564,400
Total Administration	482,580,979	531,703,765	574,541,296	574,541,296
<u>Aid Programs:</u>				
Entitlement Payments (Child Care)	23,924,691	26,550,885	25,528,380	25,528,380
Out-of-Home Child Care	942,201	1,202,320	1,110,566	1,110,566
Aid to Adoptive Children	59,403,599	64,116,548	68,000,000	68,000,000
AFDC - Foster Care	125,199,511	136,813,781	148,623,654	148,623,654
Refugee Cash Assistance Program	57,430	96,202	125,000	125,000
Cash Assistance For Immigrants	2,055,872	2,132,373	2,521,954	2,521,954
CalWorks - All Other Families	249,204,994	239,968,573	244,312,640	244,312,640
Kinship Guardianship Assistance Program	9,328,611	10,887,708	12,305,750	12,305,750
CalWorks - 2 Parent Families	43,667,283	41,867,003	43,850,925	43,850,925
Wraparound Reinvestment Fund	5,448,133	4,704,249	11,578,529	11,578,529
Total Aid Programs	519,232,325	528,339,643	557,957,398	557,957,398
<u>General Relief:</u>				
Aid to Indigents	1,392,137	1,511,389	1,556,873	1,556,873
<u>Veterans' Services:</u>				
Veterans' Affairs	1,944,492	1,914,902	2,230,326	2,230,326
<u>Other Assistance:</u>				
Community Development and Housing	17,849,101	14,552,819	52,473,289	48,801,953
Economic Development	2,874,171	2,914,623	3,535,436	3,535,436
Redevelopment Agency (Housing Successor)	0	3,105,049	1,183,080	1,184,129
Preschool Services	50,400,444	50,824,835	50,690,123	50,690,123
Workforce Development	16,206,701	18,691,018	22,993,213	22,993,213
Total Other Assistance	87,330,417	90,088,343	130,875,141	127,204,854
<b>TOTAL PUBLIC ASSISTANCE FUNCTION</b>	<b>1,092,480,350</b>	<b>1,153,558,042</b>	<b>1,267,161,034</b>	<b>1,263,490,747</b>



<b>State Controller Schedules</b>	<b>Schedule 8</b>
<b>County Budget Act</b>	
<p><b>County of San Bernardino</b>  <b>Detail of Financing Uses by Function, Activity and Budget Unit</b>  <b>Governmental Funds</b>  <b>Fiscal Year 2017</b></p>	

Description	FY 2015 Actual	FY 2016 Actual	FY 2017 Recommended	FY 2017 Adopted by the Board of Supervisors
1	2	3	4	5

**EDUCATION FUNCTION**

School Administration:

County Schools	2,824,794	3,003,675	3,195,672	3,195,672
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Library:

County Library	14,767,156	17,439,891	17,799,116	17,799,116
Bloomington Library Reserve	0	0	176,900	176,900
	14,767,156	17,439,891	17,976,016	17,976,016

**TOTAL EDUCATION FUNCTION**

	<b>17,591,949</b>	<b>20,443,566</b>	<b>21,171,688</b>	<b>21,171,688</b>
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**RECREATION AND CULTURAL SERVICES FUNCTION**

Recreation Facilities:

Regional Parks	11,276,761	10,376,465	9,891,178	9,891,178
County Trail System	161,797	142,275	1,003,498	1,003,498
Off-Highway Vehicle License Fees	73,233	983,788	700,585	700,585
San Manuel Amphitheater	1,480,042	1,786,262	1,425,042	1,425,042
San Manuel Amphitheater Improvements	(4,627)	(17,720)	225,000	225,000
Park Maintenance/Development	647,289	180,375	953,015	953,015
Calico Ghost Town Marketing Services	453,106	464,163	480,511	480,511
Total Recreation Facilities	14,087,601	13,915,608	14,678,829	14,678,829

Culture:

County Museum	2,780,471	3,432,208	3,848,945	3,848,945
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**TOTAL RECREATION AND CULTURAL SERVICES FUNCTION**

	<b>16,868,072</b>	<b>17,347,816</b>	<b>18,527,774</b>	<b>18,527,774</b>
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**TOTAL SPECIFIC FINANCING USES**

	<b>2,958,581,736</b>	<b>3,077,887,933</b>	<b>3,706,413,808</b>	<b>3,697,006,469</b>
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County of San Bernardino  
Special Districts and Other Agencies Summary - Non Enterprise  
Fiscal Year 2017

District Name	Total Financing Sources				Total Financing Uses		
	Fund Balance Available June 30, 2016	Decreases To Obligated Fund Balances	Additional Financing Sources	Total Financing Sources	Financing Uses	Increases To Obligated Fund Balances	Total Financing Uses
<b>COUNTY SERVICE AREAS - CAPITAL PROJECTS</b>							
CSA 70 TV-4/5 PNT0 MTN PWR CBL	146,816	363	0	147,179	147,179	0	147,179
CSA20 JSH TR BALL FIELD IMPROV	(50,127)	50,128	0	1	1	0	1
CSA #69 LAKE ARROWHEAD ROAD	128,763	0	25,000	153,763	153,763	0	153,763
CSA20 JSH TR DESERT VIEW CONS	17,693	0	400,000	417,693	417,693	0	417,693
LAKE GREGORY DAM REHABILITATION	1,000,924	0	8,513,000	9,513,924	9,513,924	0	9,513,924
CSA 18 ROAD PAVING	94	0	(94)	0	0	0	0
COUNTYWIDE IMPROVEMENTS	2,598	0	5,380,615	5,383,213	5,383,213	0	5,383,213
CSA 40 CAPITAL IMPROVEMENTS	71,489	9,432	0	80,921	80,921	0	80,921
CSA 59 ROAD PAVING	0	0	200,000	200,000	200,000	0	200,000
ENGINEERING FOR PARK PROJECT	60,912	0	0	60,912	60,912	0	60,912
CSA 120 CAPITAL IMPROVEMENTS	50,000	0	415,000	465,000	465,000	0	465,000
LUCERNE VALLEY CAPITAL IMPROVEMENTS	4,913	0	(4,913)	0	0	0	0
<b>TOTAL COUNTY SERVICE AREAS - CAPITAL PROJECTS</b>	<b>1,434,075</b>	<b>59,923</b>	<b>14,928,608</b>	<b>16,422,606</b>	<b>16,422,606</b>	<b>0</b>	<b>16,422,606</b>
<b>COUNTY SERVICE AREAS - SPECIAL REVENUE</b>							
CSA 18 CEDARPINES PRK	171,422	0	279,206	450,628	299,436	151,192	450,628
CSA 20 JOSHUA TREE	(93,432)	160,199	728,871	795,638	795,638	0	795,638
CSA 29 LUCERNE VALLEY	71,648	0	532,140	603,788	444,104	159,684	603,788
CSA 30 STREET LIGHTS	1,786	0	5,162	6,948	5,567	1,381	6,948
CSA 40 ELEPHANT MTN	128,885	0	336,075	464,960	357,791	107,169	464,960
CSA 42 PARK	(2,804)	17,672	29,843	44,711	44,711	0	44,711
CSA 54 CREST FOREST	14,973	6,692	34,347	56,012	56,012	0	56,012
CSA 56 WRIGHTWOOD	19,383	26,687	137,887	183,957	183,957	0	183,957
CSA 59 DEER LODGE PRK	22,493	74,479	173,644	270,616	270,616	0	270,616
CSA 63 YUCAIPA	72,554	0	108,943	181,497	135,771	45,726	181,497
CSA 68 VLLY OF THE MOON	16,559	0	41,932	58,491	36,761	21,730	58,491
CSA 69 LAKE ARROWHWD	12,233	4,868	70,080	87,181	87,181	0	87,181
CSA 70:							
COUNTYWIDE	4,951,117	0	4,482,941	9,434,058	8,616,658	817,400	9,434,058
COUNTYWIDE-TERM BENEFITS	14,188	0	0	14,188	0	14,188	14,188
COUNTYWIDE-EQUIPMENT REP	(195,078)	0	200,000	4,922	0	4,922	4,922
COUNTYWIDE AUGMENTATION RESERVE	1,850,082	354,918	0	2,205,000	2,205,000	0	2,205,000
COUNTYWIDE CSA LOAN FUND (RESERVE)	392,096	150,484	455,000	997,580	997,580	0	997,580
CFD 2006-1 LYTLE CREEK DB	30,240	0	45,569	75,809	32,538	43,271	75,809
EL MIRAGE STREELIGHT	21,100	0	0	21,100	1,500	19,600	21,100
ZONE EV-1 EAST VALLEY	25,081	1,853	645	27,579	27,579	0	27,579
ZONE D-1 LAKE ARROW DAM	242,934	0	528,457	771,391	306,169	465,222	771,391
ZONE DB-1 BLOOMINGTON	25,521	0	45,956	71,477	57,512	13,965	71,477
ZONE DB-2 BIG BEAR	0	0	95,998	95,998	15,155	80,843	95,998
ZONE EV-1 CITRUS STREETLIGHTING	11,774	0	43,761	55,535	43,158	12,377	55,535
ZONE G WRIGHTWOOD	38,332	45,674	166,642	250,648	250,648	0	250,648
PRD G-1 WRIGHTWOOD	51	0	99,400	99,451	99,400	51	99,451
ZONE GH GLEN HELEN STREETLIGHTING	33,950	0	83,778	117,728	86,740	30,988	117,728
ZONE M WONDER VLLY	23,023	0	62,067	85,090	77,808	7,282	85,090
ZONE M WONDER VLLY	(15,845)	24,246	88,973	97,374	97,374	0	97,374
ZONE OS-1 N.ETIWANDA PRE	3,042	0	959,618	962,660	887,247	75,413	962,660
ZONE P-6 EL MIRAGE	4,708	17,108	39,162	60,978	60,978	0	60,978
ZONE P-8 FONTANA	8,922	6,681	243	15,846	15,846	0	15,846
ZONE P-10 MENTONE	35,435	0	49,225	84,660	68,324	16,336	84,660
ZONE P-12 MONTCLAIR	16,992	0	27,869	44,861	32,175	12,686	44,861
ZONE P-13 EL RANCHO VERDE	44,233	0	72,088	116,321	84,367	31,954	116,321
ZONE P-14 MENTONE	21,043	3,979	38,670	63,692	63,692	0	63,692
ZONE P-16 EAGLE CREST	12,305	0	18,560	30,865	25,802	5,063	30,865
ZONE P-17 BLOOMINGTON	723	0	40	763	0	763	763
ZONE P-18 RANDALL CROSSINGS	12,134	0	12,356	24,490	13,993	10,497	24,490
ZONE P-19 GREGORY CROSSINGS	24,429	0	19,858	44,287	24,380	19,907	44,287
ZONE P-20 MULBERRY HEIGHTS	14,989	0	20,045	35,034	23,223	11,811	35,034
ZONE R-2 TWIN PEAKS	45,130	0	88,085	133,215	44,958	88,257	133,215
ZONE R-3 ERWIN LAKE	10,302	21,832	72,612	104,746	104,746	0	104,746
ZONE R-4 CEDARGLEN	2,793	3,334	2,770	8,897	8,897	0	8,897
ZONE R-5 SUGARLOAF	83,566	0	264,449	348,015	343,645	4,370	348,015
ZONE R-7 LAKE ARROWHWD	3,681	0	6,339	10,020	6,355	3,665	10,020
ZONE R-8 RIVERSIDE TERRACE	36,595	0	26,526	63,121	36,746	26,375	63,121
ZONE R-9 RIM FOREST	7,620	102	8,953	16,675	16,675	0	16,675



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District Name	Total Financing Sources				Total Financing Uses		
	Fund Balance Available June 30, 2016	Decreases To Obligated Fund Balances	Additional Financing Sources	Total Financing Sources	Financing Uses	Increases To Obligated Fund Balances	Total Financing Uses
<b>COUNTY SERVICE AREAS – SPECIAL REVENUE CONTINUED</b>							
ZONE R-12 BALDWIN LK	7,309	75	11,656	19,040	19,040	0	19,040
ZONE R-13 LK ARRHD N.SH.	12,990	0	9,015	22,005	21,512	493	22,005
ZONE R-15 LANDERS	13,145	10,419	70,825	94,389	94,389	0	94,389
ZONE R-16 RN. SPRGS. TR	17,205	0	15,075	32,280	26,692	5,588	32,280
ZONE R-19 COPPER MTN	4,241	0	44,735	48,976	41,290	7,686	48,976
ZONE R-20 FLAMINGO HTS	5,815	5,197	11,900	22,912	22,912	0	22,912
ZONE R-21 MTN. VIEW	578	0	3,335	3,913	3,505	408	3,913
ZONE R-22 TWIN PEAKS	12,475	0	18,925	31,400	29,269	2,131	31,400
ZONE R-23 MILE HIGH	8,546	4,666	16,770	29,982	29,982	0	29,982
ZONE R-25 LUCERNE	697	0	2,797	3,494	3,032	462	3,494
ZONE R-26 YUCCA MESA	7,112	1,379	6,947	15,438	15,438	0	15,438
ZONE R-29 YUCCA MESA	4,003	1,864	7,512	13,379	13,379	0	13,379
ZONE R-30 VERDEMONT	499	590	2,693	3,782	3,782	0	3,782
ZONE R-31 LYTLE CREEK	2,618	0	5,122	7,740	5,607	2,133	7,740
ZONE R-33 FAIRWAY BLV	7,925	0	11,006	18,931	14,229	4,702	18,931
ZONE R-34 BIG BEAR RDS	4,763	413	2,451	7,627	7,627	0	7,627
ZONE R-35 CEDAR GLEN	1,267	0	2,261	3,528	3,528	0	3,528
ZONE R-36 PAN SPRINGS	3,142	0	9,986	13,128	10,414	2,714	13,128
ZONE R-39 HIGHLAND ESTATES	(4,248)	0	72,279	68,031	59,152	8,879	68,031
ZONE R-40 UPPER NO. BAY LK ARROW	18,880	44,596	18,253	81,729	81,729	0	81,729
ZONE R-41 QUAIL SUMMIT	13,551	4,012	8,575	26,138	26,138	0	26,138
ZONE R-42 WINDY PASS	17,169	0	42,593	59,762	21,911	37,851	59,762
ZONE R-44 SAW PIT CANYON	4,817	0	11,047	15,864	12,920	2,944	15,864
ZONE R-45 ERWIN LAKE	7,976	0	10,593	18,569	16,786	1,783	18,569
ZONE R-46 S. FAIRWAY DRIVE	20,352	0	6,335	26,687	7,469	19,218	26,687
ZONE R-47 ROCKY POINT	(114,864)	0	160,425	45,561	22,903	22,658	45,561
ZONE TV-2 MORONGO	49,700	0	152,058	201,758	85,920	115,838	201,758
ZONE TV-4 WONDER VALLEY	16,890	0	29,969	46,859	29,444	17,415	46,859
ZONE TV-5 MESA	77,139	0	189,074	266,213	204,516	61,697	266,213
ZONE W HINKLEY PARK	14,711	0	23,888	38,599	29,093	9,506	38,599
CSA 79 R-1 THE MEADOW	12,892	0	25,531	38,423	22,177	16,246	38,423
CSA 82 ROADSIDE PARK	2,390	0	27,050	29,440	27,750	1,690	29,440
CSA SL-1 VALLEY WIDE	262,801	0	635,604	898,405	669,343	229,062	898,405
CSA SL-2 CHINO	1,363	136	3,225	4,724	4,724	0	4,724
CSA SL-3 MENTONE	1,014	0	4,285	5,299	4,711	588	5,299
CSA SL-4 BLOOMINGTON	797	0	3,283	4,080	3,980	100	4,080
CSA SL-5 MUSCOY	6,678	0	46,225	52,903	39,144	13,759	52,903
<b>TOTAL COUNTY SERVICE AREAS - SPECIAL REVENUE</b>	<b>8,797,246</b>	<b>994,155</b>	<b>12,328,088</b>	<b>22,119,489</b>	<b>19,229,850</b>	<b>2,889,639</b>	<b>22,119,489</b>

**FIRE PROTECTION AND SERVICE ZONES**

SAN BERNARDINO CO FIRE PROTECTION DISTRICT	(218,373)	218,373	22,703,021	22,703,021	22,703,021	0	22,703,021
SBCFPD GENERAL RESERVES	6,809,386	0	570,619	7,380,005	3,647,779	3,732,226	7,380,005
SBCFPD TERMINATION BENEFITS	15,909	0	28,000	43,909	(341,640)	385,549	43,909
OFFICE OF EMERGENCY SERVICES	(160,632)	266,252	2,806,014	2,911,634	2,911,634	0	2,911,634
HOUSEHOLD HAZARDOUS WASTE	133,166	0	3,262,929	3,396,095	3,262,929	133,166	3,396,095
HAZARDOUS MATERIALS	1,249,129	0	8,171,535	9,420,664	8,171,535	1,249,129	9,420,664
HAZMAT GENERAL RESERVES	4,241,181	0	145,262	4,386,443	2,619,375	1,767,068	4,386,443
HAZMAT (CUPA-STATEWIDE PENALTIES) GENERAL	229,628	0	10,000	239,628	145,556	94,072	239,628
HAZMAT (CUPA-ADMIN PENALTIES) GENERAL	44	0	100	144	0	144	144
HAZMAT (STATEWIDE TANK PENALTIES) GENERAL	43,183	0	1,000	44,183	0	44,183	44,183
MOUNTAIN REGIONAL SERVICE ZONE	449,517	0	18,293,696	18,743,213	18,663,316	79,897	18,743,213
MOUNTAIN REGIONAL SERVICE ZONE-RESERVES	1,868,883	0	1,500	1,870,383	1,356,610	513,773	1,870,383
NORTH DESERT REGIONAL SERVICE ZONE	356,645	0	45,826,893	46,183,538	45,826,893	356,645	46,183,538
NORTH DESERT REGIONAL SERVICE ZONE-RESERVES	2,469,748	0	2,000	2,471,748	511,109	1,960,639	2,471,748
SOUTH DESERT REGIONAL SERVICE ZONE	291,957	0	16,091,822	16,383,779	16,091,822	291,957	16,383,779
SOUTH DESERT REGIONAL SERVICE ZONE-RESERVES	527,868	0	100	527,968	121,500	406,468	527,968
VALLEY REGIONAL SERVICE ZONE	(113,547)	305,200	65,739,855	65,931,508	65,931,508	0	65,931,508
VALLEY REGIONAL SERVICE ZONE-RESERVES	3,786,862	0	1,849,330	5,636,192	0	5,636,192	5,636,192
CFPD 2007 STATE HMLND SCRTRY GRANT	11,071	0	4,392,392	4,403,463	4,392,392	11,071	4,403,463
CFPD KAISER COMM	6,414	0	300,200	306,614	300,200	6,414	306,614
CITY OF SAN BERNARDINO WORKERS COMPENSATION	1,336,676	0	0	1,336,676	0	1,336,676	1,336,676
<b>TOTAL FIRE PROTECTION AND SERVICE ZONES</b>	<b>23,334,715</b>	<b>789,825</b>	<b>190,196,268</b>	<b>214,320,808</b>	<b>196,315,539</b>	<b>18,005,269</b>	<b>214,320,808</b>



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District Name	Total Financing Sources				Total Financing Uses		
	Fund Balance Available June 30, 2016	Decreases To Obligated Fund Balances	Additional Financing Sources	Total Financing Sources	Financing Uses	Increases To Obligated Fund Balances	Total Financing Uses
<b>FLOOD CONTROL DISTRICT</b>							
FLOOD CONTROL	48,157,309	0	68,018,379	116,175,688	101,140,862	15,034,826	116,175,688
<b>TOTAL FLOOD CONTROL DISTRICT</b>	<b>48,157,309</b>	<b>0</b>	<b>68,018,379</b>	<b>116,175,688</b>	<b>101,140,862</b>	<b>15,034,826</b>	<b>116,175,688</b>
<b>PARK DISTRICTS - CAPITAL PROJECTS</b>							
KESSLER PARK BALL FIELD	77,054	0	0	77,054	77,054	0	77,054
MOONRIDGE ANIMAL PARK RELOCATION	4,959,402	0	4,215,000	9,174,402	9,174,402	0	9,174,402
ERWIN PARK IMPROVEMENTS	69,454	6,935	0	76,389	76,389	0	76,389
<b>TOTAL PARK DISTRICTS - CAPITAL PROJECTS</b>	<b>5,105,910</b>	<b>6,935</b>	<b>4,215,000</b>	<b>9,327,845</b>	<b>9,327,845</b>	<b>0</b>	<b>9,327,845</b>
<b>PARK DISTRICTS - SPECIAL REVENUE</b>							
BIG BEAR PARK	940,368	0	3,546,136	4,486,504	4,010,139	476,365	4,486,504
BLOOMINGTON PARK	38,113	0	311,120	349,233	294,359	54,874	349,233
<b>TOTAL PARK DISTRICTS - SPECIAL REVENUE</b>	<b>978,481</b>	<b>0</b>	<b>3,857,256</b>	<b>4,835,737</b>	<b>4,304,498</b>	<b>531,239</b>	<b>4,835,737</b>
<b>OTHER AGENCIES</b>							
IN-HOME SUPPORTIVE SERVICES PUBLIC AUTHORITY	(61,420)	61,420	7,826,150	7,826,150	7,826,150	0	7,826,150
ECONOMIC AND COMMUNITY DEVELOPMENT CORPORATION	42	1	0	43	43	0	43
INLAND COUNTIES EMERGENCY MEDICAL AGENCY	78,630	0	4,139,228	4,217,858	4,051,140	166,718	4,217,858
COUNTY INDUSTRIAL DEVELOPMENT AUTHORITY (COIDA)	56,585	0	150	56,735	56,616	119	56,735
<b>TOTAL OTHER AGENCIES</b>	<b>73,837</b>	<b>61,421</b>	<b>11,965,528</b>	<b>12,100,786</b>	<b>11,933,949</b>	<b>166,837</b>	<b>12,100,786</b>
<b>GRAND TOTAL</b>	<b>87,881,573</b>	<b>1,912,259</b>	<b>305,509,127</b>	<b>395,302,959</b>	<b>358,675,149</b>	<b>36,627,810</b>	<b>395,302,959</b>



County of San Bernardino  
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District Name	Total Fund Balance June 30, 2016	Less: Obligated Fund Balances			Fund Balances Available (GAAP Basis) June 30, 2016	Minus GASB 31 Adjustment	Fund Balances Available (Budgetary Basis) June 30, 2016
		Encumbrances	Nonspendable, Restricted and Committed	Assigned			
<b>COUNTY SERVICE AREAS - CAPITAL PROJECTS</b>							
CSA 70 TV-4/5 PNTD MTN PWR CBL	147,605	0	(363)	0	147,242	(426)	146,816
CSA20 JSH TR BALL FIELD IMPROV	39	0	(50,128)	0	(50,089)	(38)	(50,127)
CSA #69 LAKE ARROWHEAD ROAD	130,117	0	0	0	130,117	(1,354)	128,763
CSA20 JSH TR DESERT VIEW CONS	17,693	0	0	0	17,693	0	17,693
LAKE GREGORY DAM REHABILITATION	1,001,386	0	0	0	1,001,386	(462)	1,000,924
CSA 18 ROAD PAVING	344	0	0	0	344	(250)	94
COUNTYWIDE IMPROVEMENTS	2,620	0	0	0	2,620	(22)	2,598
CSA 40 CAPITAL IMPROVEMENTS	100,844	(19,640)	(9,432)	0	71,772	(283)	71,489
CSA 59 ROAD PAVING	0	0	0	0	0	0	0
CSA 70 R-43 ROAD IMPROVEMENTS	0	0	0	0	0	0	0
R-2 ROAD IMPROVEMENT PROJECT	0	0	0	0	0	0	0
R-46 ROAD IMPROVEMENTS	0	0	0	0	0	0	0
CSA 20 REPLACE SR CTR KITCHEN	0	0	0	0	0	0	0
ENGINEERING FOR PARK PROJECT	461,911	(400,378)	0	0	61,533	(621)	60,912
CSA 70 R-39 ASPHALT & BERM	0	0	0	0	0	0	0
CSA 120 CAPITAL IMPROVEMENTS	50,000	0	0	0	50,000	0	50,000
LUCERNE VALLEY CAPITAL IMPROVEMENTS	5,030	0	0	0	5,030	(117)	4,913
<b>TOTAL COUNTY SERVICE AREAS - CAPITAL PROJECTS</b>	<b>1,917,589</b>	<b>(420,018)</b>	<b>(59,923)</b>	<b>0</b>	<b>1,437,648</b>	<b>(3,573)</b>	<b>1,434,075</b>
<b>COUNTY SERVICE AREAS - SPECIAL REVENUE</b>							
CSA 18 CEDARPINES PRK	394,294	0	(222,052)	0	172,242	(820)	171,422
CSA 20 JOSHUA TREE	100,683	0	(193,120)	(500)	(92,937)	(495)	(93,432)
CSA 29 LUCERNE VALLEY	88,050	0	(8,779)	(7,623)	71,648	0	71,648
CSA 30 STREET LIGHTS	1,789	0	0	0	1,789	(3)	1,786
CSA 40 ELEPHANT MTN	1,187,233	0	(1,055,266)	0	131,967	(3,082)	128,885
CSA 42 PARK	15,264	0	(18,068)	0	(2,804)	0	(2,804)
CSA 54 CREST FOREST	61,731	0	(46,593)	0	15,138	(165)	14,973
CSA 56 WRIGHTWOOD	57,733	0	(37,803)	(305)	19,625	(242)	19,383
CSA 59 DEER LODGE PRK	261,618	0	(238,345)	0	23,273	(780)	22,493
CSA 63 YUCAIPA	395,463	(7,335)	(308,953)	(5,590)	73,585	(1,031)	72,554
CSA 68 VLLY OF THE MOON	111,768	0	(94,937)	0	16,831	(272)	16,559
CSA 69 LAKE ARROWHD	75,640	0	(63,117)	0	12,523	(290)	12,233
CSA 70:							
COUNTYWIDE	7,288,837	(1,296,007)	(1,026,658)	(1,000)	4,965,172	(14,055)	4,951,117
COUNTYWIDE-TERM BENEFITS	2,539,282	0	(2,517,997)	0	21,285	(7,097)	14,188
COUNTYWIDE-EQUIPMENT REP	44,895	0	(237,511)	0	(192,616)	(2,462)	(195,078)
COUNTYWIDE AUGMENTATION RESERVE	4,488,280	0	(2,625,384)	0	1,862,896	(12,814)	1,850,082
COUNTYWIDE CSA LOAN FUND (RESERVE)	793,457	0	(400,484)	0	392,973	(877)	392,096
CFD 2006-1 LYTLE CREEK DB	427,432	0	(396,053)	0	31,379	(1,139)	30,240
EL MIRAGE STREELIGHT	21,100	0	0	0	21,100	0	21,100
ZONE EV-1 EAST VALLEY	208,399	0	(182,728)	0	25,671	(590)	25,081
ZONE D-1 LAKE ARROW DAM	1,630,972	0	(1,383,118)	0	247,854	(4,920)	242,934
ZONE DB-1 BLOOMINGTON	113,310	0	(87,494)	0	25,816	(295)	25,521
ZONE EV-1 CITRUS STREETLIGHTING	90,548	0	(78,549)	0	11,999	(225)	11,774
ZONE G WRIGHTWOOD	84,672	0	(45,674)	0	38,998	(666)	38,332
PRD G-1 WRIGHTWOOD	72	0	(2)	0	70	(19)	51
ZONE GH GLEN HELEN STREETLIGHTING	90,000	0	(55,825)	0	34,175	(225)	33,950
ZONE M WONDER VLLY PARK	61,295	0	(37,802)	(300)	23,193	(170)	23,023
ZONE M WONDER VLLY ROAD	8,683	0	(24,246)	0	(15,563)	(282)	(15,845)
ZONE OS-1 N.ETIWANDA PRE	10,096	0	(7,016)	0	3,080	(38)	3,042
ZONE P-6 EL MIRAGE	21,894	0	(17,108)	0	4,786	(78)	4,708
ZONE P-8 FONTANA	48,704	0	(39,627)	0	9,077	(155)	8,922
ZONE P-10 MENTONE	63,491	0	(27,906)	0	35,585	(150)	35,435
ZONE P-12 MONTCLAIR	93,367	0	(76,129)	0	17,238	(246)	16,992





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County of San Bernardino  
Fund Balance - Special Districts and Other Agencies- Non Enterprise  
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District Name	Total Fund Balance June 30, 2016	Less: Obligated Fund Balances			Fund Balances Available (GAAP Basis) June 30, 2016	Minus GASB 31 Adjustment	Fund Balances Available (Budgetary Basis) June 30, 2016
		Encumbrances	Nonspendable, Restricted and Committed	Assigned			
<b>COUNTY SERVICE AREAS – SPECIAL REVENUE CONTINUED</b>							
ZONE P-13 EL RANCHO VERDE	106,780	0	(62,308)	0	44,472	(239)	44,233
ZONE P-14 MENTONE	207,191	0	(185,558)	0	21,633	(590)	21,043
ZONE P-16 EAGLE CREST	61,768	0	(49,293)	0	12,475	(170)	12,305
ZONE P-17 BLOOMINGTON	9,236	0	(8,489)	0	747	(24)	723
ZONE P-18 RANDALL CROSSINGS	22,899	0	(10,715)	0	12,184	(50)	12,134
ZONE P-19 GREGORY CROSSINGS	24,501	0	0	0	24,501	(72)	24,429
ZONE P-20 MULBERRY HEIGHTS	30,213	0	(15,165)	0	15,048	(59)	14,989
ZONE R-2 TWIN PEAKS	121,936	0	(76,562)	0	45,374	(244)	45,130
ZONE R-3 ERWIN LAKE	83,432	0	(72,867)	0	10,565	(263)	10,302
ZONE R-4 CEDARGLEN	6,182	0	(3,370)	0	2,812	(19)	2,793
ZONE R-5 SUGARLOAF	366,793	0	(282,210)	0	84,583	(1,017)	83,566
ZONE R-7 LAKE ARROWHD	15,088	0	(11,370)	0	3,718	(37)	3,681
ZONE R-8 RIVERSIDE TERRACE	170,260	0	(133,132)	0	37,128	(533)	36,595
ZONE R-9 RIM FOREST	9,507	0	(1,861)	0	7,646	(26)	7,620
ZONE R-12 BALDWIN LK	16,776	0	(9,409)	0	7,367	(58)	7,309
ZONE R-13 LK ARRHHD N.SH.	26,920	0	(13,853)	0	13,067	(77)	12,990
ZONE R-15 LANDERS	30,541	0	(17,264)	0	13,277	(132)	13,145
ZONE R-16 RN. SPRGS. TR	28,137	0	(10,864)	0	17,273	(68)	17,205
ZONE R-19 COPPER MTN	15,269	0	(10,983)	0	4,286	(45)	4,241
ZONE R-20 FLAMINGO HTS	11,604	0	(5,749)	0	5,855	(40)	5,815
ZONE R-21 MTN. VIEW	682	0	(101)	0	581	(3)	578
ZONE R-22 TWIN PEAKS	24,554	0	(12,017)	0	12,537	(62)	12,475
ZONE R-23 MILE HIGH	28,684	0	(20,049)	0	8,635	(89)	8,546
ZONE R-25 LUCERNE	698	0	0	0	698	(1)	697
ZONE R-26 YUCCA MESA	14,379	0	(7,223)	0	7,156	(44)	7,112
ZONE R-29 YUCCA MESA	5,894	0	(1,864)	0	4,030	(27)	4,003
ZONE R-30 VERDEMONT	1,096	0	(590)	0	506	(7)	499
ZONE R-31 LYTLE CREEK	3,153	0	(526)	0	2,627	(9)	2,618
ZONE R-33 FAIRWAY BLV	33,028	0	(25,018)	0	8,010	(85)	7,925
ZONE R-34 BIG BEAR RDS	5,462	0	(677)	0	4,785	(22)	4,763
ZONE R-35 CEDAR GLEN	1,274	0	0	0	1,274	(7)	1,267
ZONE R-36 PAN SPRINGS	27,554	0	(24,338)	0	3,216	(74)	3,142
ZONE R-39 HIGHLAND ESTATES	110,730	0	(114,651)	0	(3,921)	(327)	(4,248)
ZONE R-40 UPPER NO. BAY LK ARROW	63,928	0	(44,845)	0	19,083	(203)	18,880
ZONE R-41 QUAIL SUMMIT	19,163	0	(5,561)	0	13,602	(51)	13,551
ZONE R-42 WINDY PASS	126,831	0	(109,375)	0	17,456	(287)	17,169
ZONE R-44 SAW PIT CANYON	16,926	0	(12,062)	0	4,864	(47)	4,817
ZONE R-45 ERWIN LAKE	30,124	0	(22,065)	0	8,059	(83)	7,976
ZONE R-46 S. FAIRWAY DRIVE	27,762	0	(7,332)	0	20,430	(78)	20,352
ZONE R-47 ROCKY POINT	72,934	0	(187,577)	0	(114,643)	(221)	(114,864)
ZONE TV-2 MORONGO	992,845	0	(940,571)	0	52,274	(2,574)	49,700
ZONE TV-4 WONDER VALLEY	168,689	0	(151,347)	0	17,342	(452)	16,890
ZONE TV-5 MESA	733,203	0	(654,135)	0	79,068	(1,929)	77,139
ZONE W HINKLEY PARK	14,735	0	0	0	14,735	(24)	14,711
CSA 79 R-1 THE MEADOW	81,315	0	(68,205)	0	13,110	(218)	12,892
CSA 82 ROADSIDE PARK	13,923	0	(11,495)	0	2,428	(38)	2,390
CSA SL-1 VALLEY WIDE	1,092,405	0	(826,936)	0	265,469	(2,668)	262,801
CSA SL-2 CHINO	2,342	0	(972)	0	1,370	(7)	1,363
CSA SL-3 MENTONE	1,183	0	(165)	0	1,018	(4)	1,014
CSA SL-4 BLOOMINGTON	31,367	0	(30,481)	0	886	(89)	797
CSA SL-5 MUSCOY	70,893	0	(64,033)	0	6,860	(182)	6,678
<b>TOTAL COUNTY SERVICE AREAS - SPECIAL REVENUE</b>	<b>26,062,841</b>	<b>(1,303,342)</b>	<b>(15,879,577)</b>	<b>(15,318)</b>	<b>8,864,604</b>	<b>(67,358)</b>	<b>8,797,246</b>



County of San Bernardino  
Fund Balance - Special Districts and Other Agencies- Non Enterprise  
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District Name	Total Fund Balance June 30, 2016	Less: Obligated Fund Balances			Fund Balances Available (GAAP Basis) June 30, 2016	Minus GASB 31 Adjustment	Fund Balances Available (Budgetary Basis) June 30, 2016
		Encumbrances	Nonspendable, Restricted and Committed	Assigned			
<b>FIRE PROTECTION AND SERVICE ZONES</b>							
SAN BERNARDINO CO FIRE PROTECTION ZONE	4,394,537	(2,675,459)	(1,914,999)	(2,005)	(197,926)	(20,447)	(218,373)
MOUNTAIN REGIONAL SERVICE ZONE	3,228,671	(42,976)	(2,726,125)	(500)	459,070	(9,553)	449,517
NORTH DESERT REGIONAL SERVICE ZONE	1,216,392	0	(850,294)	(1,000)	365,098	(8,453)	356,645
SOUTH DESERT REGIONAL SERVICE ZONE	2,539,155	(174,616)	(2,061,466)	0	303,073	(11,116)	291,957
VALLEY REGIONAL SERVICE ZONE	3,947,631	(17,096)	(4,025,597)	(800)	(95,862)	(17,685)	(113,547)
OFFICE OF EMERGENCY SERVICES	504,131	(145,800)	(515,637)	(250)	(157,556)	(3,076)	(160,632)
HOUSEHOLD HAZARDOUS WASTE	1,025,030	(7)	(888,127)	(300)	136,596	(3,430)	133,166
HAZARDOUS MATERIALS	3,385,362	(175,677)	(1,950,758)	(100)	1,258,827	(9,698)	1,249,129
CFD 2007 STATE HMLND SCRTRY GRANT	120,170	0	(108,314)	0	11,856	(785)	11,071
CFD EQUIPMENT REPLACEMENT	9,529,199	0	(2,692,487)	0	6,836,712	(27,326)	6,809,386
HAZMAT EQUIPMENT REPLACEMENT	8,342,456	0	(4,078,721)	0	4,263,735	(22,554)	4,241,181
HAZMAT (CUPA-STATEWIDE PENALTIES) GENERAL	2,200,393	0	(1,964,634)	0	235,759	(6,131)	229,628
HAZMAT (CUPA-ADMIN PENALTIES) GENERAL	24,721	0	(24,608)	0	113	(69)	44
HAZMAT (STATEWIDE TANK PENALTIES) GENERAL	280,459	0	(236,520)	0	43,939	(756)	43,183
MOUNTAIN RSZ EQUIPMENT REPLACEMENT	1,874,139	0	0	0	1,874,139	(5,256)	1,868,883
NORTH DESERT RSZ EQUIPMENT REPLACEMENT	3,441,040	0	(962,236)	0	2,478,804	(9,056)	2,469,748
SOUTH DESERT RSZ EQUIPMENT REPLACEMENT	529,359	0	0	0	529,359	(1,491)	527,868
VALLEY RSZ EQUIPMENT REPLACEMENT	3,891,932	0	(94,178)	0	3,797,754	(10,892)	3,786,862
CFD KAISER COMM	9,099	0	(2,554)	0	6,545	(131)	6,414
CFD TERMINATION BENEFITS	6,547,980	0	(6,514,107)	0	33,873	(17,964)	15,909
CITY OF SAN BERNARDINO WORKERS COMPENSATION	1,336,721	0	0	0	1,336,721	(45)	1,336,676
FUTURE FIRE HEADQUARTER	913	0	0	0	913	(913)	0
<b>TOTAL FIRE PROTECTION AND SERVICE ZONES</b>	<b>58,369,490</b>	<b>(3,231,631)</b>	<b>(31,611,362)</b>	<b>(4,955)</b>	<b>23,521,542</b>	<b>(186,827)</b>	<b>23,334,715</b>
<b>FLOOD CONTROL DISTRICT</b>							
FLOOD CONTROL	116,580,486	(13,408,191)	(54,916,038)	(325)	48,255,932	(98,623)	48,157,309
<b>TOTAL FLOOD CONTROL DISTRICT</b>	<b>116,580,486</b>	<b>(13,408,191)</b>	<b>(54,916,038)</b>	<b>(325)</b>	<b>48,255,932</b>	<b>(98,623)</b>	<b>48,157,309</b>
<b>PARK DISTRICTS - CAPITAL PROJECTS</b>							
KESSLER PARK BALL FIELD	77,760	0	0	0	77,760	(706)	77,054
MOONRIDGE ANIMAL PARK RELOCATION	4,973,683	0	0	0	4,973,683	(14,281)	4,959,402
ERWIN PARK IMPROVEMENTS	76,389	0	(6,935)	0	69,454	0	69,454
<b>TOTAL PARK DISTRICTS - CAPITAL PROJECTS</b>	<b>5,127,832</b>	<b>0</b>	<b>(6,935)</b>	<b>0</b>	<b>5,120,897</b>	<b>(14,987)</b>	<b>5,105,910</b>
<b>PARK DISTRICTS - SPECIAL REVENUE</b>							
BIG BEAR PARK	1,384,541	0	(387,723)	(52,474)	944,344	(3,976)	940,368
BLOOMINGTON PARK	51,493	0	(13,122)	0	38,371	(258)	38,113
<b>TOTAL PARK DISTRICTS - SPECIAL REVENUE</b>	<b>1,436,034</b>	<b>0</b>	<b>(400,845)</b>	<b>(52,474)</b>	<b>982,715</b>	<b>(4,234)</b>	<b>978,481</b>
<b>OTHER AGENCIES</b>							
IN-HOME SUPPORTIVE SERVICES PUBLIC AUTHORITY	1,401,437	0	(1,459,957)	0	(58,520)	(2,900)	(61,420)
ECONOMIC AND COMMUNITY DEVELOPMENT CORPORATIOI	43	0	(1)	0	42	0	42
INLAND COUNTIES EMERGENCY MEDICAL AGENCY	983,351	(58,262)	(844,831)	0	80,258	(1,628)	78,630
COUNTY INDUSTRIAL DEVELOPMENT AUTHORITY (COIDA)	57,017	0	(273)	0	56,744	(159)	56,585
<b>TOTAL OTHER AGENCIES</b>	<b>2,441,848</b>	<b>(58,262)</b>	<b>(2,305,062)</b>	<b>0</b>	<b>78,524</b>	<b>(4,687)</b>	<b>73,837</b>
<b>GRAND TOTAL</b>	<b>211,936,120</b>	<b>(18,421,444)</b>	<b>(105,179,742)</b>	<b>(73,072)</b>	<b>88,261,862</b>	<b>(380,289)</b>	<b>87,881,573</b>



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District Name	Obligated Fund Balances June 30, 2016	Decreases or Cancellations		Increases or New		Total Obligated Fund Balances for the Budget Year
		Recommended	Adopted by the Board of Supervisors	Recommended	Adopted by the Board of Supervisors	
<b>COUNTY SERVICE AREAS - CAPITAL PROJECTS</b>						
CSA 70 TV-4/5 PNTD MTN PWR CBL						
Committed - Available Reserves	363	363	363			0
CSA20 JSH TR BALL FIELD IMPROV						
Committed - Available Reserves	50,128	50,128	50,128			0
CSA 40 CAPITAL IMPROVEMENTS						
Committed - Available Reserves	9,432	9,432	9,432			0
<b>TOTAL COUNTY SERVICE AREAS - CAPITAL PROJECTS</b>	<b>59,923</b>	<b>59,923</b>	<b>59,923</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>COUNTY SERVICE AREAS - SPECIAL REVENUE</b>						
CSA 18 CEDARPINES PRK						
Committed - Available Reserves	222,052			72,329	151,192	373,244
CSA 20 JOSHUA TREE						
Committed - Available Reserves	193,120	193,120	160,199			32,921
Assigned - Imprest Cash	500					500
CSA 29 LUCERNE VALLEY						
Committed - Available Reserves	8,779			147,874	159,684	168,463
Assigned - Imprest Cash	500					500
Assigned - Special Activities	7,123					7,123
CSA 30 STREET LIGHTS						
Committed - Available Reserves	0			0	1,381	1,381
CSA 40 ELEPHANT MTN						
Committed - Available Reserves	1,055,266			125,225	107,169	1,162,435
CSA 42 PARK						
Committed - Available Reserves	18,068	18,068	17,672			396
CSA 54 CREST FOREST						
Committed - Available Reserves	46,593	23,188	6,692			39,901
CSA 56 WRIGHTWOOD						
Committed - Available Reserves	37,803	37,803	26,687			11,116
Assigned - Imprest Cash	300					300
Assigned - Special Activities	5					5
CSA 59 DEER LODGE PRK						
Committed - Available Reserves	238,345	71,680	74,479			163,866
CSA 63 YUCAIPA						
Committed - Available Reserves	308,953			11,023	45,726	354,679
Assigned - Imprest Cash	300					300
Assigned - Other Reserves	5,290					5,290
CSA 68 VLLY OF THE MOON						
Committed - Available Reserves	94,937			10,913	21,730	116,667
CSA 69 LAKE ARROWHD						
Committed - Available Reserves	63,117		4,868	38,194		58,249



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		Recommended	Adopted by the Board of Supervisors	Recommended	Adopted by the Board of Supervisors	
<b>COUNTY SERVICE AREAS – SPECIAL REVENUE CONTINUED</b>						
COUNTYWIDE						
Committed - Available Reserves	1,026,658	412,341			817,400	1,844,058
Assigned - Imprest Cash	1,000					1,000
COUNTYWIDE-TERM BENEFITS						
Committed - Available Reserves	2,517,997			5,959	14,188	2,532,185
COUNTYWIDE-EQUIPMENT REP						
Committed - Available Reserves	237,511			2,454	4,922	242,433
COUNTYWIDE AUGMENTATION RESERVE						
Committed - Available Reserves	2,625,384	443,943	354,918			2,270,466
COUNTYWIDE CSA LOAN FUND (RESERVE)						
Committed - Available Reserves	150,484	150,484	150,484			0
Committed - CSA Loan Fund	250,000					250,000
CFD 2006-1 LYTLE CREEK DB						
Committed - Available Reserves	396,053			29,163	43,271	439,324
CFD 2006-1 LYTLE CREEK DB						
Committed - Available Reserves	0			19,600	19,600	19,600
ZONE EV-1 EAST VALLEY						
Committed - Available Reserves	182,728	10,941	1,853			180,875
ZONE D-1 LAKE ARROW DAM						
Committed - Available Reserves	1,383,118			729,805	465,222	1,848,340
ZONE DB-1 BLOOMINGTON						
Committed - Available Reserves	87,494			12,260	13,965	101,459
ZONE DB-2 BIG BEAR						
Committed - Available Reserves	0			80,843	80,843	80,843
ZONE EV-1 CITRUS STREETLIGHTING						
Committed - Available Reserves	78,549	398			12,377	90,926
ZONE G WRIGHTWOOD						
Committed - Available Reserves	45,674	4,891	45,674			0
PRD G-1 WRIGHTWOOD						
Committed - Available Reserves	2	2			51	53
ZONE GH GLEN HELEN STREETLIGHTING						
Committed - Available Reserves	55,825			27,216	30,988	86,813
ZONE M WONDER VLLY PARK						
Committed - Available Reserves	37,802			1,778	7,282	45,084
Assigned - Imprest Cash	300					300
ZONE M WONDER VLLY ROAD						
Committed - Available Reserves	24,246		24,246	165,247		0
ZONE OS-1 N.ETIWANDA PRE						
Committed - Available Reserves	7,016			73,400	75,413	82,429



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		Recommended	Adopted by the Board of Supervisors	Recommended	Adopted by the Board of Supervisors	
<b>COUNTY SERVICE AREAS – SPECIAL REVENUE CONTINUED</b>						
ZONE P-6 EL MIRAGE						
Committed - Available Reserves	17,108	17,108	17,108			0
ZONE P-8 FONTANA						
Committed - Available Reserves	39,627	3,287	6,681			32,946
ZONE P-10 MENTONE						
Committed - Available Reserves	27,906			1,355	16,336	44,242
ZONE P-12 MONTCLAIR						
Committed - Available Reserves	76,129			9,637	12,686	88,815
ZONE P-13 EL RANCHO VERDE						
Committed - Available Reserves	62,308			29,666	31,954	94,262
ZONE P-14 MENTONE						
Committed - Available Reserves	185,558	8,067	3,979			181,579
ZONE P-16 EAGLE CREST						
Committed - Available Reserves	49,293			905	5,063	54,356
ZONE P-17 BLOOMINGTON						
Committed - Available Reserves	8,489			60	763	9,252
ZONE P-18 RANDALL CROSSINGS						
Committed - Available Reserves	10,715			9,089	10,497	21,212
ZONE P-19 GREGORY CROSSINGS						
Committed - Available Reserves	0			22,234	19,907	19,907
ZONE P-20 MULBERRY HEIGHTS						
Committed - Available Reserves	15,165			8,558	11,811	26,976
ZONE R-2 TWIN PEAKS						
Committed - Available Reserves	76,562			89,510	88,257	164,819
ZONE R-3 ERWIN LAKE						
Committed - Available Reserves	72,867	22,903	21,832			51,035
ZONE R-4 CEDARGLEN						
Committed - Available Reserves	3,370	3,370	3,334			36
ZONE R-5 SUGARLOAF						
Committed - Available Reserves	282,210	28,165			4,370	286,580
ZONE R-7 LAKE ARROWHD						
Committed - Available Reserves	11,370			3,262	3,665	15,035
ZONE R-8 RIVERSIDE TERRACE						
Committed - Available Reserves	133,132			60,184	26,375	159,507
ZONE R-9 RIM FOREST						
Committed - Available Reserves	1,861	1,861	102			1,759
ZONE R-12 BALDWIN LK						
Committed - Available Reserves	9,409		75	3,427		9,334



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District Name	Obligated Fund Balances June 30, 2016	Decreases or Cancellations		Increases or New		Total Obligated Fund Balances for the Budget Year
		Recommended	Adopted by the Board of Supervisors	Recommended	Adopted by the Board of Supervisors	
<b>COUNTY SERVICE AREAS – SPECIAL REVENUE CONTINUED</b>						
ZONE R-13 LK ARRHD N.SH. Committed - Available Reserves	13,853	1,373			493	14,346
ZONE R-15 LANDERS Committed - Available Reserves	17,264	17,264	10,419			6,845
ZONE R-16 RN. SPRGS. TR Committed - Available Reserves	10,864			4,721	5,588	16,452
ZONE R-19 COPPER MTN Committed - Available Reserves	10,983			6,434	7,686	18,669
ZONE R-20 FLAMINGO HTS Committed - Available Reserves	5,749	5,749	5,197			552
ZONE R-21 MTN. VIEW Committed - Available Reserves	101	101			408	509
ZONE R-22 TWIN PEAKS Committed - Available Reserves	12,017	2,197			2,131	14,148
ZONE R-23 MILE HIGH Committed - Available Reserves	20,049		4,666	52		15,383
ZONE R-25 LUCERNE Committed - Available Reserves	0			0	462	462
ZONE R-26 YUCCA MESA Committed - Available Reserves	7,223	1,214	1,379			5,844
ZONE R-29 YUCCA MESA Committed - Available Reserves	1,864		1,864	868		0
ZONE R-30 VERDEMONT Committed - Available Reserves	590	590	590			0
ZONE R-31 LYTLT CREEK Committed - Available Reserves	526	526			2,133	2,659
ZONE R-33 FAIRWAY BLV Committed - Available Reserves	25,018			4,241	4,702	29,720
ZONE R-34 BIG BEAR RDS Committed - Available Reserves	677	677	413			264
ZONE R-36 PAN SPRINGS Committed - Available Reserves	24,338			2,032	2,714	27,052
ZONE R-39 HIGHLAND ESTATES Committed - Available Reserves	114,651			12,375	8,879	123,530
ZONE R-40 UPPER NO. BAY LK ARROW Committed - Available Reserves	44,845	44,845	44,596			249



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District Name	Obligated Fund Balances June 30, 2016	Decreases or Cancellations		Increases or New		Total Obligated Fund Balances for the Budget Year
		Recommended	Adopted by the Board of Supervisors	Recommended	Adopted by the Board of Supervisors	
<b><u>COUNTY SERVICE AREAS – SPECIAL REVENUE CONTINUED</u></b>						
ZONE R-41 QUAIL SUMMIT						
Committed - Available Reserves	5,561	5,561	4,012			1,549
ZONE R-42 WINDY PASS						
Committed - Available Reserves	109,375			33,653	37,851	147,226
ZONE R-44 SAW PIT CANYON						
Committed - Available Reserves	12,062			3,267	2,944	15,006
ZONE R-45 ERWIN LAKE						
Committed - Available Reserves	22,065			816	1,783	23,848
ZONE R-46 S. FAIRWAY DRIVE						
Committed - Available Reserves	7,332			18,823	19,218	26,550
ZONE R-47 ROCKY POINT						
Committed - Available Reserves	187,577			114,669	22,658	210,235
ZONE TV-2 MORONGO						
Committed - Available Reserves	940,571			85,895	115,838	1,056,409
ZONE TV-4 WONDER VALLEY						
Committed - Available Reserves	151,347			7,118	17,415	168,762
ZONE TV-5 MESA						
Committed - Available Reserves	654,135			15,537	61,697	715,832
ZONE W HINKLEY PARK						
Committed - Available Reserves	0			0	9,506	9,506
CSA 79 R-1 THE MEADOW						
Committed - Available Reserves	68,205			25,575	16,246	84,451
CSA 82 ROADSIDE PARK						
Committed - Available Reserves	11,495	522			1,690	13,185
CSA SL-1 VALLEY WIDE						
Committed - Available Reserves	826,936			41,552	229,062	1,055,998
CSA SL-2 CHINO						
Committed - Available Reserves	972	568	136			836
CSA SL-3 MENTONE						
Committed - Available Reserves	165	165			588	753
CSA SL-4 BLOOMINGTON						
Committed - Available Reserves	30,481	356			100	30,581
CSA SL-5 MUSCOY						
Committed - Available Reserves	64,033			9,018	13,759	77,792
<b>TOTAL COUNTY SERVICE AREAS - SPECIAL REVENUE</b>	<b>15,894,895</b>	<b>1,533,328</b>	<b>994,155</b>	<b>2,177,816</b>	<b>2,889,639</b>	<b>17,790,379</b>



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		Recommended	Adopted by the Board of Supervisors	Recommended	Adopted by the Board of Supervisors	
<b>FIRE PROTECTION AND SERVICE ZONES</b>						
<b>SAN BERNARDINO COUNTY FIRE PROTECTION DISTRICT</b>						
Committed - Available Reserves	1,914,999	594,061	218,373			1,696,626
Assigned - Imprest Cash	1,850					1,850
Assigned - Change Fund	155					155
<b>MOUNTAIN REGIONAL SERVICE ZONE</b>						
Committed - Available Reserves	2,726,125	509,950			79,897	2,806,022
Assigned - Imprest Cash	500					500
<b>NORTH DESERT REGIONAL SERVICE ZONE</b>						
Committed - Available Reserves	850,294			100,595	356,645	1,206,939
Assigned - Imprest Cash	850					850
Assigned - Change Fund	150					150
<b>SOUTH DESERT REGIONAL SERVICE ZONE</b>						
Committed - Available Reserves	2,061,466			318,054	291,957	2,353,423
<b>VALLEY REGIONAL SERVICE ZONE</b>						
Committed - Available Reserves	4,025,597		305,200	423,820		3,720,397
Assigned - Imprest Cash	800					800
<b>OFFICE OF EMERGENCY SERVICES</b>						
Committed - Available Reserves	515,637	264,166	266,252			249,385
Assigned - Imprest Cash	250					250
<b>HOUSEHOLD HAZARDOUS WASTE</b>						
Committed - Available Reserves	888,127			123,880	133,166	1,021,293
Assigned - Change Fund	300					300
<b>HAZARDOUS MATERIALS</b>						
Committed - Available Reserves	1,950,758			1,367,755	1,249,129	3,199,887
Assigned - Change Fund	100					100
<b>CFD 2007 STATE HMLND SCRTRY GRANT</b>						
Committed - Available Reserves	108,314			513	11,071	119,385
<b>CFD EQUIPMENT REPLACEMENT</b>						
Committed - Available Reserves	2,692,487			308,620	3,732,226	6,424,713
<b>HAZMAT EQUIPMENT REPLACEMENT</b>						
Committed - Available Reserves	4,078,721			518,383	1,767,068	5,845,789
<b>HAZMAT (CUPA-STATEWIDE PENALTIES) GENERAL</b>						
Committed - Available Reserves	1,964,634			39,068	94,072	2,058,706
<b>HAZMAT (CUPA-ADMIN PENALTIES) GENERAL</b>						
Committed - Available Reserves	24,608			150	144	24,752
<b>HAZMAT (STATEWIDE TANK PENALTIES) GENERAL</b>						
Committed - Available Reserves	236,520			18,400	44,183	280,703
<b>MOUNTAIN RSZ EQUIPMENT REPLACEMENT</b>						
Committed - Available Reserves	0			58,137	513,773	513,773





State Controller Schedules  
County Budget ActCounty Budget Form  
Schedule 14County of San Bernardino  
Special Districts and Other Agencies - Non Enterprise  
Obligated Fund Balances  
Fiscal Year 2017

District Name	Obligated Fund Balances June 30, 2016	Decreases or Cancellations		Increases or New		Total Obligated Fund Balances for the Budget Year
		Recommended	Adopted by the Board of Supervisors	Recommended	Adopted by the Board of Supervisors	
<b>FIRE PROTECTION AND SERVICE ZONES CONTINUED</b>						
NORTH DESERT RSZ EQUIPMENT REPLACEMENT Committed - Available Reserves	962,236			1,577,105	1,960,639	2,922,875
SOUTH DESERT RSZ EQUIPMENT REPLACEMENT Committed - Available Reserves	0			404,986	406,468	406,468
VALLEY RSZ EQUIPMENT REPLACEMENT Committed - Available Reserves	94,178			5,535,241	5,636,192	5,730,370
CFD KAISER COMM Committed - Available Reserves	2,554			5,120	6,414	8,968
CFD TERMINATION BENEFITS Committed - Available Reserves	6,514,107			377,640	385,549	6,899,656
SB CITY WORKERS COMPENSATION RESERVE Committed - Available Reserves	0			0	1,336,676	1,336,676
<b>TOTAL FIRE PROTECTION AND SERVICE ZONES</b>	<b>31,616,317</b>	<b>1,368,177</b>	<b>789,825</b>	<b>11,177,467</b>	<b>18,005,269</b>	<b>48,831,761</b>
<b>FLOOD CONTROL DISTRICT</b>						
FLOOD CONTROL ADMIN - GENERAL Committed - Available Reserves	54,916,038			15,798,421	15,034,826	69,950,864
Assigned - Change Fund	325					325
<b>TOTAL FLOOD CONTROL DISTRICT</b>	<b>54,916,363</b>	<b>0</b>	<b>0</b>	<b>15,798,421</b>	<b>15,034,826</b>	<b>69,951,189</b>
<b>PARK DISTRICTS - CAPITAL PROJECTS</b>						
ERWIN PARK IMPROVEMENTS Committed - Available Reserves	6,935	6,935	6,935			0
<b>TOTAL PARK DISTRICTS - CAPITAL PROJECTS</b>	<b>6,935</b>	<b>6,935</b>	<b>6,935</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PARK DISTRICTS - SPECIAL REVENUE</b>						
BIG BEAR VALLEY RECREATION & PARK Committed - Available Reserves	387,723			420,416	476,365	864,088
Assigned - Imprest Cash	1,600					1,600
Assigned - Change Fund	675					675
Assigned - Special Activities	50,199					50,199
BLOOMINGTON PARK Committed - Available Reserves	13,122			56,827	54,874	67,996
<b>TOTAL PARK DISTRICTS - SPECIAL REVENUE</b>	<b>453,319</b>	<b>0</b>	<b>0</b>	<b>477,243</b>	<b>531,239</b>	<b>984,558</b>



County of San Bernardino  
Special Districts and Other Agencies - Non Enterprise  
Obligated Fund Balances  
Fiscal Year 2017

District Name	Obligated Fund Balances June 30, 2016	Decreases or Cancellations		Increases or New		Total Obligated Fund Balances for the Budget Year
		Recommended	Adopted by the Board of Supervisors	Recommended	Adopted by the Board of Supervisors	
<b>OTHER AGENCIES</b>						
<b>IN-HOME SUPPORTIVE SERVICES PUBLIC AUTHORITY</b>						
Committed - Available Reserves	1,459,957	0	61,420			1,398,537
<b>ECONOMIC AND COMMUNITY DEVELOPMENT CORPORATION</b>						
Committed - Available Reserves	1	1	1			0
<b>INLAND COUNTIES EMERGENCY MEDICAL AGENCY</b>						
Committed - Available Reserves	844,831			320,960	166,718	1,011,549
<b>COUNTY INDUSTRIAL DEVELOPMENT AUTHORITY (COIDA)</b>						
Committed - Available Reserves	273			0	119	392
<b>TOTAL OTHER AGENCIES</b>	<b>2,305,062</b>	<b>1</b>	<b>61,421</b>	<b>320,960</b>	<b>166,837</b>	<b>2,410,478</b>
<b>GRAND TOTAL</b>	<b>105,252,814</b>	<b>2,968,364</b>	<b>1,912,259</b>	<b>29,951,907</b>	<b>36,627,810</b>	<b>139,968,365</b>







**County Administrative Office**

385 N. Arrowhead Avenue, Fifth Floor, San Bernardino, CA 92415-0120

## BOARD OF SUPERVISORS



**James C. Ramos**  
Chairman,  
Third District Supervisor



**Robert A. Lovingood**  
Vice Chairman,  
First District Supervisor



**Janice Rutherford**  
Second District Supervisor



**Curt Hagman**  
Fourth District Supervisor



**Josie Gonzales**  
Fifth District Supervisor

**Gregory C. Devereaux**  
Chief Executive Officer