SAN BERNARDINO
COUNTY



ADOPTED
BUDGET
2017–2018



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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July 1, 2016

Executive Director



County of San Bernardino

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SAN BERNARDINO COUNTY

County Administrative Office

June 2017

I am pleased to hereby submit the 2017-18 Adopted Budget. The preparation of the budget is guided by the Countywide Vision adopted by the Board of Supervisors. 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 2017-18 Adopted Budgets to achieve the Board's policy direction.

The 2017-18 Adopted Budget is built within a framework that maintains service levels for county operations while providing flexibility to respond to fiscal uncertainty. While the United States enters its 8th consecutive year of economic expansion, key economic indicators within the County have shown signs of strain with assessed valuation, median home prices, and sales tax showing slower growth than in previous years. In addition to a changing economic environment, the county is also directly and indirectly exposed to fiscal impacts resulting from actions at the State level. This includes the passage of SB 1 to enhance funding for road projects and the transfer of additional financial responsibility to the County as a result of the discontinuance of the In-Home Supportive Services (IHSS) Maintenance of Effort (MOE) program. The Governor's January Budget estimated a cost shift of $34.8 million from the State to the County in 2017-18, and the County estimated the potential of an additional $83.3 million over the subsequent four years, related to the IHSS MOE Discontinuance. The May Revision includes a change to the State's short term approach to this shift, however the exact impact of the change remained unknown at the time of budget adoption. Working with County staff and State partners we will continue to evaluate the exact impact of the IHSS MOE Discontinuation.

In light of this economic environment, I directed that the 2017-18 Adopted Budget be built to maintain existing levels of service, fund contractual/mandated obligations, and allocate available ongoing funding on a one-time basis to maintain flexibility to face uncertain fiscal impacts. Once the impact of the IHSS MOE Discontinuance is known, I will direct that a budget update be prepared in the First Quarter of 2017-18 that includes known fiscal impacts, funding options and a strategy to meet future financial impacts.

The 2017-18 Adopted Budget of $5.9 billion is balanced and consistent with policy direction received from the Board of Supervisors. The 2017-18 Adopted Budget addresses the following key issues:

- Funds increased costs to maintain current service levels.
- Sets aside funds to mitigate potential impacts from the State.
- Continues investment in facilities, infrastructure and operating systems.
- Maintains fiscal responsibility through contributions to reserves of $64.6 million, including the reserving of $34.8 million of ongoing revenue to address the previously mentioned IHSS budget impact.

BOARD OF SUPERVISORS
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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 2017-18 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 the 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 (HACSB). The total requirements for these funds in 2017-18 are $5.9 billion, which includes amounts budgeted as contingencies or contributions to reserves/net position. Excluding these amounts, total projected expenditures for 2017-18 are $5.7 billion.

General Fund Requirements total $3.1 billion and are funded by Countywide discretionary revenues (primarily property taxes), departmental revenues, and other funding sources of the General Fund. Of this $3.1 billion, only $630.7 million is truly discretionary.

	Requirements (In Millions) 2016-17 Final	2017-18 Adopted	Change
General Fund	$ 3,128.5	$ 3,083.7	(44.8)
Restricted General Funds	50.0	39.6	(10.4)
Capital Project Funds	408.1	348.6	(59.5)
Special Revenue Funds	1,021.7	1,035.6	13.9
Enterprise Funds	1,036.1	1,069.3	33.2
Internal Service Funds	272.1	275.5	3.3
	5,916.5	$ 5,852.3	(64.2)

The 2017-18 Adopted Budget includes a $44.8 million net decrease in General Fund requirements due to reductions in both contributions to General Fund reserves ($40.8 million), and the Countywide Discretionary General Fund budget unit ($61.9 million), offset by increases in contingencies ($40.0) and operational requirements ($17.9 million). The two largest County operational groups with increases are Human Services ($12.2 million) and Law and Justice ($9.5 million). The Human Services Operational Group is anticipating increases in the Subsistence budget units which fund either direct payments to welfare recipients or payments to organizations that provide services. Increases within this group include anticipated caseload growth in the Adoptions, Foster Care and Kinship Assistance programs. Increases in the Law and Justice Group reflect the allocation of additional resources to meet the growing need for augmented health and mental health correctional services associated with Public Safety Realignment and also funds increases in staffing expenses related to negotiated salary increases.

The $59.5 million decrease in Capital Projects Funds is due to a decrease in fund balance carried over for multi-year projects offset by additional funding for projects including $40.2 million for the County Buildings Acquisition and Retrofit Project, $2.2 million for the Valley Dispatch Center and $17.9 million for the 800 MHz Upgrade Project.

The net increase of $33.2 million in Enterprise Funds is primarily due to increases in the Arrowhead Regional Medical Center and Public Works – Solid Waste Management budget units. Increases in the Arrowhead Regional Medical Center (including the Medical Center CIP fund) total $5.2 million which includes increased requirements of $18.0 million offset by a decrease in budgeted Contributions to Net Position of $12.8 million. This includes an increase in staffing expenses related to the addition of a net 66 positions which will allow the department to reduce reliance on registry and overtime usage within the Behavioral Health unit, and increased volume in the Obstetrics and Labor and Delivery units. Increases in the Public Works – Solid Waste budget units include $11.7 million in Requirements primarily to fund costs for expansion and improvement projects across the department's waste infrastructure assets.

	Budgeted Staffing		
	2016-17 Final	2017-18 Adopted	Change
County General Fund	14,527	14,348	(179)
County - Other Funds	6,620	6,873	253
Special Districts and Other Agencies	1,572	1,611	39
	22,719	22,832	113

Budgeted staffing for 2017-18 is 22,832, an increase of 113 positions from the 2016-17 Final Budget. General Fund staffing is decreasing by 179 positions primarily due to a net decrease of 204 budgeted positions in the Human Services Administrative Claim. This change in staffing reflects a significant decrease in CalWORKs administrative funding which requires a reduction of eligibility staff. This decrease is offset by an increase of 25 positions within the Probation – Administration, Corrections and Detention unit primarily to establish a Transportation Program for safe and effective transportation of juvenile and adult offenders.

Staffing in Other County Funds is increasing by 253 positions associated with increases at Arrowhead Regional Medical Center (66) which will allow the department to reduce reliance on registry and overtime usage within the Behavioral Health unit, and address increased volume in the Obstetrics and Labor and Delivery units. Another notable change includes the addition of 134 positions in the Preschool Services Department to support the implementation of Head Start Extended Duration services at various locations throughout the County.

Special Districts and Other Agencies are increasing by 39 positions. This increase reflects a net increase of 28 positions within the Fire Protection District including the addition of 40 positions associated with the annexation of fire protection services from the City of Upland. Also included is a net increase of 13 positions within HACSB as a result of the Authority's transition to the Rental Assistance Demonstration program and the addition of the Upland Housing Authority's Public Housing and Housing Choice Voucher programs.

HIGHLIGHTS OF 2017-18 ADOPTED BUDGET

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

Implement the Countywide Vision

- With support from the County, the Countywide Vision Education Element Group is continuing to facilitate the award-winning Vision2Read initiative, which seeks to raise the bar for literacy in our community by connecting the public – whether they need help or can offer their help – to existing literacy programs provided by the County, cities, towns, school districts and community organizations. Launched in 2015-16, Vision2Read is an opportunity for all sectors and members of the 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.

- In support of Vision2Read, Preschool Services Department (PSD) partnered with County Superintendent of Schools (SBCSS), First Five San Bernardino, and Children's Fund to launch Footsteps2Brilliance, an early learning mobile technology platform that helps children become proficient readers by 3rd grade. Launched in 2016-17, this program was designed to accelerate student achievement and empower parents by giving them computer and mobile device access to easy-to-use web-based tools to augment their children's learning. The literacy growth of about 1,500 children in PSD and SBCSS programs using Footsteps2Brilliance will continue to be measured in 2017-18. The online tools are available to all children ages 0 – 5 living in the county.

- The Community Vital Signs initiative (CVS), a community-driven effort to establish a countywide health improvement framework, continues to work on the implementation and evaluation of the four priority areas of the Community Transformation Plan (CTP): Education, Economy, Access to Health, and Safety. In 2017-18, CVS will also evaluate the progress of community partner activities through its Implementation Action Plan, launch the CVS Open Performance Site to highlight performance metrics and strategies of the four priority areas, and begin development of a new or updated Community Health Assessment.

- With support from Public Health, CVS is facilitating the Vision2BActive initiative, which aims to improve health and wellness in San Bernardino County by encouraging residents to increase their physical activity, and connecting them to existing recreational programs, amenities and activities in their communities. Regular physical activity can produce a variety of long-term health benefits for people of all ages, backgrounds and abilities. Launched in January 2017, Vision2BActive seeks to inspire people, in part, by bringing together family, friends and neighbors on social media to share their favorite ways of being physically active and to challenge each other to do more.

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

- The Real Estate Services Department – Project Management Division capital budget includes 431 active projects with total requirements of $365.8 million (excluding Operating Transfers Out and the effect of Reimbursements), including $100.3 million in new projects partially funded with $69.8 million of Discretionary General Funding (Net County Cost). The $69.8 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 $57.8 million for construction and major CIP projects. These major projects include the 800 Megahertz Upgrade Project ($17.9 million), the County Buildings Acquisition and Retrofit Project ($37.7 million) including the upgrade of the County Government Center parking lots and grounds, and the Valley Dispatch Center Project ($2.2 million).

- The Workforce Development Department budget includes $16.3 million for training and employment services programs projected to serve 70,000 customers. Services offered include career counseling, job placement, and youth and adult employment training. The Workforce Development Department also expects to offer resources to over 200 businesses to help them grow and avert potential layoffs.

- The Department of Economic Development's budget focuses on economic development, job creation and tourism activities with total requirements of $3.5 million serving 4,800 businesses and individuals in the San Bernardino County area. Services include business retention and expansion, developing strong local, regional, and national business relationships, thereby supporting the local economy through maximizing job creation and tourism opportunities.

- Assessor/Recorder/County Clerk – Valuations and Information Technology divisions will continue to collaborate with local colleges to expand the successful intern program, giving students interested in a public service career an opportunity to gain valuable work experience.

Improve County Government Operations

- The Human Resources Department is partnering with departments and utilizing innovation and technology to implement a comprehensive strategy designed to realize the full potential of our diverse community by attracting, developing, and retaining high-quality employees to better serve the residents of San Bernardino County.

- Building on the successful expansion of Recorder and County Clerk services to the Morongo Basin, the Assessor/Recorder/County Clerk will replicate this model to expand services to additional locations, starting with Rancho Cucamonga. These expansions are accomplished with the use of existing technology, County infrastructure and staff, and result in local community members driving fewer miles to record documents, schedule marriage ceremonies, and request copies of birth, death, and marriage certificates.

- The Department of Airports will implement a new lease management and billing software solution to streamline payment processes and improve lease management procedures.

- The Department of Agriculture/Weights & Measures continues to enhance services by replacing outdated equipment in the Weed Spray Program. Funding for one fully furnished spray rig with computerized spray equipment has been included in the budget.

- The County Library continues its plans to enhance service by replacing outdated computer hardware and software. Funding has been included in the Library's material's budget which adds high demand items to the collection, including an expanded digital book collection. In addition, programs continue to be enhanced at 32 locations through engaging events such as large book festivals, summer reading programs, and countywide book reading initiatives.

- Public Health will release its updated strategic plan during 2017-18. The plan will focus on implementing evidence-based process improvement objectives that are specific, measureable, achievable, relevant, and time-bound (SMART).

- Public Health continues 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 achieved a major milestone in January 2017: meeting the required prerequisites for, and submitting the Application for National Accreditation. During 2017-18, the department will continue to review and improve documentation efforts, with the goal of submitting all final documentation to PHAB no later than Spring of 2018.

- In support of the EZ-Online Permitting (EZOP or Accela) System upgrade, the Strategic Initiatives Group in the County Administrative Office will assist in facilitating enterprise wide continuous process improvements relating to land development and building permitting activities with a goal to improve efficiency and customer service levels. This includes the centralized management of trust accounts and electronic payments for permits and development services, management of the EZOP Customer Hotline and EZOP website, and improvement of the customer experience and access to information.

Operate in a Fiscally-Responsible and Business-like Manner

- Funding the phase out of the CalFresh waiver with both one time and ongoing sources will allow the Transitional Assistance Department to provide services to recipients in an efficient and effective manner, and maintain the CalFresh error rate below the federal tolerance level.

- The County Museum's budget of $3.5 million demonstrates the County's commitment to support the Museum's operations and activities. The County Museum continues to implement improvements in programming, operations, and facilities with one-time Discretionary General Funding while also working in partnership with the San Bernardino County Museum Association to steadily increase grant funding and individual donations.

- The Information Services Department Computer Operations division budget includes an increase of $1.4 million to replace the Enterprise server as the current equipment is nearing the end of its maintenance and support by the manufacturer. Additionally, the new Enterprise server will provide increased processing and memory capacity, which will run applications and process data more efficiently. The cost of the project is funded via Board of Supervisors approved rates.

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

- A team of County departments will continue to monitor and develop ways to reduce water usage at County facilities to show good stewardship of this valuable resource. For example, Real Estate Services Department – Facilities Management Division has added automated irrigation controls to remotely turn off water during rain storms saving hundreds of gallons of water, man hours and fuel by not having to physically visit each site. The Special Districts Department will continue to implement water conservation programs/strategies at various County Service Areas and Districts throughout the County.

- Implementation of the County's upgraded enterprise permitting system, EZ-Online Permitting System (EZOP or Accela), will occur in 2017-18. The 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 with remote real-time access to the database, streamline permitting processes across various departments in the County and offer customers and the public access to a web portal to manage and monitor applications, permits, and development-related information online.

- After some delays related to design, permitting and property acquisition, Regional Parks will begin construction of the Santa Ana River Trail Phase III. This project, slated to begin in April 2018, is funded by a grant of $3.4 million from the California State Coastal Conservancy. Phase III construction will extend the trail from Waterman Avenue in San Bernardino to California Street in Redlands, adding to the existing seven miles of open trail.

- The Registrar of Voters' budget fluctuates based on a four year election cycle. In May of 2017, the Board of Supervisors approved requests from 24 jurisdictions to move their elections from the odd-year election cycle to the even-year election cycle. The budget includes provisions for the November 2017 Consolidated Election, the December 2017 San Bernardino County Employees' Retirement Association Election, the June 2018 Statewide Primary Election, and two anticipated, but unscheduled special elections.

- The Public Works – Transportation budget includes over $18.8 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, Rock Springs Road, National Trails Highway at Dola Ditch, National Trails Highway at Lanzit Ditch, National Trails Highway at Adena Ditch, Yermo Road, Arrowbear Drive.
    - New grade separation and bridge on Shadow Mountain Road.
    - Drainage improvements to Lone Pine Canyon Road.
    - Improvements to the Alabama Street at Interstate 10 Interchange.
    - Road reconstructions on Cherry Avenue, Crafton Avenue, Division Drive, Institution Road, Park Boulevard, and Yard 10 roads in the community of Joshua Tree.
    - 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 curb ramps in the North Bloomington Area to bring them up to American Disabilities Act compliance.

  - Reconstruction of the Interstate 10 at Cedar Avenue Interchange to alleviate congestion and improve circulation.
  - Various traffic signal improvements throughout San Bernardino Valley.

- The Public Works – Transportation budget includes $37.0 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 $28.4 million of capital improvement projects, which includes the following: entrance road and scale house construction at Heaps Peak Transfer Station; scale house construction and perimeter fencing at the Barstow Landfill, transfer station floor replacement at Big Bear Transfer Station, full radio frequency identification (RFID) lane automation at Mid Valley and Victorville Landfills, and liner expansions at the Landers, Mid Valley, and San Timoteo Sanitary Landfills.

- The Public Works – Flood Control District (District) budget includes $56.3 million in capital improvement projects. The District anticipates completion of the following projects: Levee Certification Restoration for Patton Basin, San Sevaine Channel Flood Wall Extension, and the waterline relocation for Amethyst Basin. The District also plans to start construction on the following projects: Amethyst Basin, Mojave River Levee, Sand Creek/Warm Creek Confluence, Cactus Basin #4, Santa Ana River Flood Wall Repair, West State Street Storm Drain, and the waterline relocation for Bandicoot Basin.

- The Special Districts Department budget includes $40.1 million of capital improvement projects including the construction of the Big Bear Alpine Zoo relocation, continued rehabilitation of the Lake Gregory Dam, and design and construction of Snowdrop Road. Water and sanitation infrastructure projects of $16.4 million include design and construction of a 3.5-mile water pipeline, a pump station, and a 75,000-gallon reservoir in County Service Area 70 Zone W-4 (Pioneertown); water system improvements including installation of a pneumatic water tank in County Service Area 70 Zone CG (Cedar Glen); and the design for the Tamarisk Reservoir in County Service Area 64 (Spring Valley Lake).

- Land Use Services continues to lead the work on an update 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 from 14 to 27. When completed, there will be 27 web-based community plans involving 51 communities.

- The Land Use Services Planning division will continue the development of the Morongo Basin Strategic Plan for Culture and the Arts. The goal of this Strategic Plan is to provide a means to identify and align the region's community needs, interests, and values in the arena of culture, arts, and commerce. This will be accomplished through a community-based, action oriented plan, with a focus on guiding local organizations and residents on local means to achieve identified strategies and actions.

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

- Community Development & Housing will continue development of the Veterans Village in Loma Linda and Yucaipa Horizons with completion anticipated in Summer 2018 and early 2020, respectively. These projects include a total of 165 affordable housing units and reflect a County investment of $7.4 million in Home Investment Partnership Act and Mental Health Services Act (MHSA) funds which leveraged $51.3 million of private investment for a total of $58.7 million. These new housing units are targeted for seniors, families, veterans, homeless and constituents with mental health disabilities while undertaking neighborhood and community revitalization.

- The Public Defender's team of attorneys and clerical staff continues its efforts to fully implement Proposition 47 throughout the County. Prop. 47 provides for the reduction of some felony convictions to misdemeanors thereby removing barriers to full involvement in the community and increasing employment and economic opportunities.

- County Fire is assuming fire, rescue, Emergency Medical Services (EMS), and prevention responsibilities within the City of Upland ($11.7 million) as a result of pending annexation. This continued expansion of a regional approach will provide a more effective and efficient delivery of fire services for County residents.

- Preschool Services Department received a supplemental award from the Federal Government's Administration for Children and Families – Office of Head Start (ACF-OHS) to offer Extended Duration Head Start services to 822 children 3 to 5 years old currently enrolled in half-day programs, which is expected to result in enhanced school readiness and success.

- Veterans Affairs will continue to collaborate with the Loma Linda VA Medical Center, other County departments, and nonprofit organizations to end veteran homelessness and reduce veteran suicide.

- Public Health will be working diligently to impact the increasing rates of infectious disease, including STDs, and improve the health of our community. The budget includes additional ongoing funding to increase its disease surveillance and investigation efforts, train providers on up-to-date screening and treatment, and rally the support of community partners to address infectious disease in the community.

- The Inland County Emergency Medical Agency (ICEMA) continues to expand its efforts in EMS systems data collection and sharing. Specifically, ICEMA's budget includes approximately $650,000 to enhance EMS technology and data gathering through the use of the Electronic Patient Report (ePCR) system, with the purpose of improving the delivery of real time patient care data.

- For 2017-18, the Probation Department intends to increase access for adult offenders to transitional housing by expanding services into the Morongo Valley and west-end portion of San Bernardino County. The expanded services will be funded through the Department's existing budget allocation of $3.2 million for transitional housing. This housing assists the offenders with reintegrating into the community and reducing the prospects of recidivism.

- At ARMC, the acquisition of new Medical Imaging equipment will allow the delivery of additional procedures, improve image quality, and aid physicians' and surgeons' ability to diagnose and treat patients.

- A net increase of 66 positions at ARMC will address increased service demands in the Dialysis Center, Family Health Clinics, and the Obstetrics and Labor & Delivery units, as well as reduce reliance on the nurse registry and overtime within the Behavioral Health unit.

- 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 Public Defender is utilizing existing departmental resources to dedicate two Social Service Practitioner positions to work closely with local school districts, students and their families to help identify barriers to school attendance, reduce truancy and provide referrals to appropriate support services. These partnerships align with the Countywide Vision, support the Cradle to Career Roadmap and help develop an educated and skilled workforce.

- The Sheriff/Coroner/Public Administrator Operations 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 incorporated as an ongoing service.

- The Sheriff/Coroner/Public Administrator Operations budget includes $6.0 million of one-time Proposition 172 contingency reserve funding to replace one aging and obsolete patrol helicopter including: equipment, travel and training for pilots and mechanics, installation of equipment, and delivery charges. The helicopter replacement will provide a newer more reliable aircraft.

- The Sheriff/Coroner/Public Administrator Detentions budget includes $3.8 million of Discretionary General Funding (Net County Cost) to fund a Crisis Stabilization unit and a correctional Lanterman-Petris-Short Act unit to adequately address the growing population of sub-acute and acute seriously mentally ill inmates that are actively symptomatic and unstable. These units will provide inmates with daily assessment, treatment, therapy and medication management until the inmate is stabilized, and will also provide acute inmates with court-ordered involuntary medications.

- The Department of Aging and Adult Services (DAAS) budget of $9.7 million will continue to provide programs such as Elderly Nutrition, Supportive Services, Health Insurance Counseling and Advocacy Program, and Family Caregiver Support Services.

- The Land Use Services Code Enforcement division is continuing with efforts to address issues with short-term rentals, particularly in the mountain areas. For 2017-18, a short-term rental hotline will be established where the public can report illegal or disruptive activities at short-term rental properties. The Code Enforcement division will contract for services to monitor short-term rental trends, identify addresses, conduct mass mailings, and provide a call center hotline to review and document complaints from community members.

- The Department of Behavioral Health is expanding Mental Health Services Act programs, notably in the following areas:

    - $3.5 million for expanded adult residential treatment services to support the transition of clients from hospitalization to less costly and less restrictive residential placement facilitating reintegration into the community.
    - $7.0 million for contracted children services programs to support expanded early intervention and mental health services for children.
    - $19.5 million for contracted services to support the operations of crisis stabilization and crisis residential facilities constructed with SB82 grant funds through the California Health Facility Finance Agency (CHFFA).

Pursue County Goals and Objectives by Working with Other Agencies

- ARMC's continued partnership in California's 1115 Waiver Renewal (Medi-Cal 2020), will allow the department to work alongside the California Association of Public Hospitals, the State of California, the Centers for Medicare & Medicaid Services, and multiple County departments to focus 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 $58.7 million in revenues related to the Medicaid Waiver programs.

- The Department of Child Support Services (DCSS) was awarded a Social Security Action demonstration grant by the Federal Office of Child Support Enforcement. In collaboration with Riverside County, DCSS will develop and implement a Procedural Justice Informed Alternatives to Contempt (PJAC) Demonstration program to increase reliable payments to custodial parents, reduce arrears, minimize the need for continued enforcement actions and sanctions, and reduce the routine use of contempt against non-custodial parents by incorporating procedural justice principles into child support business practices. The grant, totaling $1.3 million for the period of September 30, 2016 through September 29, 2021, will allow DCSS to partner with Workforce Development, Transitional Assistance, the Family Law Facilitator, and other County and community based organizations in providing PJAC participants with resources and assistance to address unemployment, food and housing needs, custody and visitation, domestic violence issues, substance abuse, etc. The focus will be on removing these barriers so the participant can move towards self-sufficiency, resulting in their ability to provide continued reliable and sustainable support for their children.

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

- The County has allocated funds towards improving security at County Facilities. This includes immediate improvements to facilities, such as expanded security guard services, upgraded security cameras and key card access installations undertaken by departments. $2.7 million has been allocated in the capital program to conduct security assessments of County facilities, develop security policies and procedures and provide training, and develop design standards for security equipment. An additional $1.1 million in security-related projects will also be implemented in 2017-18.

- The County Administrative Office is coordinating a countywide effort to document the organization response to the December 2, 2015 terrorist attack to create a historic and tangible resource that can be shared with other jurisdictions around the world that experience similar tragedies. The initial work product is expected to be completed in 2017-18.

CHALLENGES IN FISCAL YEAR 2017-18 AND BEYOND

The following fiscal challenges currently impact the 5-year fiscal strategy for the County.

Economic Challenges

The County's 5-Year Financial Forecast covers July 2017 through June 2022 and includes moderate growth of major revenue streams throughout the period. In addition to the State IHSS issues discussed below, the County Administrative Office continues to monitor other outstanding issues including the potential unwind of the Affordable Care Act and ongoing jail related litigation resulting from 2011 Realignment.

Not included in the forecast are the unknown economic impacts of the increase in minimum wage to $15 per hour and the potential of a recession sometime during the 5-year forecast period. By the end of the second 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 5-year forecast.

State Budget

On June 27, 2017, Governor Brown signed the 2017–18 Budget Act, which includes $183.3 billion in spending. General Fund appropriations total $125.1 billion, a $3.7 billion (or 3%) increase over the revised 2016–17 budget. General Fund revenues are estimated at $127.7 billion for 2017–18, which is $6.1 billion (5%) more than the revised 2016–17 revenues but $1 billion less than projected when the 2016 Budget Act was adopted. Notable impacts from the Enacted Budget are as follows:

- $1.1 billion in state general fund contributions over the next four years to mitigate the $592.2 million cost shift to counties in year one and future years due to the discontinuance of the five-year county maintenance of effort (MOE) for the In-Home Supportive Services (IHSS) program. The breakdown is as follows: $400 million General Fund in 2017-18; $330 million in 2018-19; $200 million in 2019-20 and $150 million in 2020-21 and ongoing.

- The Road Repair and Accountability Act of 2017 (Chapter 5, Statutes of 2017, SB 1) provides an average of $5.4 billion per year for state and local transportation. The package includes a combination of new revenues, accelerated loan repayments, reforms, accountability measures, and constitutional protections. The new revenues are split evenly between state and local transportation priorities, and a ten-year funding plan provides $54 billion with an emphasis on a “fix-it first” strategy that focuses on repairing and maintaining the existing transportation infrastructure. The County anticipates SB1 funding of $11.5 million in 2017-18.

Sales Tax Volatility

Historically, counties have been funded by relatively stable property taxes. The realignment of many state services has made counties increasingly dependent on sales tax revenue. As a result, the portion of requirements funded primarily with sales tax now represents 14.7% of the County budget and includes 1991 and 2011 Realignment revenues ($720.1 million), County sales tax ($23.5 million) and Proposition 172 Half Cent Sales taxes ($173.4 million). While sales taxes are projected to experience a modest increase in 2017-18, they tend to be much more volatile and quicker to react to changes in the economy, resulting in a higher risk of funding losses in future years.

Retirement Costs

Retirement costs in 2017-18 are down slightly, but will increase again in 2018-19 as a result of the Retirement Board's actuarial changes that reduce the assumed rate of return from 7.5% to 7.25% and increases life expectancy assumptions. The pension system's investment returns exceeded the assumed rate of return in 2016-17, which will partially offset the cost increases in 2018-19 resulting from the assumption changes.

Included in the 5-year forecast is a pension cost smoothing plan that will require approximately $19.8 million of one-time funds to generate approximately $9.6 million of available discretionary ongoing revenue. The County Administrative Office anticipates reaching the peak in retirement cost rates during the 5-year forecast period and this smoothing plan allocates one-time funds to address the peak in costs rather than allocating ongoing funds. Although forecasting a peak in costs during the 5-year period, the County can expect to see increasing retirement cost volatility due to the increasing size of the pension fund and the continuing demographic shift toward a higher retiree to active member ratio as the system matures. The County Administrative Office and the Retirement Association have an active dialog about monitoring, measuring, and mitigating the growing volatility risk.

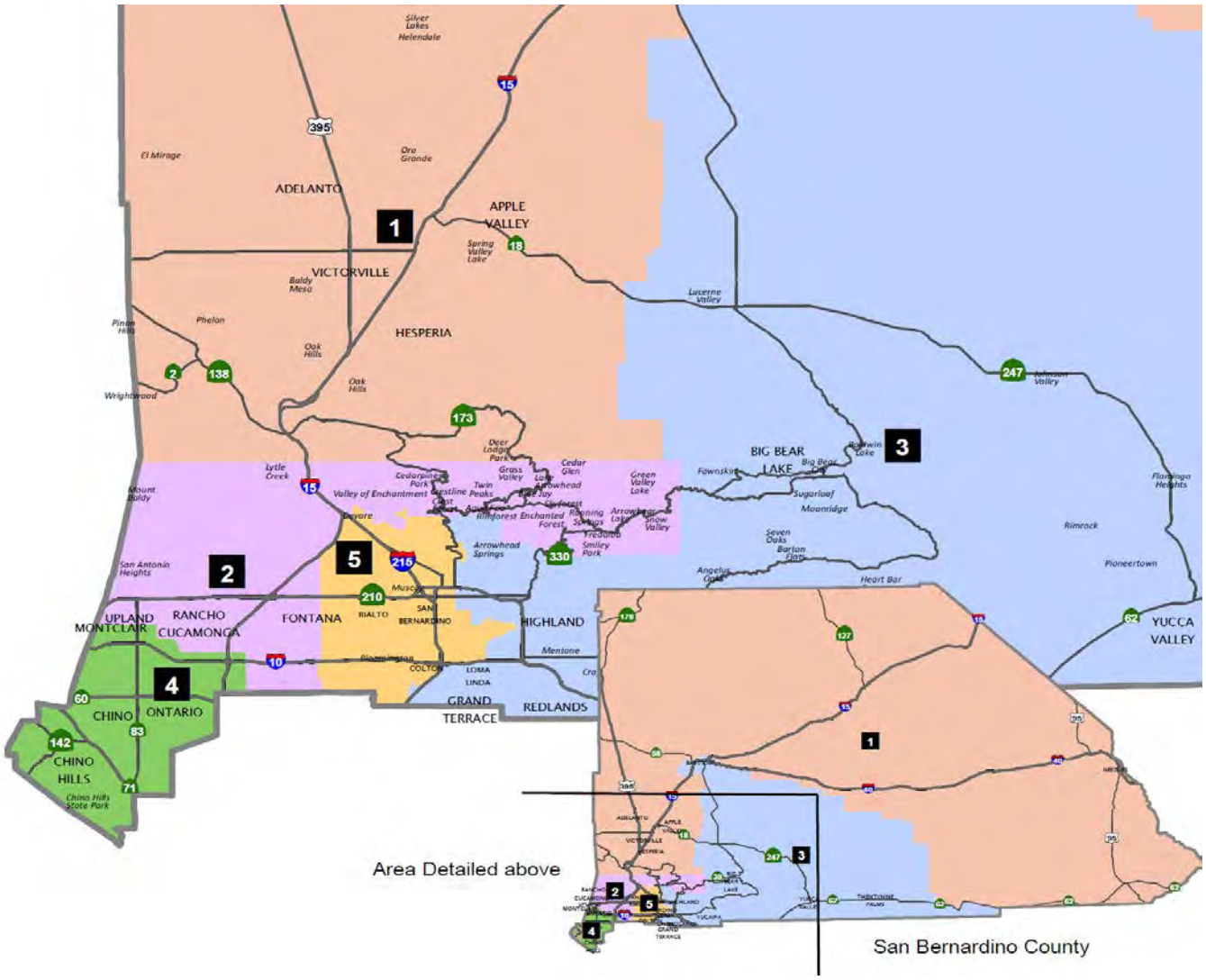
CONCLUSION

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 respond to an uncertain fiscal future. As a result of the need to maintain flexibility, the 2017-18 Adopted Budget utilizes existing departmental resources or one-time funds for key projects and programs rather than 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.



DENA M. SMITH
Interim Chief Executive Officer

San Bernardino County Supervisorial Districts





Robert A. Lovingood
Chairman
First District Supervisor
(909) 387-4830



Janice Rutherford

Second District Supervisor
(909) 387-4833



James Ramos

Third District Supervisor
(909) 387-4855



Curt Hagman
Vice Chairman
Fourth District Supervisor
(909) 387-4866



Josie Gonzales

Fifth District Supervisor
(909) 387-4565

COUNTY OF SAN BERNARDINO
COUNTYWIDE FACTS AND FIGURES

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

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

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

INCORPORATED CITIES:
24

POPULATION BY CITY

INCORPORATED CITY	TOTAL 1/1/2017 ESTIMATED POPULATION
Adelanto	34,273
Apple Valley	74,701
Barstow	24,248
Big Bear Lake	5,047
Chino	88,026
Chino Hills	80,676
Colton	53,879
Fontana	212,786
Grand Terrace	12,435
Hesperia	94,133
Highland	54,377
Loma Linda	24,528
Montclair	39,122
Needles	5,044
Ontario	174,283
Rancho Cucamonga	177,324
Redlands	69,851
Rialto	106,528
San Bernardino	216,972
Twentynine Palms	26,919
Upland	76,790
Victorville	123,565
Yucaipa	54,324
Yucca Valley	21,519
Total Incorporated	**1,851,350**
Total Unincorporated	**308,906**
Total County of San Bernardino	**2,160,256**

Source: *State of California, Department of Finance, E-1: Population Estimate with Annual Percentage Change-January 1, 2016 and 2017.* Sacramento, California, May 1, 2017.

REGIONAL PARKLAND: 9,200 acres

COUNTY LIBRARY: 32 Branches

MAJOR COUNTY EMPLOYERS:

Employer	Employees
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-2016-17 Property Tax Rolls*)

Name	Assessed Value	% of roll
Southern California Edison	$4,240,359,561	2.21%
Prologis	$1,532,782,178	0.80%
Majestic Realty	$627,319,652	0.33%
Teachers Insurance & Annuity	$545,231,306	0.28%
Southern California Gas	$520,327,619	0.27%
Verizon California, Inc.	$471,984,088	0.25%
Watson Land Company	$466,939,637	0.24%
Target Corporation	$466,670,760	0.24%
California Steel Industries	$446,006,205	0.23%
Catellus Development	$432,367,932	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 (2016):

Services:	
Trade, Transportation, and Utilities	189,473
Information	5,100
Financial Activities	22,801
Professional and Business Services	77,929
Education and Health Services	108,392
Leisure and Hospitality	70,600
Other Services	19,076
Unclassified	2,715
Construction	32,745
Manufacturing	55,545
Natural Resources & Mining	2,561
Government	119,271

Source: California Employment Development Department, SBCO, Quarterly Census of Employment and Wages (QCEW) 2016 Annual Averages

UNEMPLOYMENT (July 2017): 5.9%

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

PEOPLE BELOW POVERTY LEVEL (2015 estimate):
19.5%

Source: U.S. Census Bureau, 2011-2015 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 2017): $305,000

Source: Corelogic/Dataquick, July 2017.

ASSESSED VALUATIONS* (2016-17):
$202,142,808,635

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

MEDIAN FAMILY INCOME (2015 estimate):
$53,433

Source: U.S. Census Bureau, 2011-2015 SBCO, American Community Survey 5-Year Estimates, Families, Median family income (dollars).

PER CAPITA PERSONAL INCOME (2015): $35,431

Source: U.S. Bureau of Economic Analysis

TAXABLE SALES (2015): $35,338,556 (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 2016)
1. California State University San Bernardino (20,767)
2. University of Redlands (5,071)
3. Loma Linda University (4,444)

Community Colleges (Fall 2016)
1. Chaffey College (22,002)
2. San Bernardino Valley College (12,720)
3. Victor Valley Community College (11,789)
4. Crafton Hills College (5,937)
5. Barstow Community College (3,285)
6. Copper Mountain Community College (1,630)

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

EDUCATIONAL ATTAINMENT (2015 Estimate of County Population Age 25 Years and Over):

	Percent
Less than 9th grade	9.8%
9th to 12th grade, no diploma	11.6%
High school graduate (includes equivalency)	26.2%
Some college, no degree	25.3%
Associate's degree	8.1%
Bachelor's degree	12.3%
Graduate or professional degree	6.7%

Source: U.S. Census Bureau, 2011-2015 American Community Survey 5 Year Estimates.

DEATH RATE (2015 estimate): 624.1 (per 100,000 population)

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

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

**County-Owned*

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

TOP 6 HOSPITALS:
(Ranked by # Staffed of beds)
1. Loma Linda University Medical Center and Children's Hospital, Loma Linda (788 beds)
2. Kaiser Permanente Fontana Medical Center, 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 (322 beds)
6. San Antonio Regional Hospital, Upland (275 beds)

Source: American Hospital Directory, Hospital Search, January 2017.

RACE/ETHNICITY (2020 Projection):

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

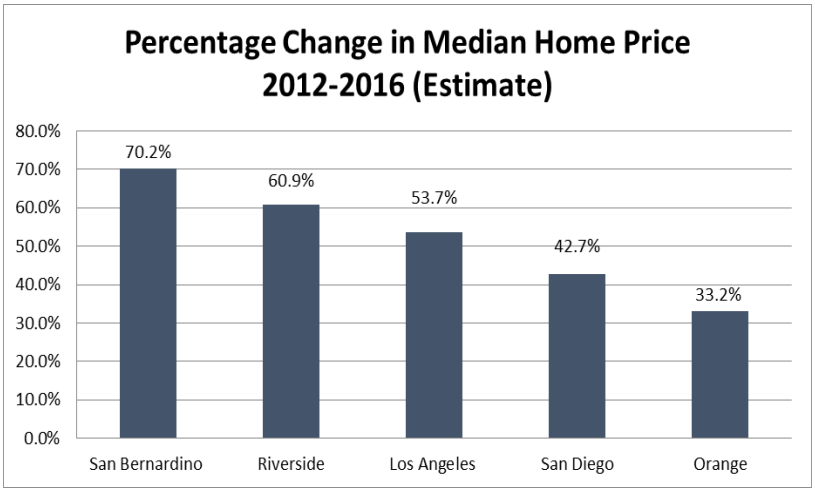
Source: State of California, Department of Finance, Demographic Research Unit, P-1 Population Projections by Race/Ethnicity, 2010–2060. Percentages are rounded.

MEDIAN AGE (2015): 32.5

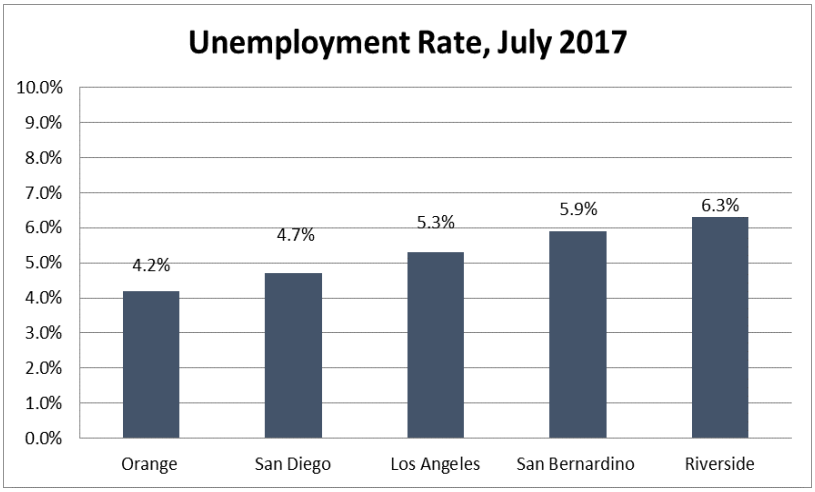
Source: U.S. Census Bureau, San Bernardino County, California: 2011-2015 American Community Survey 5 Year Estimates.

COUNTY OF SAN BERNARDINO
COUNTYWIDE FACTS AND FIGURES

THE COUNTY OF SAN BERNARDINO COMPARISON TO OTHER COUNTIES



Source: California Association of Realtors, Business Tools.

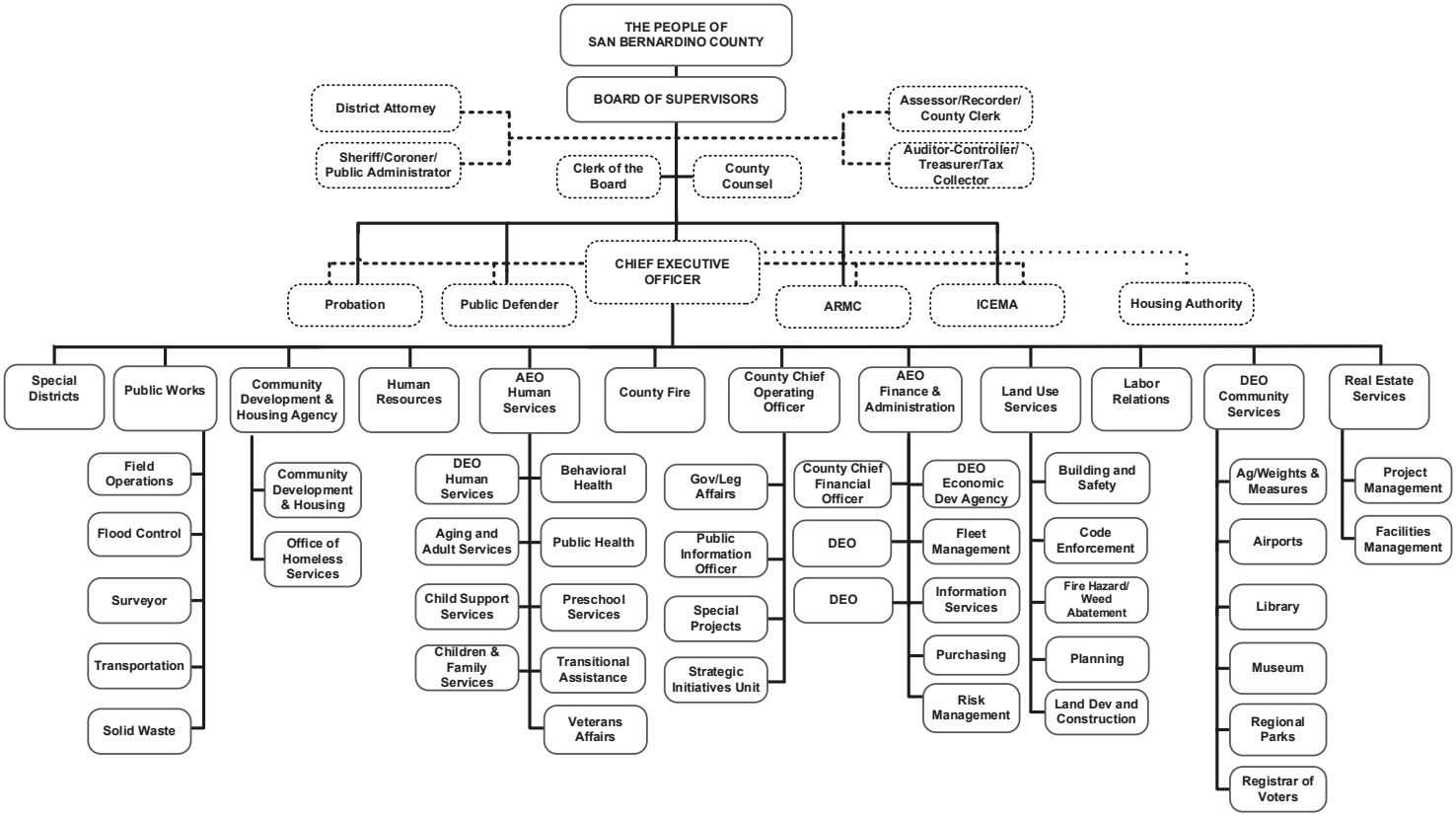


Source: California Employment Development Department, Labor Market Information.



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 2017-18 Adopted Budget covers the period from July 1, 2017 – June 30, 2018. The 2017-18 Adopted Budget represents a consolidation of all County entities which includes $5.9 billion in budgeted Requirements and Sources as well as 22,832 in budgeted staffing. The budget consists of several funds including the general fund, restricted funds, capital project funds, special revenue funds, internal service funds, enterprise funds and permanent funds. Each department is responsible for operating within their budget and has the authority to spend up to the approved budget.

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

Countywide Vision

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

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

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

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

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

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

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

County Paradigm and Job Statement

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

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

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

County Goals and Objectives

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

The Board approved the following County Goals and Objectives on March 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 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 2017-18 Adopted Budget book includes departmental strategies to achieve selected County Goals and Objectives, departmental performance measures for 2017-18 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 2017-18:

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

DEPARTMENT	OBJECTIVE	PERFORMANCE MEASURE
FOCUS ON RECOVERY AND RESILIENCY FOLLOWING THE DECEMBER 2, 2015 TERRORIST ATTACK (SB STRONG)		
County Administrative Office	Develop a memorial honoring County victims and first responders.	Coordinate with the Board of Supervisors on the development of a December 2, 2015 memorial honoring County victims and first responders. (Target: 100%)
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%)
Public Health	Support County employees affected by the December 2, 2015 terrorist attack.	Host five resiliency training sessions. (Target: 100%)
IMPLEMENT THE COUNTYWIDE VISION		
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).
Preschool Services	Continue to promote the Countywide Vision and support the Element Groups	Percentage of children not achieving at least Building Level in literacy skills on the 1st assessment who subsequently meet the standard by the end of the program year, utilizing the Desired Results Developmental Profile (DRDP) 2015 assessment tool. (Target: 50%)
CREATE, MAINTAIN, AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		
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: 3 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: 1,800).
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: 93%).
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: 100,000).
IMPROVE COUNTY GOVERNMENT OPERATIONS		
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%).
OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		
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: 98%).
ENSURE DEVELOPMENT OF A WELL-PLANNED, BALANCED, AND SUSTAINABLE COUNTY		
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%).
PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		
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: 1,000).
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 expensed (Target: $4.50).
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 approved resource family homes (Target: 300).
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 department's Victim Advocates at the Children's Assessment Center (Target: 1,875).
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: 25.0%).
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%).
PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		
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: 463).
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 participates (Target 16).

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.

AUGUST THROUGH SEPTEMBER

Five-Year Capital Improvement Plan
Department's update their five-year capital improvement plan. The plan includes major infrastructure, facility and technology projects that are currently in progress or are proposed by County departments or Special Districts to commence within the next five years.

OCTOBER THROUGH FEBRUARY

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

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

Department Funding Requests and Capital Improvement Call – As part of budget planning for the upcoming fiscal year, departments are asked to submit requests for increased allocations of Discretionary General Funding, both one-time and ongoing. This includes requests related to program initiatives, mandated expenditure increases, and projected department revenue reductions. It also includes requests for increased Discretionary General Funding related to Capital Improvement Projects requested in the annual Capital Improvement Program (CIP) Call.

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 County fiscal plan for the upcoming year is developed based on revenue projections and estimates of ongoing cost changes to maintain current service levels. This plan includes the allocation of discretionary general funding (net county cost) to fund increases in ongoing costs and department funding requests to be included in the Recommended Budget.

Preparation of Recommended Budget – Departments develop their respective Recommended budgets and submit them to Finance and Administration for review, 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 proposed fee changes for the upcoming fiscal year. Revenue from approved fee changes is included in the Recommended Budget submittal to the Board of Supervisors.

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

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

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

JULY THROUGH OCTOBER

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

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

Calendar for the 2017-18 Budget

September 30, 2016	Fee Instructions to Departments
November 18, 2016	Departments Submit Fee Workbooks
December 22, 2016	Department Funding Request and Capital Improvement Call Letter to Departments
January 20, 2017	Departments Submit Funding Requests
February 1, 2017	Departments Submit Capital Improvement Requests

March 2, 2017	Budget Prep System Training
March 6, 2017	Budget Prep System opened for Departmental Input
March 14, 2017	Budget Instructions to Departments
March 24, 2017	Departments Submit Budget Workbooks
March 28, 2017	2017-18 Fee Workshop
April 4, 2017	Fee Hearing
April 18, 2017	2017-18 Internal Service Rates Approved
May 2, 2017	2017-18 Budget Workshop and Fiscal Overview
May 23, 2017	Recommended Budget Delivered to the Board of Supervisors
June 13, 2017	Budget Hearing and Adoption of 2017-18 Budget
October 2017	Adopted Budget Book Printed

General Fund Budget Process

The County Administrative Office has the responsibility for 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 2017-18.

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 28, 2017 the Board of Supervisors held a fee workshop to discuss recommended fee changes and the fee process, and held a fee hearing on April 4, 2017. The fee hearing is designed to take public testimony related to fee changes for the 2017-18 fiscal year. The majority of approved fees become effective July 1, 2017.

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 2017-18 and any revenue not spent and carried forward from prior years (for example, fund balance for special revenue funds). These budgets will also be discussed during the Budget Hearing. When the Board of Supervisors adopts the recommended budget, they will also approve the necessary fund balance adjustments to special revenue funds to agree to the Auditor-Controller/Treasurer/Tax Collector's actual fund balance.

Other Entities Budget Process

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

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

Budget Adoption and Changes to the 2017-18 Recommended Budget

The 2017-18 Recommended Budget, including all entities and funds discussed above, was heard and adopted on June 13, 2017. At that time the Board approved the following changes to the Recommended Budget:

- An increase in Requirements and Sources of $285,124 to fund additional Capital Improvement Projects for County Fire, Preschool Services, Fleet Management, Sheriff/Coroner/Public Administrator, and the Arrowhead Regional Medical Center. These increases were funded with department revenue, use of department fund balance /net position, and savings from completed Capital Improvement Projects.
- An increase in the transfer of Discretionary General Funding to County Fire of $733,775 for the provision of Advanced Life Support emergency ambulance services to the Baker Area, funded by a decrease in the recommended contribution to the Retirement Reserve.
- A decrease in the recommended contribution to the MOU – California University of Science and Medicine Reserve of $3.0 million to fund transfers to County Fire for the Inmate Hand Crew Program ($1.5 million) and operation of the Wonder Valley Fire Station ($1.5 million), which were both eliminated in County Fire's recommended budget.
- A decrease in the recommended contribution to the MOU – California University of Science and Medicine Reserve of $1.0 million to establish a General Fund Reserve of $1.0 million for Crime Sweeps.

Amending the Adopted Budget

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

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

Transfer of Salaries and Benefits Appropriation:

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

Transfers of Fixed Asset Appropriation:

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

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Name of General Fund Budget Unit	0	0	0			0
Total General Fund	0	0	0			0
Special Revenue Funds						
Name of Special Revenue Fund Budget Unit	0	0		0		0
Total Special Revenue Funds	0	0		0		0
Internal Service Funds						
Name of ISF Budget Unit	0	0			0	0
Total Internal Service Funds	0	0			0	0
Enterprise Funds						
Name of EF Budget Unit	0	0			0	0
Total Enterprise Funds	0	0			0	0
Other Agencies						
Name of Other Agency Budget Unit	0	0		0		0
Total Other Agencies	0	0		0		0
Total - All Funds	0	0	0	0	0	0

2016-17 MAJOR ACCOMPLISHMENTS

2016-17 Major Accomplishments provides significant departmental accomplishments during the last fiscal year.

DEPARTMENT GOALS AND OBJECTIVES

COUNTY GOAL: BLANK		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target
OBJECTIVE						
OBJECTIVE						
STRATEGY			0	0	0	0
STRATEGY						
STRATEGY						
STRATEGY						

The above table lists the County Goal and Objectives, department strategies and performance measures for the 2017-18 fiscal year.

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

Name of Budget Unit

DESCRIPTION OF MAJOR SERVICES

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

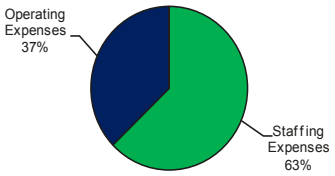
Budget at a Glance

Total Requirements (Excl. Reimb.)	$0
Total Sources (Incl. Reimb.)	$0
Net County Cost	$0
Total Staff	0
Funded by Net County Cost	0%

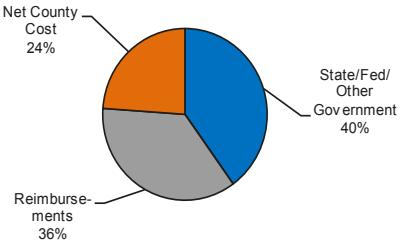
Budget at a Glance lists the budget unit's 2017-18 total requirements excluding reimbursements, total sources including reimbursements, total budgeted staffing, use of net county cost or use of fund balance or net position, if any, and percentage of requirements funded by net county cost, if applicable.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



These graphs display a visual picture of the budget unit's breakdown of expenditure authority and sources for 2017-18.

ANALYSIS OF 2017-18 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:**	-

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	0	0	0	0	0	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	0	0	0	0	**0**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	0	0	0	0	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	0	0	0	0	**0**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	0	0	0	0	0	0	**0**
Net County Cost	0	0	0	0	0	0	**0**
Budgeted Staffing*	0	0	0	0	-	0	**0**

*Data represents modified budgeted staffing

DETAIL OF 2017-18 ADOPTED BUDGET

Detail of 2017-18 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 2017-18, including staffing, requirements, sources, net county cost, fund balance, and net position, where applicable.

MAJOR EXPENDITURES AND REVENUE IN 2017-18 ADOPTED BUDGET

The Major Expenditures and Revenue in the 2017-18 Adopted Budget section briefly describes significant budgeted expenditures 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 2017-18 budget, including significant changes in requirements and sources from the prior year Final budget.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0

*Detailed classification listing available in Appendix D.

The 2017-18 Position Summary above displays 2016-17 final staffing by division within the budget unit and the details regarding if positions have been added, deleted or reorganized to derive the 2017-18 adopted staffing. It also provides limited term and regular position counts for 2017-18 budgeted staffing.

STAFFING CHANGES AND OPERATIONAL IMPACT

The Staffing Changes and Operational Impact section briefly highlights budgeted staffing changes and operational impacts for 2017-18, including significant changes from the prior year budgeted staffing.

SUMMARY

	Fiscal Year 2015-16 Actual Amount	Fiscal Year 2016-17 Adopted Budget	Fiscal Year 2016-17 Final Budget	Fiscal Year 2017-18 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
Requirements						
Staffing Expenses	1,795,870,526	1,980,983,760	2,018,922,683	2,094,134,903	75,212,220	3.73%
Operating Expenses	2,269,521,417	2,734,663,111	2,859,989,469	2,931,531,098	71,541,629	2.50%
Capital Expenditures	137,750,197	439,065,162	582,151,771	550,511,338	(31,640,433)	-5.44%
Reimbursements	(287,128,528)	(354,995,276)	(386,158,461)	(402,987,730)	(16,829,269)	4.36%
Contingencies	0	108,495,246	42,664,526	75,579,719	32,915,193	77.15%
Subtotal Appropriation	3,916,013,612	4,908,212,003	5,117,569,988	5,248,769,328	131,199,340	2.56%
Operating Transfers Out	263,090,085	493,916,175	656,543,710	527,658,255	(128,885,455)	-19.63%
General Fund Contributions to Reserves	0	60,717,946	105,324,383	64,573,391	(40,750,992)	-38.69%
Non-General Fund Contr. to Reserves/Net Position	0	18,762,710	37,107,944	11,284,839	(25,823,105)	-69.59%
Total Requirements	4,179,103,697	5,481,608,834	5,916,546,025	5,852,285,813	(64,260,212)	-1.09%
Sources						
Taxes	844,369,176	853,638,531	871,874,805	913,669,674	41,794,869	4.79%
1991 Realignment	267,752,700	293,883,324	293,648,537	288,575,247	(5,073,290)	-1.73%
2011 Realignment	375,293,994	397,222,639	407,837,386	431,530,681	23,693,295	5.81%
State/Fed/Other Government	1,532,718,815	1,802,100,657	1,847,328,439	1,865,047,406	17,718,967	0.96%
Fee/Rate	911,713,510	969,765,753	1,021,838,659	1,017,423,316	(4,415,343)	-0.43%
Other Revenue	174,503,394	137,090,668	163,237,245	147,033,773	(16,203,472)	-9.93%
Operating Transfers In	266,845,358	479,576,366	643,575,049	520,614,945	(122,960,104)	-19.11%
Use of Fund Balance/Unrestricted Net Position*	(127,142,557)	378,901,091	430,938,146	524,640,784	93,702,638	21.74%
General Fund Unassigned Fund Balance*	(66,950,694)	119,325,690	119,325,690	82,042,237	(37,283,453)	-31.25%
Use of General Fund Reserves	0	50,104,116	116,942,069	61,707,750	(55,234,319)	-47.23%
Total Sources	4,179,103,697	5,481,608,834	5,916,546,025	5,852,285,813	(64,260,212)	-1.09%
Budgeted Staffing**	22,109	22,494	22,719	22,832	113	0.50%

* For 2015-16, the two Fund Balance budget line items represent the actual increase to fund balance/net position.

**2015-16 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the fiscal year.

Overview of 2017-18 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 $5.9 billion 2017-18 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 22,832 budgeted positions are responsible for a wide variety of services to residents, from responding to calls for emergency services (Sheriff's Department and Fire District) to giving businesses the tools they need to succeed (Economic Development Agency) to providing a home for children in need (Human Services – Subsistence). The 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 $5.9 billion, a decrease of 1.09%, consist primarily of Staffing and Operating Expenses, which represent 80.3% ($5.0 billion) of Total Requirements (excluding Reimbursements as a Requirement). Staffing Expenses of $2.1 billion consist of salaries of $1.3 billion and benefit costs of $765.6 million. Departments with significant budgeted staffing expenses include the Sheriff/Coroner/Public Administrator (all budget units - $478.3 million, 3,777 positions), Human Services Administrative Claim ($352.6 million, 4,655 positions), and Arrowhead Regional Medical Center ($283.3 million, 3,906 positions). The largest benefit related cost for the County is employee pensions (retirement), which makes up 58.3% ($446.7 million) of all costs associated with employee benefits. The increase in staffing costs of $75.2 million is largely due to increased costs of $13.5 million in the Fire Protection District due to the annexation of the City of Upland's fire services, $12.7 million in ARMC due to negotiated salary increases, increased staffing levels to reduce reliance on nurse registry and overtime, and service expansions, and $10.4 million in the Sheriff/Coroner/Public Administrator (all

budget units) primarily due to negotiated MOU increases. Other increases include the addition of 134 positions within the Preschool Services Department (increase of $4.4 million), an increase of 30 positions within the Mental Health Services Act Special Revenue fund (increase of $3.6 million) and an increase of 28 positions within the Probation Department (all units, increase of $4.4 million).

Operating Expenses in the County include costs for services and supplies, internal service fund charges, travel, transfers to the other County departments, subsistence payments, and other charges. These expenses represent the largest share of costs within the County at $2.9 billion. These costs include subsistence payments to help residents in need throughout the County and as a result, the Human Services operational group makes up almost half (44.9%) of the County's operating expenses. In 2017-18 Operating Expenses are increasing by $71.5 million which is primarily associated with increases in Human Services ($31.9 million), Fire Protection District ($23.6 million), Other Agencies ($6.7 million), and the Community Development and Housing Agency ($6.5 million).

The largest offset to the increases in Staffing and Operating expenses previously discussed is within Operating Transfers Out ($128.9 million) that is primarily the result of a reduction in the use of one-time funds for various projects including a decrease of $61.9 million in the Countywide Discretionary Budget Unit and a decrease of $11.3 million in the Department of Public Works Transportation Special Revenue Funds. Operating Transfers Out are often used to transfer one-time funds to finance projects that are administered by another agency or department.

Total Requirements include Contingencies and Contributions to Reserves (General Fund and Non-General Fund). Like Contingencies, Contributions to Reserves represent Sources that are not planned to be spent in the coming fiscal year. Beginning in 2015-16, governmental funds other than the general fund eliminated the use of Contingencies, which represented Sources in excess of Requirements. Instead amounts that are available but not budgeted to be spent, are contributed to reserves. Excluding Contingencies and Contributions to Reserves, the total budget available for expenditure in 2017-18 is $5.7 billion (including Operating Transfers Out and Reimbursements as Requirements). Further detail on General Fund Contingencies and Reserves can be found in the Discretionary General Funding and Restricted Funds section of the Executive Summary.

New in the 2017-18 Adopted Budget is the establishment of the Community Development and Housing Agency. This agency includes Community Development and Housing and the Office of Homeless Services, which were formerly included in the Economic Development Agency. As a result, prior year actuals and budgets have been restated for comparative purposes.

Also new for 2017-18, the Public Works Transportation Division includes a proposed project list for compliance with Senate Bill 1 (SB 1), which was passed in April 2017. SB 1 will provide the County with Road Maintenance and Rehabilitation Account (RMRA) funds, which will be continuously appropriated and is expected to begin flowing to counties in monthly apportionments from the State by February 2018. In order to receive an apportionment of RMRA funding, counties must submit to the California Transportation Commission (CTC) an annual list of projects proposed to be constructed with RMRA funding. This initial list shall be included as part of the County's budget and use of the funds shall remain flexible as long as the funds are only used on eligible projects. It should be noted that Requirements and Sources associated with these funds are not included in the 2017-18 Adopted Budget. Once actual funding amounts are known, the department will return to the Board in a subsequent Quarter Report to request expenditure authority for RMRA funded projects.

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 $1.9 billion, State, Federal or Other Government Revenue represents 29.8% of the County budget (including Reimbursements as a Source). The Human Services operational group receives the largest amount of funds from other governments, with $418.4 million received from the State and $654.9 million received from the federal government. Fee/Rate revenue of $1.0 billion represents 16.3% of the County budget (including Reimbursements as a Source) and includes funding from licenses, permits, fines, fees, rates, and other charges for direct services provided by the County. Much of this funding ($211.7 million) is received by departments, such as the Fleet Management, 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 ($149.1 million),

which provides law enforcement services for 14 incorporated county cities, and the Public Work's Solid Waste Division ($74.9 million) that is responsible for the operation and management of the County solid waste disposal system.

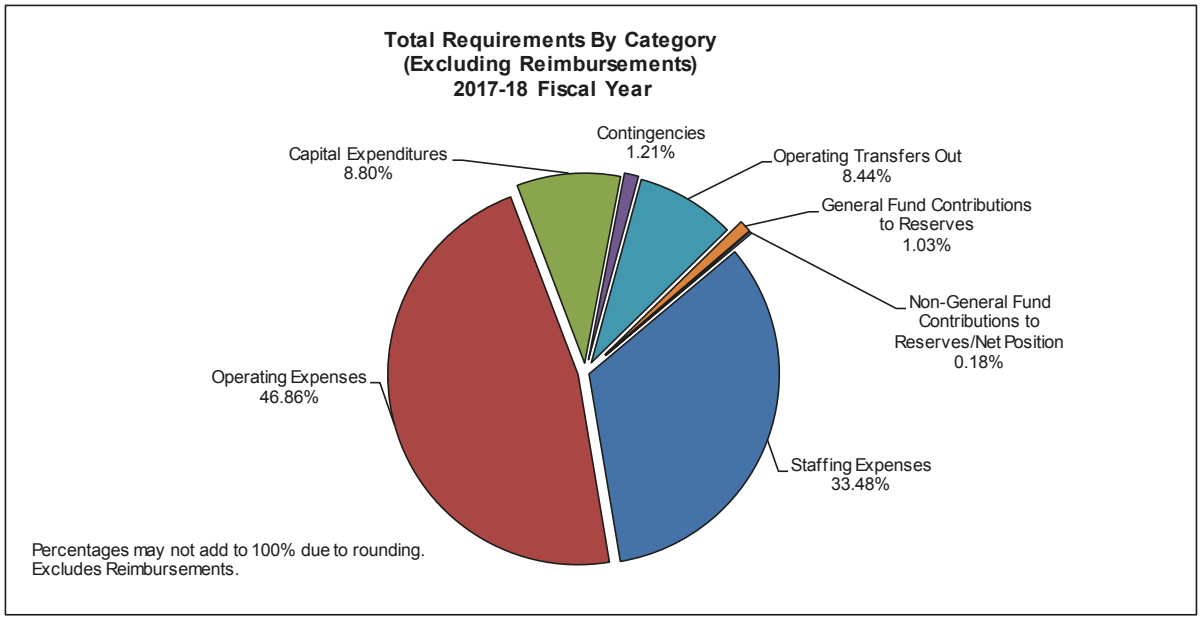
While historically it has been assumed that counties are reliant on relatively stable property taxes for the provision of services, with the realignment of many state services, counties have become increasingly dependent on sales tax revenue. When combining 1991 and 2011 Realignment revenues, which are primarily funded with sales tax ($720.1 million), with County sales tax ($23.5 million) and Proposition 172 Half Cent Sales taxes ($173.4 million), the portion of requirements funded primarily with sales tax represents 14.7% of the County budget (including Reimbursements as a Source). While sales taxes are projected to experience a modest increase in 2017-18, 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, based on timing, a recession is very likely within the upcoming 5-year forecast. By the end of the fiscal year, the current expansion would be second longest in the history of the United States. Rather than attempting to predict the timing of the next recession, the County has taken the approach of budgeting revenue growth conservatively.

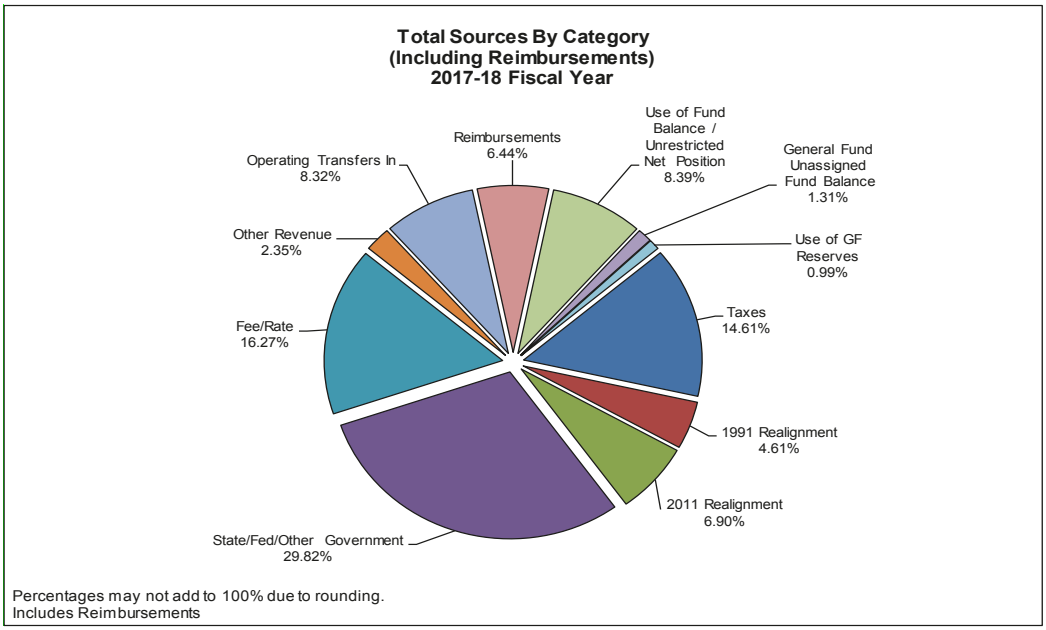
The County's approach to increasing County reserves reflects a fiscally conservative recognition of the resource shift from historically stable to risky tax sources. In 2016-17, the County contributed a total of $142.4 million between General Fund ($105.3 million) and Non-General Fund ($37.1 million) reserves and is budgeted to contribute $64.6 and $11.3 million in 2017-18, respectively. Further detail on County General Fund Reserves can be found in the Discretionary General Funding and Restricted Funds section of this budget book. Information regarding Non-General Fund Reserves can be found on Budget Unit Specific pages within the budget book.

REQUIREMENTS AND SOURCES BY CATEGORY

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

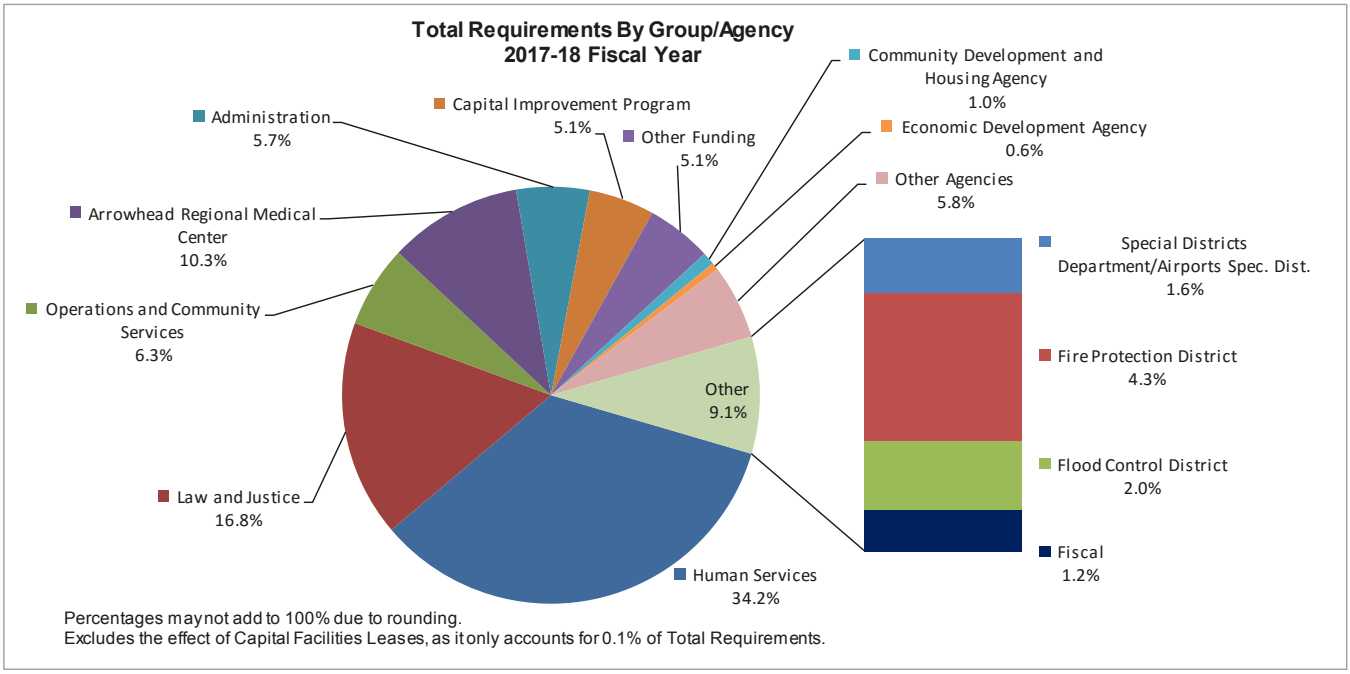


REQUIREMENTS SUMMARY

The 2017-18 Adopted Budget includes Requirements of $5.9 billion, which is a net decrease of $64.3 million or 1.09% compared to the 2016-17 Final Budget.

	Fiscal Year 2015-16 Actual Amount	Fiscal Year 2016-17 Adopted Budget	Fiscal Year 2016-17 Final Budget	Fiscal Year 2017-18 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
County Operations:						
Administration	242,745,386	301,383,534	330,597,958	331,421,817	823,859	0.25%
Capital Facilities Leases	13,056,893	7,240,810	7,240,810	7,258,116	17,306	0.24%
Community Development and Housing Agency	20,299,757	51,794,854	53,087,043	56,995,389	3,908,346	7.36%
Economic Development Agency	21,605,641	27,922,603	31,711,360	33,047,554	1,336,194	4.21%
Fiscal	61,068,505	67,579,061	67,810,120	69,645,848	1,835,728	2.71%
Arrowhead Regional Medical Center	548,736,492	565,201,660	599,100,181	604,319,189	5,219,008	0.87%
Human Services	1,653,535,073	1,921,791,097	1,963,154,472	2,003,652,740	40,498,268	2.06%
Law and Justice	887,293,615	937,003,162	987,389,197	982,305,943	(5,083,254)	-0.51%
Operations and Community Services	258,535,842	337,765,596	365,137,920	371,394,305	6,256,385	1.71%
Capital Improvement Program	73,643,701	244,874,363	362,669,513	296,349,635	(66,319,878)	-18.29%
Other Funding	113,857,225	301,252,886	370,082,779	296,844,253	(73,238,526)	-19.79%
Subtotal:	3,894,378,131	4,763,809,626	5,137,981,353	5,053,234,789	(84,746,564)	-1.65%
Special Districts/Other Agencies Operations:						
Special Districts Department/Airports Spec. Dist.	48,211,924	92,742,760	96,349,142	90,796,140	(5,553,002)	-5.76%
Fire Protection District	143,675,483	198,535,609	248,021,502	252,295,190	4,273,688	1.72%
Flood Control District	82,213,626	105,061,179	112,353,597	117,804,795	5,451,198	4.85%
Other Agencies	10,624,534	321,459,660	321,840,431	338,154,899	16,314,468	5.07%
Subtotal:	284,725,567	717,799,208	778,564,672	799,051,024	20,486,352	2.63%
Total:	4,179,103,697	5,481,608,834	5,916,546,025	5,852,285,813	(64,260,212)	-1.09%
Budgeted Staffing*	22,109	22,494	22,719	22,832	113	0.50%

* 2015-16 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the fiscal year.
Note: Requirements include contributions to Available Reserves and Net Position.



Below are explanations of the major expenditures that are included in the $5.9 billion 2017-18 Adopted Budget and changes from the 2016-17 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 $331.4 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 ($7.8 million), which is the governing body of County government, and the County Administrative Office ($5.8 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 ($10.7 million), employment and employee related services provided by Human Resources ($21.4 million), and information technology support provided by the Information Services Department ($98.8 million – including contributions to Net Position). The largest department in the Administration operational group is the Department of Risk Management, which has Requirements of $127.9 million and administers the County workers' compensation, public liability, property conservation, safety and risk reduction programs.

Requirements for this operational group are increasing by $0.8 million from the 2016-17 Final Budget. Notably, Requirements are increasing in Risk Management Insurance Programs by $9.0 million due to an increase in settlements, liability claims experience, and increased medical claims costs in workers' compensation. This increase is offset by a $4.8 million decrease in Fleet Management primarily due to the separation of Fleet Management and the Fire Protection District joint operations program, and a reduction in capital expenditures as a result of a decrease in planned vehicle replacements. Also included is a $1.4 million decrease in the Board Discretionary Fund which sunset on December 29, 2016 (per County Policy 05-10) and a $1.1 million decrease across the Information Services Department budget units due to a reduction in capital expenditures compared to the prior year.

Capital Facilities Leases has Requirements of $7.3 million which reflects a slight increase over 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 increasing as the result of an increase in County overhead costs (COWCAP).

Community Development and Housing Agency has Requirements of $57.0 million and provides services that better people's lives and the communities they live in by strategically investing and leveraging limited federal, state and local resources to achieve community and neighborhood revitalization. Notable departmental Requirements include $56.1 million for Community Development and Housing (CDH) services which includes $18.3 million for infrastructure improvements in the areas surrounding the former San Sevaine and Cedar Glen redevelopment project areas and $23.1 million for low-moderate income housing assistance. In addition, the Office of Homeless Services ($0.9 million) includes Operating Expenses of $0.5 million to support Continuum of Care grant administration and planning functions.

The net increase in Requirements of $3.9 million is primarily due to an anticipated increase in federal and state funded projects.

Economic Development Agency has Requirements of $33.0 million and provides services that seek to create, maintain, and grow the economic value of the County. Such services include small business assistance and technical support, permitting assistance, and business site selection assistance. Notable departmental Requirements include $29.5 million (including Contributions to Reserves) for the Department of Workforce Development, which is funded by federal Workforce Innovation and Opportunity Act (WIOA) revenue, and includes $15.9 million in direct services to job seekers and business customers, including vocational training, On-the-Job training, supportive services, business consulting, and workshops. Also included is $3.5 million in Requirements for the Department of Economic Development which funds various economic development programs including trade shows, advertising and public relations.

The net increase in Requirements of $1.3 million is primarily due to a decrease in Reimbursements from the Transitional Assistance Department to more accurately reflect actual program expenditures. Since Reimbursements offset Requirements, the decrease in Reimbursements results in a net increase to Total Requirements.

Fiscal has Requirements of $69.6 million and includes the Auditor-Controller/Treasurer/Tax Collector ($40.8 million – including Contributions to Reserves) and the Assessor/Recorder/County Clerk ($28.9 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 $25.9 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 $19.7 million in staffing expenses ($18.7 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 increasing $1.8 million (2.7%) and are primarily associated with increased cost to maintain current services (including general office expense, data processing and negotiated MOU increases) and the addition of 2 new positions in the Auditor-Controller/Treasurer/Tax Collector to expand and separate the Property Tax Division.

Arrowhead Regional Medical Center (ARMC) has Requirements of $604.3 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 family health centers, and provides Department of Behavioral Health's inpatient activities and numerous specialty activities. For 2017-18, ARMC will focus on managing the continued impact of the Affordable Care Act as the number of uninsured patients declines, and members of this group migrate to expanded coverage under Medi-Cal Managed Care.

ARMC is increasing Requirements by $5.2 million, which represents a 0.87% increase over the prior year. Increased Requirements in this group includes an increase in the Medical Center CIP fund ($8.3 million) due to $11.0 million in new projects. This increase is offset by a net decrease of $3.0 million in the ARMC enterprise fund which includes increases in staffing expenses related to the net addition of 66 positions, negotiated salary increases, and the establishment of the Specialty Care Nurse classification ($12.7 million) and are offset by a reduction in Contributions to Net Position ($12.8 million) which is the result of the receipt of one-time funding in 2016-17 that was set aside in a specific purpose reserve.

Human Services is the largest operational group within the County with Requirements totaling $2.0 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 ($489.5 million) and Public Health ($112.1 million, including Contribution to Reserves). Social services are provided primarily through Human Services ($1.1 billion) including the Human Services Administrative Claim budget unit ($559.4 million), the Human Service Subsistence Payments budget units ($563.2 million) and the Wraparound Reinvestment Fund budget unit ($10.4 million). Additional social services are provided by the Preschool Services Department ($58.1 million – including Contributions to Reserves), Child Support Services Department ($40.2 million), and the Aging and Adult Services Department ($9.7 million). Notable Requirements in the Human Services group include $1.3 billion in Operating Expenses of which $564.1 million are in the Human Services Subsistence funds and represent either direct payments to welfare recipients or payments to organizations that provide services to welfare recipients.

Human Services is increasing Requirements by a net $40.5 million which includes significant changes in numerous departments within the group. Significant increases in the 2017-18 Adopted Budget include:

- An increase of $43.1 million in the Department of Behavioral Health (all units) that reflects increased costs to provide therapeutic services in various programs including narcotic treatment programs, Regional Full Services Partnership, Comprehensive Child and Family Support Services and crisis services at the ARMC Behavioral Health Center.
- An increase of $9.7 million in the Human Services Subsistence funds that reflects an increase in direct payments of benefits to clients and contracted payments to service providers that provide vital, necessary services to children.

These increases are offset by the following significant reductions:

- A decrease of $7.6 million in the Human Services Administrative Claim reflects reductions in available federal and state revenue sources which has required a reduction in budgeted operating expenses.
- A decrease of $2.5 million in the Preschool Services Department primarily due to a reduction in the number of one-time projects funded in 2017-18 compared to the prior year.
- A decrease of $1.2 million in the Wraparound Reinvestment Fund reflects a reduction in Operating Transfers Out that support Child Welfare Services programs due to an anticipated reduction in the availability of reinvestment funds to supplement these services.

Law and Justice has Requirements of $982.3 million and provides public safety services to County residents. The Sheriff/Coroner/Public Administrator (all units - $633.0 million) provides law enforcement services for the unincorporated areas of the County and certain services on a countywide basis through its Operations budget unit ($243.4 million). Another primary function of the Sheriff's Department is to provide Detention facilities ($219.1 million) for all of the County pre-sentenced inmates as well as sentenced inmates no longer required to go to State prison, as a result of the realignment 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 ($149.1 million). The Probation Department ($182.5 million – including Contributions to Reserves) 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 ($85.8 million) is responsible for prosecuting crimes committed within the County, and the Public Defender ($39.2 million) provides mandated representation to indigent adult clients in felony, misdemeanor, and mental health civil commitment cases, as well as to clients facing probation, parole, or post-community supervision release violations. Also included are the County Trial Court budget units ($40.4 million, including Contributions to Reserves) which represent both ongoing County-Court related financial obligations and functions related to the transfer of the Courts to the State.

Requirements are decreasing overall by $5.1 million. Notable changes in Requirements include:

- A decrease of $3.7 million in the Probation Department (all units) which is primarily due to a reduction in the number of one-time projects funded with Operating Transfers Out in 2017-18.
- A decrease of $3.0 million in the Sheriff's Department (all units) which primarily reflects a reduction in Requirements funded with Grant Revenues which are added to the department's budget once received from the Grantor.

Operations and Community Services has Requirements of $371.4 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 ($18.6 million), the payment of County utilities ($19.1 million), Real Estate Services ($1.6 million) and the Chino Agricultural Preserve ($5.3 million). Departments that provide direct services to the community include Agriculture/Weights and Measures ($7.8 million), the County Library ($19.8 million), Land Use Services ($22.6 million), Registrar of Voters ($9.7 million), Regional Parks ($15.0 million), and the County Museum ($3.6 million). Notably, this group also includes the Department of Public Works – Transportation ($133.7 million) and Public Works – Solid Waste Management ($95.3 million). 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 five regional landfills, nine transfer stations, and 34 closed landfills or disposal sites.

The net increase in Requirements is $6.3 million, which represents a 1.7% increase from the 2016-17 Final Budget. Notable increases in requirements include:

- A net increase of $5.3 million in the Department of Public Work's Solid Waste Enterprise Funds which reflects an increase of $11.7 million to fund increases in costs for expansion and improvement projects across the department's waste infrastructure assets. These increases are offset by a decrease of $6.4 million in budgeted Contributions to Net Position.
- An increase of $2.7 million within Real Estate Services (all units) primarily due to a $2.7 million increase in the Chino Agricultural Preserve fund that reflects an increase in anticipated capital expenditures to acquire property adjacent to Prado Regional Park in Chino to comply with the Prop 70 Land Plan that requires acreage to be maintained for specific purposes.
- An increase of $2.4 million in Airports (all units, excluding CSA 60) primarily due to an increase in expenditures for Phase II of the Chino Northwest Apron Rehabilitation project and the construction of wells, testing and monitoring services connected to the Chino Plume.

Notable decreases in Requirements offsetting the previously mentioned increases include:

- The department of Public Works, Transportation Division is decreasing Requirements by $1.0 million primarily due to a decrease in Operating Transfers Out reflecting a transfer for a new office building in 2016-17.
- A decrease of $2.2 million in Land Use Services (all units) primarily due to a decrease in one-time funding for projects such as Blue Cut Fire Demolition, Morongo Basin Cultural Plan, and a decrease in outside legal services.
- A decrease of $1.3 million in the Registrar of Voters primarily due to the passage of Senate Bill 415 which requires political subdivisions to hold elections on statewide election dates if voter turnout falls below a pre-determined minimum level. This bill has impacted 24 jurisdictions within the County and has resulted in fewer elections scheduled for the 2017-18 fiscal year.

Capital Improvement Program has Requirements of $296.3 million and is used to account for funding resources designated for the acquisition or construction of major capital facilities. The decrease in Requirements of $66.3 million is due to a combination of one-time expenditures in 2016-17 associated with the acquisition of approximately 60 acres of land adjacent to the Chino Airport, combined with the department's aggressive approach to completing projects in 2016-17 to reduce the backlog of projects which carryover funding from year to year.

Notable projects funded in 2017-18 includes additional funding for the County Buildings Acquisition and Retrofit Project ($40.2 million), the Valley Dispatch Center ($2.2 million) and the 800 MHz Upgrade Project ($17.9 million). Further detail on major capital projects for 2017-18 is shown in the Capital Improvement Program section of this budget summary and in the CIP section of this budget book.

Other Funding of $296.8 million primarily represents the Countywide Discretionary Fund ($136.0 million), General Fund Contingencies ($55.7 million), and various restricted funds within the General Fund including contingencies within the Proposition 172 Half-Cent Sales Tax budget unit ($19.8 million), 1991 Realignment expenditures ($10.5 million), and expenditures in the Automated Systems Development Fund ($8.9 million). Other Funding also includes Contributions to General Fund Reserves of $64.6 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 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 in Other Funding of $73.2 million primarily represents decreases in the Countywide Discretionary Fund ($61.9 million), General Fund Contributions to Reserves ($40.8 million), and is offset by an increase in General Fund Contingencies ($32.9 million). Contingencies represent funding available from 2017-18 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 $90.8 million (including Contributions to Net Position/Reserves) and is managed primarily by the Special Districts Department ($84.2 million) with $6.6 million in Requirements managed by County Airports. Airports manages County Service Area 60, which funds the operation, capital projects and maintenance of the Apple Valley Airport that was built in 1970 and is a public use airport providing general aviation services to the High Desert region.

The Special Districts Department provides for the management, and maintenance of general, parks and recreation, road, sanitation, streetlighting, and water districts for 99 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 $5.6 million. Requirements are decreasing from the prior year due to a reduction in the number of one-time projects funded within the department's General Districts budget unit ($3.3 million) and a decrease in the funding of construction projects through the department's Capital Improvement Program ($5.6 million). These decreases are offset by an increase in budgetary contributions to Reserves/Net Position ($1.5 million) and an increase of $3.0 million in the Special Districts

Airports funds in order to acquire land for the drainage basin project at the southwest quadrant of the Apply Valley Airport (CSA 60).

Fire Protection District has Requirements of $252.3 million (including Contributions to Reserves) and provides fire protection and emergency services throughout the County. The District covers 19,278 square miles and serves more than 60 communities/cities, including the City of Upland following its annexation, City of Needles, City of San Bernardino, City of Grand Terrace and the Town of Yucca Valley, within four Regional Service Zones (Mountain, North Desert, South Desert and Valley). Additionally, County Fire provides contractual fire protection services to four cities: Adelanto, Victorville, Hesperia, and Fontana's independent fire protection district.

Requirements are increasing by $4.3 million which is primarily due to an increase of $11.4 million in costs resulting from the annexation of the City of Upland's fire services and is partially offset by a decrease in budgeted Contributions to Reserves ($8.3 million).

Flood Control District was created in 1939 under special State legislation and has Requirements of $117.8 million. The District has developed an extensive system of flood control and water conservation facilities, including dams, conservation basins, debris basins, channels and storm drains. The purpose of these facilities is to intercept and convey flood flows through and away from developed areas of the County, as well as to promote water conservation and improved water quality.

Requirements are increasing by $5.5 million over the prior year. Changes within this group include an increase of $14.0 million for planned construction projects and are offset by a decrease in capital expenditures for right of way purchases ($3.0 million) and decreases in Operating Transfers Out ($6.2 million) due a reduction in the number of one-time projects in 2017-18.

Other Agencies has total Requirements of $338.2 million and contains five Other Agency budget reporting entities in the County, including the Housing Authority of the County of San Bernardino ($326.1 million - including Contributions to Net Position), In-Home Supportive Services Public Authority ($7.9 million), Inland Counties Emergency Medical Agency ($4.1 million), County Industrial Development Authority ($57,546), and Economic and Community Development Corporation ($43 dollars). The Housing Authority of the County of San Bernardino (HACSB) is a critical economic resource providing vital housing programs to low income families. The In-Home Supportive Services (IHSS) program was created in 1973 to serve elderly, blind, and/or disabled individuals who are not able to remain safely in their home without assistance. The Inland Counties Emergency Medical Agency (ICEMA) was developed under a Joint Powers Agreement with San Bernardino, Inyo and Mono Counties and is charged with the coordination, evaluation, and monitoring of emergency medical services within public and private pre-hospital providers, specialty hospitals, paramedic base hospitals, and the effectiveness of Emergency Medical Services (EMS) educational programs and medical disaster preparedness. The County Industrial Development Authority 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 $16.3 million and are associated with an increase in HACSB ($16.0 million) associated with various housing assistance programs funded through the authority.

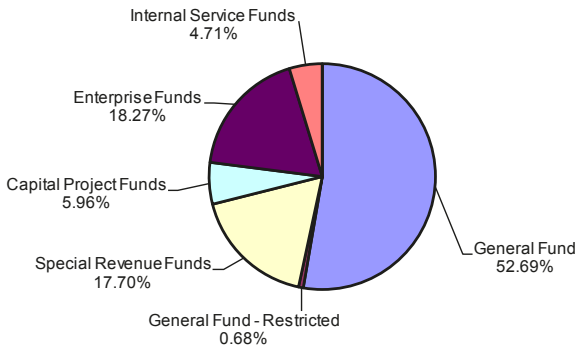
TOTAL REQUIREMENTS BY FUND TYPE

	Fiscal Year 2015-16 Actual Amount	Fiscal Year 2016-17 Adopted Budget	Fiscal Year 2016-17 Final Budget	Fiscal Year 2017-18 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
General Fund	2,604,260,351	2,982,519,393	3,128,552,839	3,083,693,148	(44,859,691)	-1.43%
General Fund - Restricted	3,414,881	46,453,716	49,953,716	39,601,693	(10,352,023)	-20.72%
Special Revenue Funds	641,114,352	913,613,186	1,021,669,226	1,035,596,702	13,927,476	1.36%
Capital Project Funds	80,371,026	289,882,833	408,117,983	348,620,836	(59,497,147)	-14.58%
Enterprise Funds	651,405,872	1,000,924,400	1,036,110,830	1,069,278,322	33,167,492	3.20%
Internal Service Funds	198,531,972	248,210,306	272,141,431	275,490,112	3,348,681	1.23%
Permanent Funds	5,243	5,000	0	5,000	5,000	0.00%
Total	4,179,103,697	5,481,608,834	5,916,546,025	5,852,285,813	(64,260,212)	-1.09%
Budgeted Staffing*	22,109	22,494	22,719	22,832	113	0.50%

*2015-16 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the fiscal year.
Note: Requirements include contributions to Available Reserves and Net Position.

MAJOR COUNTY FUNDS

Total Requirements By Fund Type
2017-18 Fiscal Year



Percentages may not add to 100% due to rounding.

Description of Major County Funds

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

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

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

Governmental Fund Types

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

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
ADMINSTRATION							
BOARD OF SUPERVISORS	7,793,615						7,793,615
BOARD DISCRETIONARY FUNDING	0						-
CLERK OF THE BOARD	2,091,661						2,091,661
COUNTY ADMINISTRATIVE OFFICE	5,827,659						5,827,659
COUNTY ADMINISTRATIVE OFFICE - LITIGATION	392,127						392,127
COUNTY COUNSEL	10,651,856						10,651,856
FINANCE AND ADMINISTRATION	3,192,849					7,530	3,200,379
HUMAN RESOURCES	16,905,732	4,510,819				22,466	21,439,017
FLEET MANAGEMENT					35,651,124		35,651,124
INFORMATION SERVICES	3,320,013				95,298,918	176,602	98,795,533
PURCHASING	2,585,722				11,696,670		14,282,392
RISK MANAGEMENT					127,900,298		127,900,298
LOCAL AGENCY FORMATION COMMISSION	336,528						336,528
COUNTY SCHOOLS	3,059,628						3,059,628
TOTAL ADMINISTRATION	**56,157,390**	**4,510,819**	**0**	**0**	**270,547,010**	**206,598**	**331,421,817**
CAPITAL FACILITIES LEASES							
CAPITAL FACILITIES LEASES	7,258,116						7,258,116
TOTAL CAPITAL FACILITIES LEASES	**7,258,116**	**0**	**0**	**0**	**0**	**0**	**7,258,116**
ARROWHEAD REGIONAL MEDICAL CENTER							
ARROWHEAD REGIONAL MEDICAL CENTER*				601,246,552		3,072,637	604,319,189
TOTAL ARROWHEAD REGIONAL MEDICAL CENTER	**0**	**0**	**0**	**601,246,552**	**0**	**3,072,637**	**604,319,189**
COMMUNITY DEVELOPMENT AND HOUSING AGENCY							
COMMUNITY DEVELOPMENT AND HOUSING		35,925,505	20,133,124				56,058,629
OFFICE OF HOMELESS SERVICES	936,760						936,760
TOTAL COMMUNITY DEVELOPMENT AND HOUSING AGENCY	**936,760**	**35,925,505**	**20,133,124**	**0**	**0**	**0**	**56,995,389**
ECONOMIC DEVELOPMENT AGENCY							
ECONOMIC DEVELOPMENT	3,505,907						3,505,907
WORKFORCE DEVELOPMENT		27,928,333				1,613,314	29,541,647
TOTAL ECONOMIC DEVELOPMENT AGENCY	**3,505,907**	**27,928,333**	**0**	**0**	**0**	**1,613,314**	**33,047,554**
FISCAL							
ASSESSOR/RECORDER/COUNTYCLERK	24,764,802	4,126,432					28,891,234
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR	40,522,614	200,000				32,000	40,754,614
TOTAL FISCAL	**65,287,416**	**4,326,432**	**0**	**0**	**0**	**32,000**	**69,645,848**
HUMAN SERVICES							
AGING AND ADULT SERVICES	9,671,269						9,671,269
PUBLIC GUARDIAN	1,330,141						1,330,141
BEHAVIORAL HEALTH	233,234,068	256,272,810					489,506,878
CHILD SUPPORT SERVICES	40,215,180						40,215,180
HEALTH ADMINISTRATION	140,367,772	17,000,000				168,838	157,536,610
HUMAN SERVICES	1,122,580,126	10,387,029					1,132,967,155
PRESCHOOLSERVICES		57,832,797				305,290	58,138,087
PUBLIC HEALTH	108,077,950	3,888,438				108,464	112,074,852
VETERANS AFFAIRS	2,212,568						2,212,568
TOTAL HUMAN SERVICES	**1,657,689,074**	**345,381,074**	**0**	**0**	**0**	**582,592**	**2,003,652,740**
LAW AND JUSTICE							
COUNTY TRIAL COURTS	38,249,040	2,167,654				3,300	40,419,994
DISTRICT ATTORNEY	76,875,515	8,924,523					85,800,038
LAW AND JUSTICE GROUP ADMINISTRATION	171,113	1,153,310					1,324,423
PROBATION	168,217,689	14,271,853				53,037	182,542,579
PUBLIC DEFENDER	39,181,385						39,181,385
SHERIFF/CORONER/PUBLIC ADMINSTRATOR	611,676,557	21,360,967					633,037,524
TOTAL LAW AND JUSTICE	**934,371,299**	**47,878,307**	**0**	**0**	**0**	**56,337**	**982,305,943**
OPERATIONS AND COMMUNITY SERVICES							
AGRICULTURE/WEIGHTS AND MEASURES	7,640,029	147,865					7,787,894
AIRPORTS	3,444,670	9,637,947					13,082,617
COMMUNITY SERVICES GROUP	280,553						280,553
COUNTY LIBRARY		19,756,210					19,756,210
COUNTY MUSEUM	3,481,036			107,410			3,588,446
LAND USE SERVICES	22,595,501						22,595,501
PUBLIC WORKS	3,190,773	133,776,072		95,283,323			232,250,168
REAL ESTATE SERVICES	42,088,744	5,292,135					47,380,879
REGIONAL PARKS	9,808,672	5,211,299		946			15,020,917
REGISTRAR OF VOTERS	9,651,120						9,651,120
TOTAL OPERATIONS AND COMMUNITY SERVICES	**102,181,098**	**173,821,528**	**0**	**95,391,679**	**0**	**0**	**371,394,305**
CAPITAL IMPROVEMENT PROGRAM							
CAPITAL IMPROVEMENT PROGRAM			296,349,635				296,349,635
TOTAL CAPITAL IMPROVEMENT PROGRAM	**0**	**0**	**296,349,635**	**0**	**0**	**0**	**296,349,635**
OTHER FUNDING							
ALL OTHER FUNDING (E.G. COUNTYWIDE DISCRETIONARY, PROP 172, REALIGNMENT)	295,907,781	899,786				36,686	296,844,253
TOTAL OTHER FUNDING	**295,907,781**	**899,786**	**0**	**0**	**0**	**36,686**	**296,844,253**
SPECIAL DISTRICTS DEPARTMENT/ AIRPORTS SPECIAL DISTRICT							
SPECIAL DISTRICTS DEPARTMENT/ AIRPORTS SPECIAL DISTRICT		23,230,841	23,638,077	40,916,075		3,011,147	90,796,140
TOTAL SPECIAL DISTRICTS DEPARTMENT/ AIRPORTS SPECIAL DISTRICT	**0**	**23,230,841**	**23,638,077**	**40,916,075**	**0**	**3,011,147**	**90,796,140**
FIRE PROTECTION DISTRICT							
FIRE PROTECTION DISTRICT		243,244,306	8,500,000			550,884	252,295,190
TOTAL FIRE PROTECTION DISTRICT	**0**	**243,244,306**	**8,500,000**	**0**	**0**	**550,884**	**252,295,190**
FLOOD CONTROL DISTRICT							
FLOOD CONTROL DISTRICT		113,038,295			4,766,500	0	117,804,795
TOTAL FLOOD CONTROL DISTRICT	**0**	**113,038,295**	**0**	**0**	**4,766,500**	**0**	**117,804,795**
OTHER AGENCIES							
OTHER AGENCIES		12,028,476		324,003,779		2,122,644	338,154,899
TOTAL OTHER AGENCIES	**0**	**12,028,476**	**0**	**324,003,779**	**0**	**2,122,644**	**338,154,899**
GRAND TOTAL*	**3,123,294,841**	**1,032,213,702**	**348,620,836**	**1,061,558,085**	**275,313,510**	**11,284,839**	**5,852,285,813**

* Includes Requirements of $25,670,513 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 2015-16 Actual Budget	Fiscal Year 2016-17 Adopted Budget	Fiscal Year 2016-17 Final Budget	Fiscal Year 2017-18 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
Revenue						
Taxes	844,369,176	853,638,531	871,874,805	913,669,674	41,794,869	4.79%
1991 Realignment	267,752,700	293,883,324	293,648,537	288,575,247	(5,073,290)	-1.73%
2011 Realignment	375,293,994	397,222,639	407,837,386	431,530,681	23,693,295	5.81%
State/Fed/Other Government	1,532,718,815	1,802,100,657	1,847,328,439	1,865,047,406	17,718,967	0.96%
Fee/Rate	911,713,510	969,765,753	1,021,838,659	1,017,423,316	(4,415,343)	-0.43%
Other Revenue	174,503,394	137,090,668	163,237,245	147,033,773	(16,203,472)	-9.93%
Total Revenue	4,106,351,590	4,453,701,571	4,605,765,071	4,663,280,097	57,515,026	1.25%
Other Funding Sources						
Operating Transfers In	266,845,358	479,576,366	643,575,049	520,614,945	(122,960,104)	-19.11%
Use of Fund Balance/Unrestricted Net Position*	(127,142,557)	378,901,091	430,938,146	524,640,784	93,702,638	21.74%
General Fund Unassigned Fund Balance*	(66,950,694)	119,325,690	119,325,690	82,042,237	(37,283,453)	-31.25%
Use of General Fund Reserves	0	50,104,116	116,942,069	61,707,750	(55,234,319)	-47.23%
Total Other Funding Sources	72,752,107	1,027,907,263	1,310,780,954	1,189,005,716	(121,775,238)	-9.29%
Total Revenue and Other Funding Sources	4,179,103,697	5,481,608,834	5,916,546,025	5,852,285,813	(64,260,212)	-1.09%

* For 2015-16, 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 Reserves. Descriptions of major sources of funding in the 2017-18 Adopted Budget and changes from the 2016-17 Final Budget are included below.

Revenue

Taxes of $913.7 million consist of approximately $581.6 million of Property Tax ($555.0 million) and Sales, Occupancy, and Other Taxes ($26.6 million) that are deposited directly into the Countywide Discretionary General Fund budget unit for allocation by the Board of Supervisors. Additionally, $149.9 million in Property Tax is reported for the County Library ($15.3 million), Fire Protection District ($79.0 million), Flood Control District ($47.5 million), and Board Governed Districts managed by the Special Districts Department and Airports ($8.1 million). Finally, Taxes also consist of Proposition 172 Half-Cent Sales Tax ($173.4 million) and Sales Tax – Measure I Road Operations funds ($8.4 million).

The net increase of $41.8 million is primarily related to an increase of $20.7 million in taxes that are deposited into the Countywide Discretionary General Fund budget unit. This is the result of a projected 4% increase in the assessed valuation of properties within the County. For more detail on Discretionary General Fund related taxes, refer to the Discretionary General Funding and Restricted Funds section of the 2017-18 Adopted Budget. Also included in this category is an increase of $12.6 million in taxes for the Fire Protection District as the result of annexation of fire services from the City of Upland and an increase of $4.3 million in the Sheriff's, District Attorney and Probation Department's budget units due to a projected increase in Proposition 172 half-cent sales tax revenue. The County share of Prop 172 sales tax revenue has been positively affected by the efforts of the Economic Development Agency that works with companies doing large construction projects in the unincorporated areas of the County resulting in 100% of the local share of sales tax revenue generated by large construction projects being allocated to the County instead of being allocated between the County and cities within the County.

1991 Realignment revenues of $288.6 million are decreasing by $5.1 million over the prior year while **2011 Realignment** revenues of $431.5 million are increasing over the prior year final budget by $23.7 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 2017-18 Adopted Budget.

State, Federal, and Other Government represent the largest revenue source within the County totaling $1.9 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 $17.7 million from the 2016-17 Final Budget in this revenue category, which represents an increase of 0.96%.

Notable changes within this revenue source include:

- **Human Services** is decreasing $9.2 million which reflects a decrease in the Human Services Administrative Claim ($14.9 million) due to decreases in CalWORKs funding, and the Preschool Services Department ($3.1 million) due to a reduction in one-time federal carryover funds. These decreases are offset by increases in the Department of Behavioral Health (all units, $7.6 million) due to increases in revenue related to program expansion (including Medi-Cal), and the Department of Public Health (all units, $2.8 million) due to increased revenue for various programs including the Reentry Program.
- **Law and Justice** is decreasing by $5.3 million due to a reduction in the Sheriff's Consolidated Special Revenue group ($5.4 million) due to federal guidelines requiring that the department only budget revenue for Federal Seized Assets (DOJ) once funds have been received by the department.
- **Operations and Community Services** is decreasing $4.0 million primarily due to changes within Public Works Transportation Funds due to decreased availability of funding for road projects ($4.4 million).
- **ARMC** is increasing by $21.3 million due to the migration of patients from Medi-Cal Fee-For-Service to Medi-Cal Managed Care which pays at a higher rate.
- **Other Agencies** are increasing State, Federal and Other Government revenue by $12.1 million due to increases within HACSB that reflect increases in Moving to Work, Housing Choice Voucher, and Rental Assistance Demonstration program revenues.

Fee/Rate includes the following types of revenues: licenses, permits, fines, fees, rates, and other service revenue. Total revenue of $1.0 billion is anticipated to decrease from the 2016-17 Final Budget by $4.4 million. Much of this funding ($211.8 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 ($149.1 million), which provides law enforcement services for 14 incorporated county cities, and Public Works Solid Waste Division ($74.9 million) that is responsible for the operation and management of the County solid waste disposal system.

Significant changes in this category include:

- An increase of $7.5 million in the Fire Protection District due to increased special assessments from the city of Upland annexation and increased contract fire protection services revenue.
- A decrease of $12.3 million in ARMC primarily due to a reduction in commercial insurance revenues.
- A decrease of $7.6 million in the Administrative Group which includes a decrease in Risk Management ($19.3 million) due to lower premiums charged to departments for certain insurance programs which is offset by an increase in Information Services ($11.6 million) for increased service rates (including Computer Operations and Telecommunications services) to fund costs for expanded services.
- An increase in the County Discretionary budget unit of $6.7 million due to an increase in County overhead (COWCAP) revenue.

Other Revenue of $147.0 million primarily includes interest earnings, rents and concessions, and tobacco settlement funds. This revenue source is anticipated to decrease by a net $16.2 million from the 2016-17 Final Budget. Notably, ARMC is decreasing Other Revenue by $11.4 million due to the receipt of a one-time refund for excess insurance premiums that was received in 2016-17.

Other Funding Sources

Operating Transfers In of $520.6 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 ($131.5 million) and Other Agencies ($190.4 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 ($189.2 million) and reflects the movement of funds within the agency related to the Moving to Work Program.

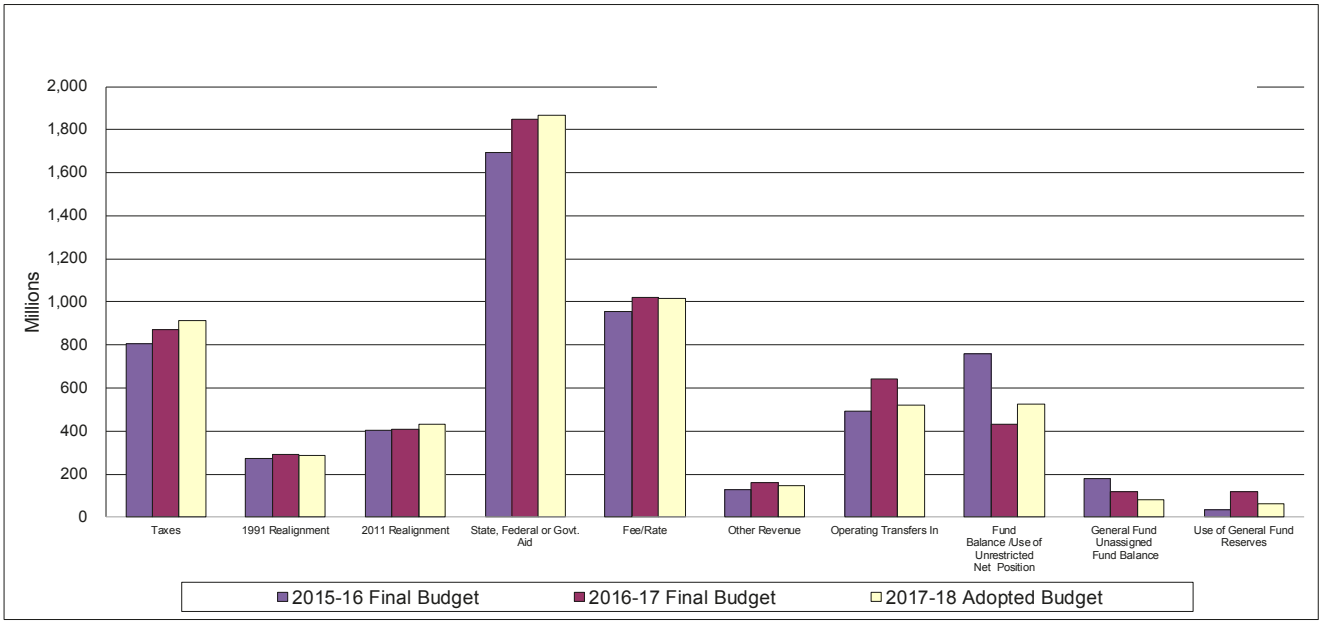
The net decrease in this funding source of $123.0 million is primarily the result of the one-time nature of the majority of Operating Transfers In and varies from year to year based on the availability of one-time sources.

Use of Fund Balance/Unrestricted Net Position of $524.6 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/Unrestricted Net Position is increasing from the prior year by $93.7 million primarily due to the one-time use of fund balance for carryover projects within the Capital Improvement Program.

General Fund Unassigned Fund Balance of $82.0 million represents unspent general fund balance carried over from 2016-17. 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 $37.3 million from the prior year.

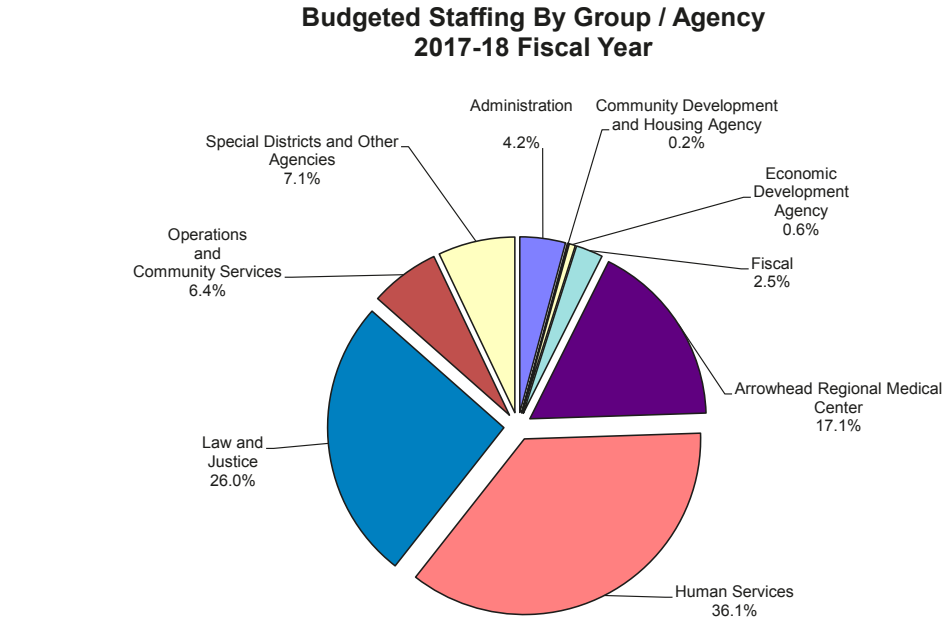
Use of General Fund Reserves of $61.7 million represents the use of the following General Fund Reserves: Cal Fresh Waiver Discontinuance ($1.5 million), County Buildings Acquisition and Retrofit Project ($31.0 million), Rim Forest Drainage Project ($1.2 million), Valley Dispatch Center ($2.2 million), Capital Projects ($6.7 million), EMACS Upgrade ($3.7 million), New Financial Accounting System ($5.5 million), Permit Systems Upgrade ($0.9 million), GIS Enterprise License Agreement ($0.8 million), Give Big San Bernardino County ($0.1 million), Land Use Services General Plan/Development Code Amendments ($0.4 million), Strategic Initiatives ($0.2 million), Cedar Avenue Interchange Project ($1.4 million), Glen Helen Parkway Bridge Replacement/Widening Construction Project ($0.4 million), and the National Trails Highway Project ($5.8 million). This represents a $55.2 million decrease from the 2016-17 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 2017-18 Adopted Budget. 2015-16 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.



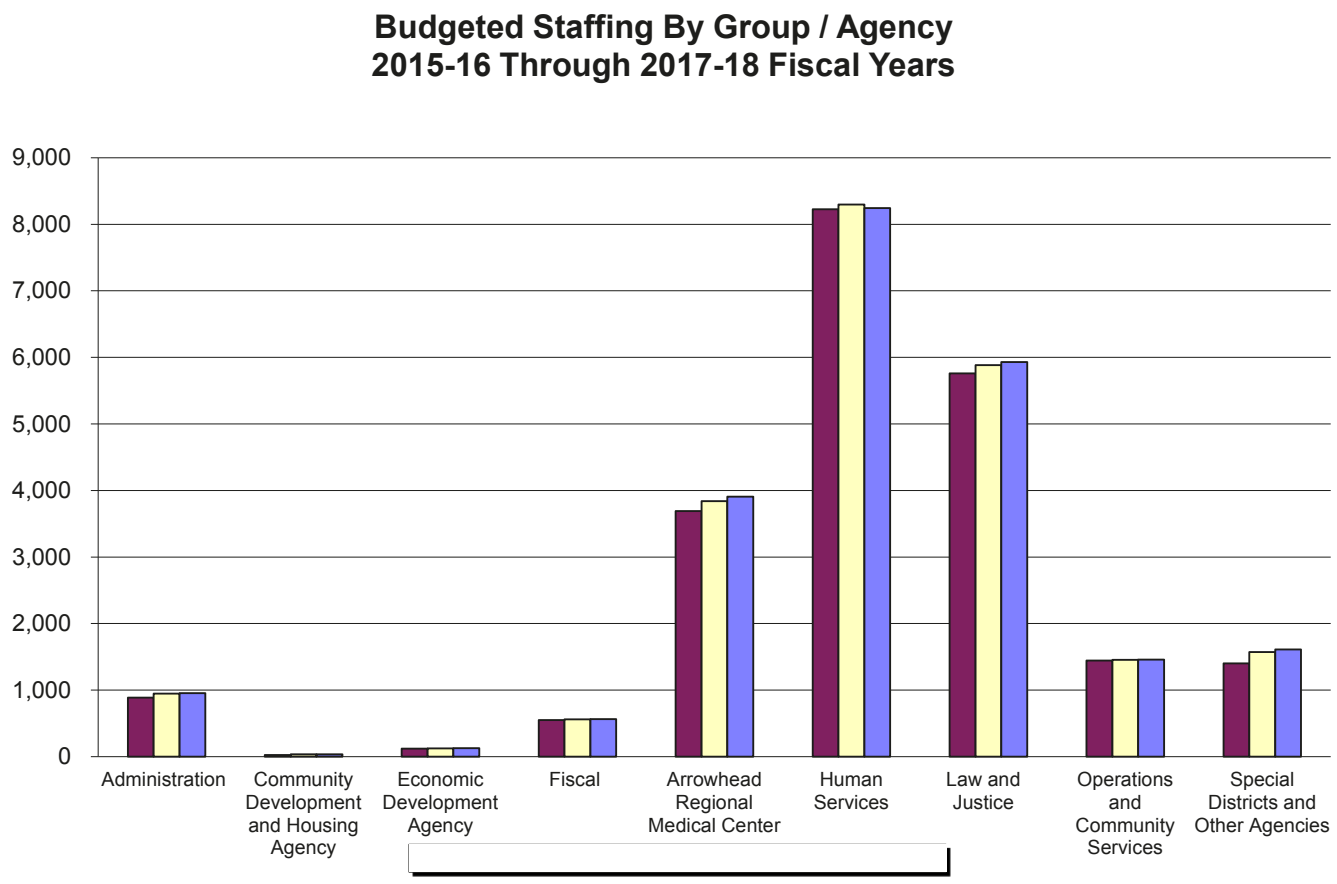
BUDGETED STAFFING SUMMARY

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 2017-18.



Percentages may not add to 100% due to rounding.

The following bar graph illustrates the budgeted staffing for 2017-18 as well as the prior two fiscal years.



	2016-17 Final Budget Staffing	Change from Final Budget			2017-18 Adopted Budget Staffing	Percentage Change
		Caseload Driven/ Grant or Special Funded Programs	All Other Programs	Total Change		
County - General Fund	14,527	(174)	(5)	(179)	14,348	(1.2%)
County - Other Funds	6,620	253	-	253	6,873	3.8%
Special Districts and Other Agencies	1,572	39	-	39	1,611	2.5%
Total	22,719	118	(5)	113	22,832	0.5%

Budgeted Staffing for **caseload driven/grant**, or special funded programs, increased overall by a net 113 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

- The **Human Services Administrative Claim** is decreasing by a net of 204 budgeted positions. This includes the addition of 29 positions across its various departments but is offset by the deletion of 233 positions, the majority of which are from the Transitional Assistance Department (230). This change in staffing reflects a significant decrease in TAD CalWORKs administrative funding which requires a reduction of eligibility staff.

- **Probation** is increasing budgeted staffing by a net of 25 positions in the Administrative, Corrections and Detentions budget unit. This includes the deletion of 12 positions across its various programs to fund staffing expansion in other divisions of the department, and is offset by the addition of 37 positions, primarily to establish a Transportation Program for safe and effective transportation of juveniles and adult offenders (28).

- The **Department of Child Support Services** is decreasing by a net of 10 positions in order to offset increased staffing costs and operational cost increases.

- The **Sheriff's Department** is increasing budgeted staffing by eight positions in its Detentions unit to support the Comprehensive Mental Health Service Program.

- The remainder of caseload driven/grant, or special funded staffing changes within the General Fund reflect a net increase of 7 positions including the addition of six positions within the **Public Defender**, an increase of three positions in the **District Attorney**, an increase of three in both the **Public Guardian - Conservator** and the **Probation Juvenile Justice Program**, and are offset by minor decreases in **Health Administration** (1), **Public Health** (2), **Behavioral Health** (2), **Veterans Affairs** (2) and **Sheriff's Department Law Enforcement Contracts** (1).

County - Other Funds

- **Arrowhead Regional Medical Center** is increasing budgeted staffing by a net of 66 positions to reduce reliance on registry and overtime within the behavioral health unit and address increased volume in the Obstetrics and Labor & Delivery units.

- **Preschool Services** is increasing budgeted staffing by 134 positions primarily to support increased classroom staff for Head Start Extended Duration services at various locations throughout the County.

- The **Behavioral Health Mental Health Services Act** budget unit is increasing budgeted staffing by 30 positions. The increase in budgeted staffing will allow the department to better service County residents through the expansion of children's services to meet the requirements of the Continuum of Care Reform and other administrative support services.

- Internal Service Funds include departments that provide direct services to other County departments and are increasing by a net 15 positions. This includes an increase of 10 positions within the **Information Services Divisions (all units)**, an increase of one position in **Fleet Management**, and an increase of four positions in **Risk Management**.

- The **County Library** is increasing budgeted staffing by a net of 18 positions including the addition of 20 limited term positions offset by two deletions. The increase in budgeted staffing will provide the department flexibility in meeting service delivery requirements while recruitment to fill vacancies occurs.

- The remainder of caseload driven/grant, or special funded staffing changes within Other County Funds reflects a net decrease of 10 positions including minor reductions in the **Department of Public Works Transportation** (4), **Regional Park Enterprise Funds** (4), the **Department of Community Development and Housing** (2), and **Workforce Development** (1). These increases are offset by the addition of one position within the **County Museum Store**.

Special Districts and Other Agencies

- Special Districts and Other Agencies are increasing budgeted staffing by a net 39 positions. This includes an increase of 28 positions within the Fire Protection District which primarily reflects the addition of 40 positions associated with the annexation of fire protection services from the City of Upland. Other Agencies are increasing staffing by 15 positions due to increases within In-Home Supportive Services (2) and changes within the Housing Authority of the County of San Bernardino (13) which is adding positions needed as a result of the Authority's transition to the Rental Assistance Demonstration program and the addition of the Upland Housing Authority's Public Housing and Housing Choice Voucher programs. These increases are offset by a decrease of 4 positions within Special Districts.

Budgeted staffing for **all other programs** in both the General Fund and Other Funds is decreasing by a net 5 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 the Internal Service Funds, budgeted staffing within the Administration Group is decreasing by a total of eight positions. Significant changes within the group include an increase of two positions within the Purchasing department that are offset by deletions in the Board of Supervisors (4), County Counsel (5), and Human Resources (1). The Purchasing department is increasing positions to provide dedicated procurement services to the Department of Public Works and to assist with office support. The Board of Supervisors is decreasing positions to recognize the elimination of limited term contract positions which have been vacated since the 2016-17 First Quarter Budget Report. County Counsel is deleting five positions to match staffing levels to the workload needs of the department. Human Resources is requesting a net reduction of one position which reflects a department reorganization which included the addition of five positons offset by the deletion of six positions. These changes will optimize operational effectiveness and ensure the best possible support and service for stakeholders.

- **Economic Development Agency** – The Agency is adding four positions including a Staff Analyst II to manage department contracts, leverage funding resources, and provide program administration. Also included is the addition of three Public Service Employees.

- **Fiscal** – The Fiscal Group is increasing budgeted staffing by a total of four positions due to additions within the Auditor-Controller/Treasurer/Tax Collector (3) and the Assessor/Recorder/County Clerk (1). The Auditor-Controller/Treasurer/Tax Collector is requesting to increase staffing to improve overall operations throughout the department including the establishment of the new Property Tax Division. The Assessor/Recorder/County Clerk is requesting to add one position to reflect the mid-year add of a limited term contract position.

- **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 three positions. This includes two positions within the Sheriff's Operations budget unit to assist with workload issues in the Internal Affairs and Civil Liabilities Divisions. Also reflected is the addition of one position in Law and Justice Administration to assist with the evaluation of County public safety services.

- **Operations and Community Services** – The Operations and Community Services Group is decreasing staffing by a net of eight positions. Departments requesting an increase to budgeted staffing include the Community Services Group (2), Real Estate Services (10, all units), and Land Use Services (1, all units).

These increases are offset by minor decreases in the County Museum (1), Public Works Surveyor (2) and Regional Parks (1). Overall the largest change within this group is within the Registrar of Voters which is requesting to decrease staffing by a net of 17 positions. The elimination of 42 limited term positions is offset by the addition of 25 higher level recurrent positions in order to allow the department to better recruit and retain employees with defined skillsets and compensate them properly for the level of work being performed.

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

BUDGETED STAFFING SUMMARY

Department	2015-16 Final Budget	2016-17 Final Budget	2017-18 Adopted Budget	Change Between 2016-17 & 2017-18
ADMINISTRATION				
GENERAL FUND				
BOARD OF SUPERVISORS	51	60	56	(4)
CLERK OF THE BOARD	13	13	13	-
COUNTY ADMINISTRATIVE OFFICE	17	27	27	-
COUNTY ADMINISTRATIVE OFFICE - AUTOMATED SYSTEMS DEVELOPMENT	12	14	14	-
COUNTY COUNSEL	93	104	99	(5)
FINANCE AND ADMINISTRATION	20	20	20	-
HUMAN RESOURCES	91	92	91	(1)
HUMAN RESOURCES - CENTER FOR EMPLOYEE HEALTH AND WELLNESS	12	12	12	-
INFORMATION SERVICES	15	18	18	-
PURCHASING	25	26	28	2
SUBTOTAL GENERAL FUND	349	386	378	(8)
OTHER FUNDS				
FLEET MANAGEMENT	93	95	96	1
HUMAN RESOURCES - COMMUTER SERVICES	3	4	3	(1)
HUMAN RESOURCES - EMPLOYEE BENEFITS AND REWARDS	31	29	30	1
INFORMATION SERVICES - BUSINESS SOLUTIONS DEVELOPMENT	88	89	89	-
INFORMATION SERVICES - COMPUTER OPERATIONS	123	138	145	7
INFORMATION SERVICES - TELECOMMUNICATIONS SERVICES	100	101	104	3
PURCHASING - PRINTING SERVICES	16	18	18	-
PURCHASING - SURPLUS PROPERTY AND STORAGE OPERATIONS	4	4	4	-
PURCHASING - MAIL/COURIER SERVICES	24	21	21	-
RISK MANAGEMENT - OPERATIONS	58	62	66	4
SUBTOTAL OTHER FUNDS	540	561	576	15
TOTAL ADMINISTRATION	**889**	**947**	**954**	**7**
ARROWHEAD REGIONAL MEDICAL CENTER				
OTHER FUNDS				
ARROWHEAD REGIONAL MEDICAL CENTER	3,692	3,840	3,906	66
TOTAL ARROWHEAD REGIONAL MEDICAL CENTER	**3,692**	**3,840**	**3,906**	**66**
ECONOMIC DEVELOPMENT AGENCY				
GENERAL FUND				
ECONOMIC DEVELOPMENT	12	8	12	4
SUBTOTAL GENERAL FUND	12	8	12	4
OTHER FUNDS				
WORKFORCE DEVELOPMENT	109	117	116	(1)
SUBTOTAL OTHER FUNDS	109	117	116	(1)
TOTAL ECONOMIC DEVELOPMENT AGENCY	**121**	**125**	**128**	**3**

BUDGETED STAFFING SUMMARY

Department	2015-16 Final Budget	2016-17 Final Budget	2017-18 Adopted Budget	Change Between 2016-17 & 2017-18
COMMUNITY DEVELOPMENT AND HOUSING AGENCY				
GENERAL FUND				
OFFICE OF HOMELESS SERVICES	-	9	9	-
SUBTOTAL GENERAL FUND	-	9	9	-
OTHER FUNDS				
COMMUNITY DEVELOPMENT AND HOUSING	26	28	26	(2)
SUBTOTAL OTHER FUNDS	26	28	26	(2)
TOTAL COMMUNITY DEVELOPMENT AND HOUSING AGENCY	**26**	**37**	**35**	**(2)**
FISCAL				
GENERAL FUND				
ASSESSOR/RECORDER/COUNTY CLERK	224	235	236	1
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR	315	317	320	3
SUBTOTAL GENERAL FUND	539	552	556	4
OTHER FUNDS				
ASSESSOR/RECORDER/COUNTY CLERK - SPECIAL REVENUE FUNDS	10	10	10	-
SUBTOTAL OTHER FUNDS	10	10	10	-
TOTAL FISCAL	**549**	**562**	**566**	**4**
HUMAN SERVICES				
GENERAL FUND				
AGING AND ADULT SERVICES - AGING PROGRAMS	40	41	41	-
AGING AND ADULT SERVICES - PUBLIC GUARDIAN - CONSERVATOR	21	24	27	3
CHILD SUPPORT SERVICES	428	425	415	(10)
HEALTH ADMINISTRATION	1	1	-	(1)
BEHAVIORAL HEALTH	584	584	581	(3)
BEHAVIORAL HEALTH - ALCOHOL AND DRUG	90	85	86	1
PUBLIC HEALTH	736	751	749	(2)
PUBLIC HEALTH - CALIFORNIA CHILDREN'S SERVICES	179	179	179	-
HUMAN SERVICES - ADMINISTRATIVE CLAIM	4,854	4,859	4,655	(204)
VETERANS AFFAIRS	26	23	21	(2)
SUBTOTAL GENERAL FUND	6,959	6,972	6,754	(218)
OTHER FUNDS				
HUMAN SERVICES - WRAPAROUND REINVESTMENT FUND	-	-	-	-
BEHAVIORAL HEALTH - MENTAL HEALTH SERVICE ACT	567	618	648	30
PRESCHOOL SERVICES	700	707	841	134
SUBTOTAL OTHER FUNDS	1,267	1,325	1,489	164
TOTAL HUMAN SERVICES	**8,226**	**8,297**	**8,243**	**(54)**

BUDGETED STAFFING SUMMARY

Department	2015-16 Final Budget	2016-17 Final Budget	2017-18 Adopted Budget	Change Between 2016-17 & 2017-18
LAW AND JUSTICE				
GENERAL FUND				
DISTRICT ATTORNEY - CRIMINAL PROSECUTION	511	531	534	3
LAW AND JUSTICE GROUP ADMINISTRATION	1	1	2	1
PROBATION - ADMINISTRATION, CORRECTIONS & DETENTION	1,238	1,269	1,294	25
PROBATION - JUVENILE JUSTICE GRANT PROGRAM	47	46	49	3
PUBLIC DEFENDER	262	267	273	6
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	1,701	1,745	1,747	2
SHERIFF - DETENTIONS	1,419	1,434	1,442	8
SHERIFF - LAW ENFORCEMENT CONTRACTS	582	589	588	(1)
SUBTOTAL GENERAL FUND	5,761	5,882	5,929	47
TOTAL LAW AND JUSTICE	**5,761**	**5,882**	**5,929**	**47**
OPERATIONS AND COMMUNITY SERVICES				
GENERAL FUND				
AGRICULTURE/WEIGHTS AND MEASURES	64	65	65	-
AIRPORTS	20	21	21	-
COMMUNITY SERVICES GROUP	1	1	3	2
COUNTY MUSEUM	22	22	21	(1)
LAND USE SERVICES - ADMINISTRATION	38	38	40	2
LAND USE SERVICES - LAND DEVELOPMENT	8	8	8	-
LAND USE SERVICES - PLANNING	31	29	26	(3)
LAND USE SERVICES - BUILDING AND SAFETY	21	23	23	-
LAND USE SERVICES - CODE ENFORCEMENT	33	35	37	2
LAND USE SERVICES - FIRE HAZARD ABATEMENT	14	17	17	-
PUBLIC WORKS - SURVEYOR	23	24	22	(2)
REAL ESTATE SERVICES (RES)	24	26	28	2
RES - PROJECT MANAGEMENT DIVISION	22	25	28	3
RES - FACILITIES MANAGEMENT DIVISION	111	113	118	5
RES - UTILITIES	2	2	2	-
REGIONAL PARKS	205	196	195	(1)
REGISTRAR OF VOTERS	73	73	56	(17)
SUBTOTAL GENERAL FUND	712	718	710	(8)
OTHER FUNDS				
COUNTY LIBRARY	295	298	316	18
COUNTY MUSEUM - MUSEUM STORE	3	3	4	1
PUBLIC WORKS - TRANSPORTATION - ROAD OPERATIONS	341	347	343	(4)
PUBLIC WORKS - SOLID WASTE MANAGEMENT - OPERATIONS	86	87	87	-
REGIONAL PARKS - ENTERPRISE FUNDS	6	4	-	(4)
REGIONAL PARKS - SPECIAL REVENUE FUNDS	-	-	-	-
SUBTOTAL OTHER FUNDS	731	739	750	11
TOTAL OPERATIONS AND COMMUNITY SERVICES	**1,443**	**1,457**	**1,460**	**3**

BUDGETED STAFFING SUMMARY

Department	2015-16 Final Budget	2016-17 Final Budget	2017-18 Adopted Budget	Change Between 2016-17 & 2017-18
TOTAL COUNTY DEPARTMENTS - GENERAL FUND	**14,332**	**14,527**	**14,348**	**(179)**
TOTAL COUNTY DEPARTMENTS - OTHER FUNDS	**6,375**	**6,620**	**6,873**	**253**
COUNTY DEPARTMENTS GRAND TOTAL	**20,707**	**21,147**	**21,221**	**74**
SPECIAL DISTRICTS AND OTHER AGENCIES				
OTHER FUNDS				
SPECIAL DISTRICTS DEPARTMENT	182	184	180	(4)
FIRE PROTECTION DISTRICT	878	1,024	1,052	28
FLOOD CONTROL DISTRICT	166	174	174	-
OTHER AGENCIES	176	190	205	15
SUBTOTAL OTHER FUNDS	1,402	1,572	1,611	39
TOTAL SPECIAL DISTRICTS AND OTHER AGENCIES	**1,402**	**1,572**	**1,611**	**39**
TOTAL ALL COUNTY ENTITIES	**22,109**	**22,719**	**22,832**	**113**

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 2017-18:

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
Requirements					
Services and Supplies	5,219,301		5,219,301		5,219,301
Land	276,370		276,370		276,370
Improvements to Land	17,675,874		17,675,874	5,120,257	22,796,131
Structures and Improvements	315,920,776	899,330	316,820,106	20,550,256	337,370,362
Fixed Assets Transfers Out	167,045		167,045		167,045
Total Requirements	339,259,366	899,330	340,158,696	25,670,513	365,829,209

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

In August 2016, County departments were requested to provide a five-year projection of their capital requirements. The 2017-2022 5-Year Capital Improvement Program Plan was completed in March 2017. 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. 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 2017-18 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 projects include $340.2 million in projects managed through Capital Funds and $25.7 million in projects managed through Arrowhead Regional Medical Center Enterprise Funds, for a total project budget of $365.8 million.

The 2017-18 budget includes $100.3 million in new project funding. This includes $69.8 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 ($37.7 million) and the Valley Dispatch Center ($2.2 million). Additionally, $12.0 million in new project funding is allocated to non-major CIP and maintenance projects. $2.5 million of this $12.0 million is allocated to the County Buildings Acquisition and Retrofit Project in 2017-18.

Projects approved in prior years, but not yet completed, have carryover balances of $265.5 million. The major multi-year projects with carryover balances are the 800 MHz Upgrade Project, the County Buildings Acquisition and Retrofit Project, Crisis Residential Treatment Facilities and Crisis Stabilization Units, and the County Fire Relocation/Consolidation (Administration Building).

For a complete listing of capital improvement program highlights for projects administered by the Real Estate Services Department – Project Management Division see the Capital Improvement Program Section of this budget 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 2017-18 (both new and carryover) for Transportation is $56.2 million, and for Solid Waste is $28.4 million. Transportation project types include major rehabilitation and overlay, surface chip and seal, and major infrastructure improvements. Solid Waste Management project types include landfill expansion, liner construction, and entrance road and scale house construction at Heaps Peak.

Also reflected in the Capital Improvement Program are $1.7 million in Requirements for minor projects which are administered by County Fire with oversight and inspection provided by RES-PMD.

For a complete listing of capital improvement program highlights for projects administered by other county departments see the Capital Improvement Program Section of this budget book, specifically Exhibits B, C, and D.

Projects Administered by Flood Control and Special Districts Department

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

Flood Control, found in the Operations and Community Services section of this budget book, has thirty-one major improvement projects budgeted in 2017-18. Requirements for these projects (both new and carryover) total $55.8 million and include right-of-way acquisition expenses, consultants for design or geotechnical services, labor, and construction costs.

Special Districts Department capital projects are found in the Special Districts Department section of this budget book, in the Capital Improvement Program pages. In 2017-18, Requirements for these projects (both new and carryover) total $40.1 million. Requirements include $8.4 million for the Lake Gregory Dam Rehabilitation project, $7.1 million for Big Bear Alpine Zoo Relocation Project, $5.4 million for the Snowdrop Road Project, $2.0 million for the CSA 70 Cedar Glen Water System Improvement project, and $5.3 million for water projects for CSA 70 W-4 Pioneertown.

DISCRETIONARY GENERAL FUNDING AND RESTRICTED FUNDS

County General Fund operations of $3.1 billion are funded with four major types of sources: countywide discretionary revenue, reserve uses, and fund balance ($859.2 million), Proposition 172 revenue ($173.4 million) and a use of Proposition 172 fund balance ($7.0 million), 1991 and 2011 Realignment revenues ($718.3 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, 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.

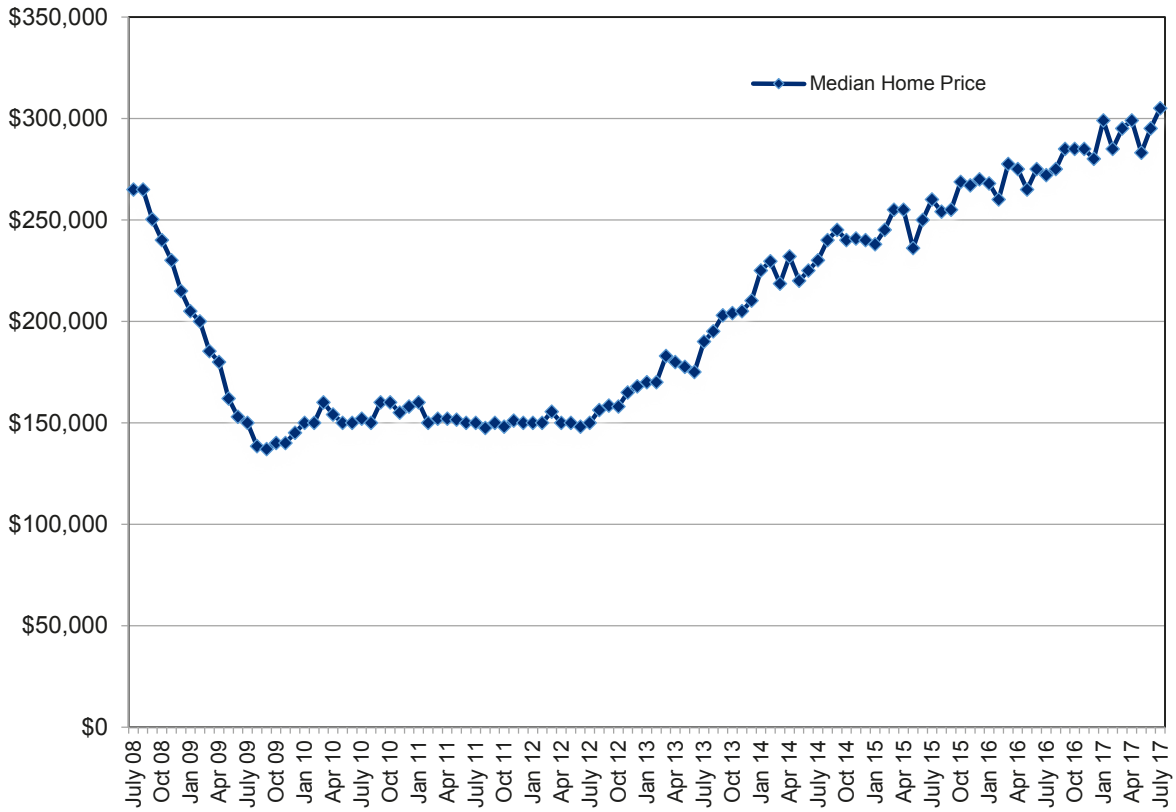
The following sections provide details of:

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

ECONOMIC INDICATORS

After a dramatic decline in the median home price due to the mortgage and financial crisis, the median home price was stable at approximately $150,000 for the 34 month period between September 2009 and June 2012. Since that time, the County's median home price has risen to $305,000. This compares to a high of $380,000 in November 2006, during the housing bubble. Although prices are rising, sales are subdued due to a lack of inventory.

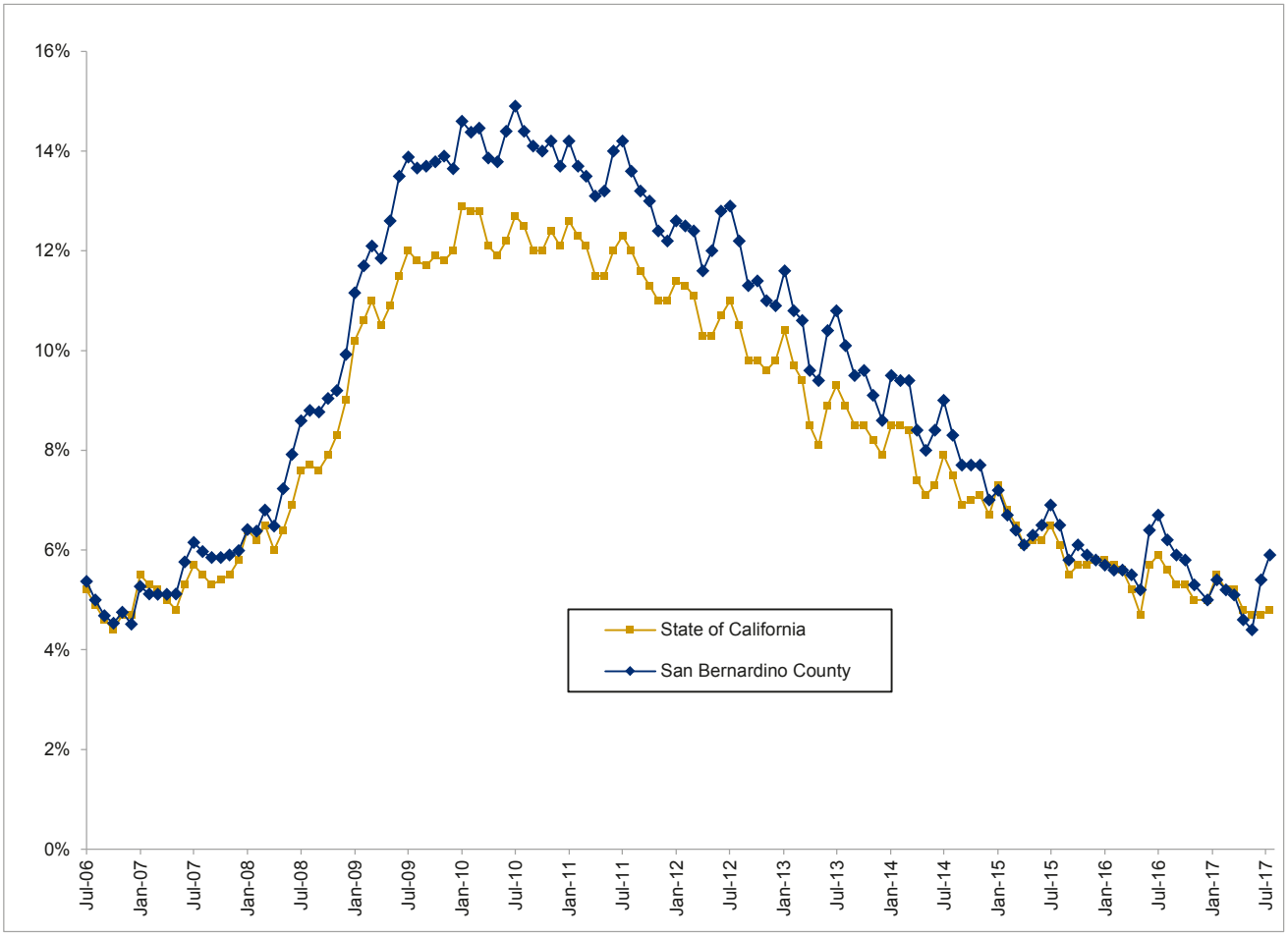
COUNTY OF SAN BERNARDINO
MEDIAN HOME PRICE BY MONTH
JULY 2008 THROUGH JULY 2017



Source: CoreLogic

Unemployment continues to decline, returning to pre-recession levels at 5.9% as of July 2017, which compares to unemployment rates for the State and the United States of America, which were 4.8% and 4.3%, respectively. During the recession, the loss of jobs in the County led to high levels of unemployment, as shown in the chart below. County unemployment has declined from its peak of 14.8% in July 2010. In 2016, 47,500 jobs were added, and total job gains since 2011 are 249,725, which is 175.64% of the 142,993 jobs lost during the recession. Job growth for 2017 is forecasted at 46,600, which, if achieved, will be consistent with median job growth experienced prior to the recession.

COUNTY OF SAN BERNARDINO
UNEMPLOYMENT RATES
STATE OF CALIFORNIA AND SAN BERNARDINO COUNTY
JULY 2006 THROUGH JULY 2017



Source: State of California Employment Development Department

GENERAL FUND – FIVE YEAR FORECAST 2017-18 THROUGH 2021-22

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

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

The forecast is developed using a baseline environment, in which revenues and expenditures are projected based primarily on trend analysis, specific circumstances and present level of services provided by the County. The forecast is not a prediction of what is certain to happen but rather a projection of what will occur in the absence of mitigating actions or changing circumstances. 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

The Governor's proposed State budget issued in January 2017 includes the discontinuance of the Coordinated Care Initiative (CCI) and the In-Home Supportive Services (IHSS) Maintenance of Effort (MOE). Discontinuance of the MOE would reinstate a 35% County share of all non-federal IHSS program costs. The County projected the cost of the MOE discontinuance at $118.6 million over the five-year forecast period. Subsequently, the Governor released a revised budget in May 2017 that reduces the initial amount required by the County, however the exact impact of the change, especially in future years, remained unknown at the time of budget adoption.

An additional impact to the County is a projected $15.3 million in additional retirement costs over the five year term due to a reduction in the Retirement Board market earnings assumptions from 7.5% to 7.25%.

Current legislative activities related to the repeal and/or replacement of the Affordable Care Act will impact Human Services departments and the Arrowhead Regional Medical Center as they are primary providers of Medi-Cal services. There is no estimated impact in the five-year forecast at this time.

TABLE 1
FIVE-YEAR FINANCIAL FORECAST
DISCRETIONARY GENERAL FUNDING
FISCAL YEARS 2017-18 THROUGH 2021-22
(dollars in millions)

	2017-18	Total Change 2017-18 through 2021-22
2016-17 Ongoing Carryover	**$36.1**	**$36.1**
Property Tax	$19.9	$84.9
Proposition 172 Sales Tax	4.3	22.5
Other Revenue	7.9	11.5
Total Ongoing Revenue Change	**$32.1**	**$118.9**
Ongoing Cost Changes:		
Other MOU Costs	(16.1)	(33.3)
County Fire Subsidy Costs	(0.7)	(3.2)
Cal Fresh Waiver Discontinuance	(3.4)	(6.6)
Other Costs	(4.4)	0
Jail Mental Health	(3.8)	(3.8)
Total Change in Costs	**(28.4)**	**(46.9)**
Yearly Operating Available	**$39.8**	**$108.1**
Ongoing Costs Not Funded in the Ongoing Budget Plan		
High Desert Detention Center Staffing	0.0	(27.6)
Projected County MOU Costs	(0.2)	(46.2)
Projected Retirement Costs – 7.25% Earnings	0.0	(15.3)
Projected Enterprise Financial System (SAP)	(6.0)	(6.0)
Projected IHSS MOE Discontinuance	(34.8)	(118.6)
Projected Indigent Defense	(0.5)	(0.5)
Subtotal Ongoing Costs Not Funded	**(41.5)**	**(214.2)**
Annual Ongoing (Deficit)/Surplus including Ongoing Costs Not Funded	**$(1.7)**	**$(106.1)**

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

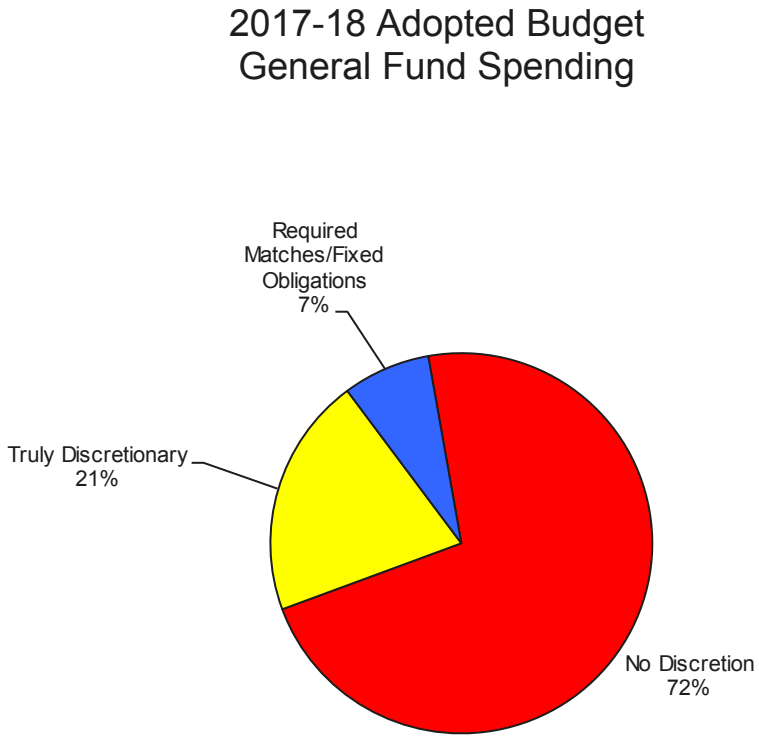
Table 1 displays the County's 2017-18 financial forecast and summarizes the County's five-year financial forecast. The forecast reflects ongoing expenditures funded with ongoing discretionary revenue in the County's General Fund. The forecast shows that ongoing revenues are increasing due to projected increases in property tax, Proposition 172 sales tax, and other revenue. Ongoing Cost Changes reflect the cost to maintain current service levels. After accounting for these changes, the Yearly Operating Available is positive, representing a $108.1 million surplus for the next five fiscal years.

This forecast illustrates the need to exercise fiscal caution over the upcoming period due to several significant projected costs not currently funded in the ongoing budget plan. This includes deferred staffing of the expanded High Desert Detention Center, projected increases in Memoranda of Understanding (MOU) and Retirement costs, as well as substantial projected costs, including the discontinuance of the In-Home Supportive Services

(IHSS) Maintenance of Effort (MOE). Also projected are costs related to post-implementation support for the Enterprise Financial System.

COUNTYWIDE DISCRETIONARY REVENUE

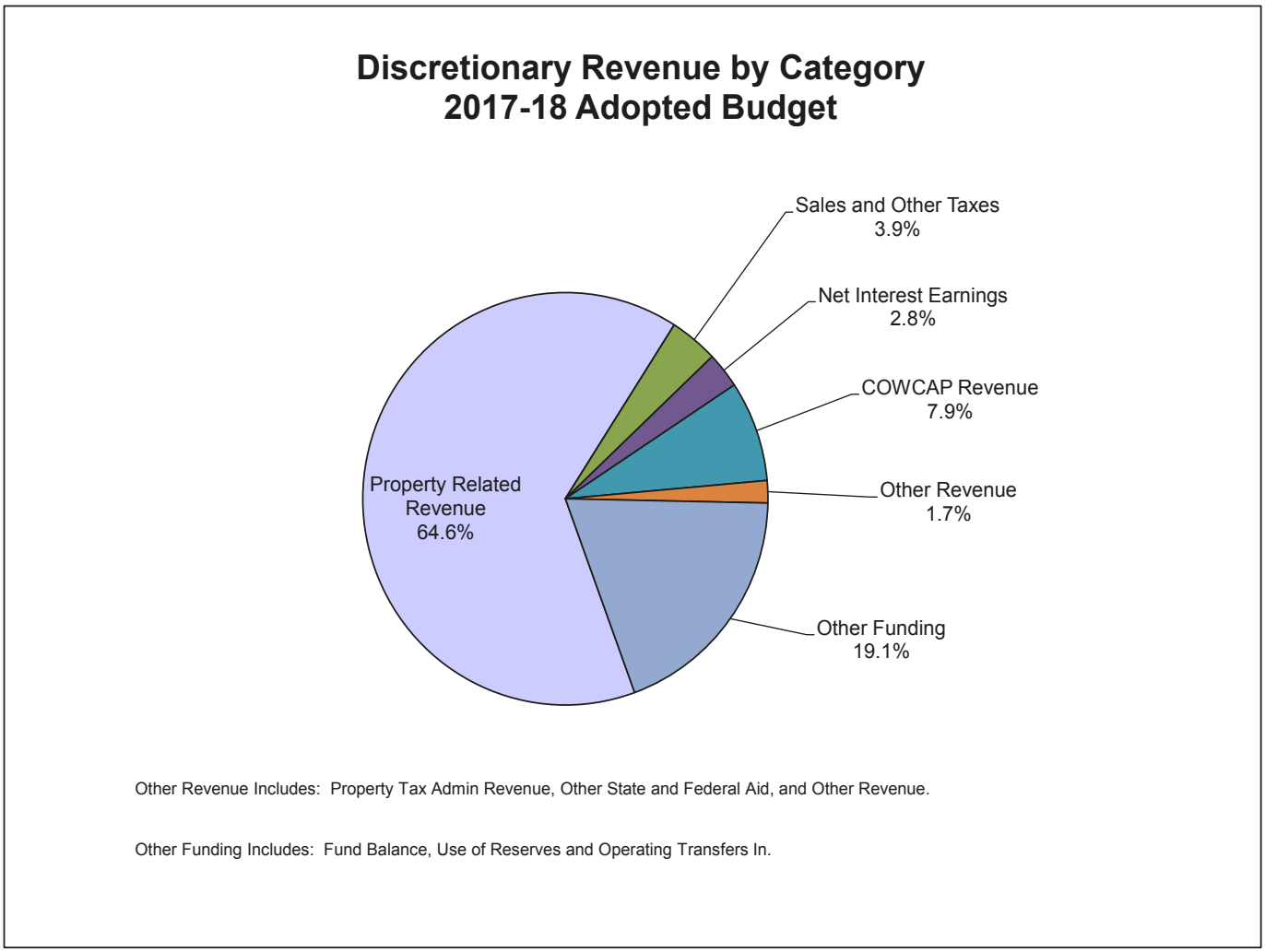
The entire General Fund budget including operating transfers in is $3.08 billion, however, only $0.63 billion (or 21%) is truly discretionary as seen in this pie chart.



SPENDING WHERE THERE IS NO DISCRETION. INCLUDES:	**2,224,470,588**
Welfare costs reimbursed by state and federal monies ($1,080.2 million)	
Other program costs funded by program revenues such as user fees ($1,144.3 million)	
REQUIRED HEALTH AND WELFARE MATCHES AND OTHER FIXED OBLIGATIONS:	**228,560,426**
SPENDING WHERE THERE IS DISCRETION. INCLUDES:	**630,662,134**
Law and justice program costs funded by local revenues ($364.1 million)	
All other program costs funded by local revenues ($167.6 million)	
Reserve Contributions ($53.9 million)	
Contingencies Contributions ($45.1 million)	
TOTAL:	**$3,083,693,148**

Countywide discretionary revenue and other funding sources total $859,222,560 and is first obligated to pay for required health and welfare matches and other fixed obligations, which total $228,560,426. The remaining amount of $630,662,134 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 $859,222,560 for the 2017-18 Adopted Budget:



Percentage may not add to 100% due to rounding

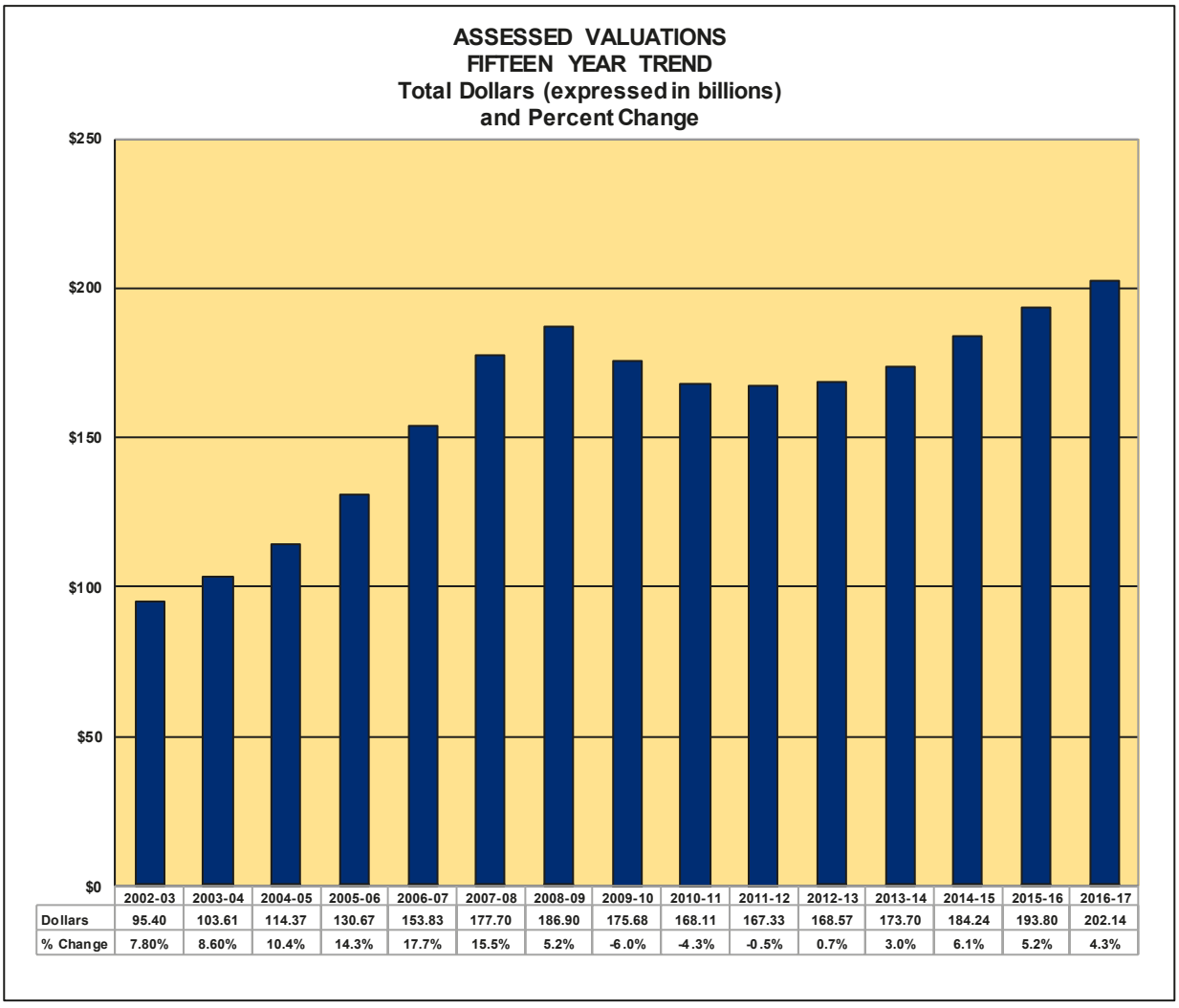
COUNTYWIDE DISCRETIONARY REVENUE WHICH PAYS FOR NET COUNTY COST

2017-18 Discretionary General Funding of $859,222,560 includes Countywide Discretionary Revenue of $695.0 million and Other Funding Sources of $164.2 million. In accordance with the County Fund Balance and Reserve Policy, the General Purpose Reserve will be built up with one-time sources until the target of 20% of locally funded appropriation is reached. The 2017-18 Adopted Budget includes a contribution of $10,679,889 to the General Purpose Reserve (1.5% of locally funded appropriation) and brings the funding level to $107,804,054, or 15.1% of locally funded appropriation. County policy also requires a minimum of 1.5% of locally funded appropriation be placed in General Fund Mandatory Contingencies, which is $10,679,889 for 2017-18.

	2016-17 Adopted Budget	2016-17 Final Budget	2016-17 Actual	2017-18 Adopted Budget
Countywide Discretionary Revenue				
Property Related Revenue:				
Current Secured, Unsecured, Unitary	261,788,006	275,903,779	281,842,450	286,140,695
VLF/Property Tax Swap	240,212,594	241,783,616	241,783,617	251,454,961
Supplemental Property Tax	5,000,000	5,000,000	5,242,965	5,000,000
Property Transfer Tax	7,725,000	8,000,000	9,273,724	8,000,000
Penalty on Current Taxes	2,160,000	2,160,000	2,292,113	2,160,000
Prior Property Taxes, Penalties and Interest	1,690,000	2,200,000	3,243,494	2,200,000
Total Property Related Revenue	518,575,600	535,047,395	543,678,363	554,955,656
Sales and Other Taxes:				
Sales and Use Tax	22,682,247	22,682,247	22,136,145	23,476,125
Franchise Fees	6,645,000	6,645,000	6,560,530	6,645,000
Hotel/Motel Tax	1,500,000	2,400,000	2,756,731	2,400,000
Other Taxes	678,000	678,000	686,788	678,000
Total Sales and Other Taxes	31,505,247	32,405,247	32,140,193	33,199,125
Net Interest Earnings	20,550,000	24,050,000	30,327,726	24,050,000
COWCAP Revenue	61,089,208	61,089,208	62,067,874	67,771,115
Property Tax Admin Revenue	8,809,313	9,100,000	11,096,918	9,464,002
Recording Fee Revenue	2,850,000	-	-	-
State and Federal Aid	5,122,675	5,122,675	5,920,213	5,122,675
Other Revenue	430,000	430,000	(4,680,068)	430,000
Total Countywide Discretionary Revenue	**648,932,043**	**667,244,525**	**680,551,220**	**694,992,573**
Other Funding Sources				
Available Fund Balance, beginning	117,903,385	117,903,385	117,903,385	82,042,237
Fund Balance for Board Discretionary Fund Allocations	1,422,305	1,422,305	1,422,305	-
Use of Reserves	50,104,116	116,942,069	116,942,069	61,707,750
Operating Transfers In (One-Time)	3,480,000	5,733,105	2,946,976	3,480,000
Operating Transfers In (Ongoing)	17,000,000	17,000,000	17,000,000	17,000,000
Total Other Funding Sources	**189,909,806**	**259,000,864**	**256,214,735**	**164,229,987**
Total Countywide Discretionary Revenue and Other Funding Sources	**838,841,849**	**926,245,389**	**936,765,955**	**859,222,560**
Locally Funded Appropriation				
Total Countywide Discretionary Revenue	648,932,043	667,244,525	680,551,220	694,992,573
Operating Transfers In (Ongoing)	17,000,000	17,000,000	17,000,000	17,000,000
Locally Funded Appropriation	665,932,043	684,244,525	697,551,220	711,992,573

Countywide Discretionary Revenue

Property Related Revenue accounts for 64.6% of countywide discretionary revenue and other funding sources. These revenues were severely impacted as a result of the mortgage and financial crisis which resulted in substantial decreases in assessed valuation from 2009-10 through 2011-12. 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. Although assessed valuation now exceeds 2008-09 amounts, costs continued to increase over this period.



	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Dollars	95.40	103.61	114.37	130.67	153.83	177.70	186.90	175.68	168.11	167.33	168.57	173.70	184.24	193.80	202.14
% Change	7.80%	8.60%	10.4%	14.3%	17.7%	15.5%	5.2%	-6.0%	-4.3%	-0.5%	0.7%	3.0%	6.1%	5.2%	4.3%

The 2017-18 Adopted Budget anticipates a 4% increase in the assessed valuation of properties within the County.

Elimination of Redevelopment Agencies

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

The Teeter Plan

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

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

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

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

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

Secured Property Tax Revenue makes up approximately $255.5 million of the $286.1 million in the 2017-18 "Current Secured, Unsecured, Unitary" budgeted revenue number, up from $245.5 million in the 2016-17 Final Budget. This reflects a projected increase in assessed valuation of 4%.

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').

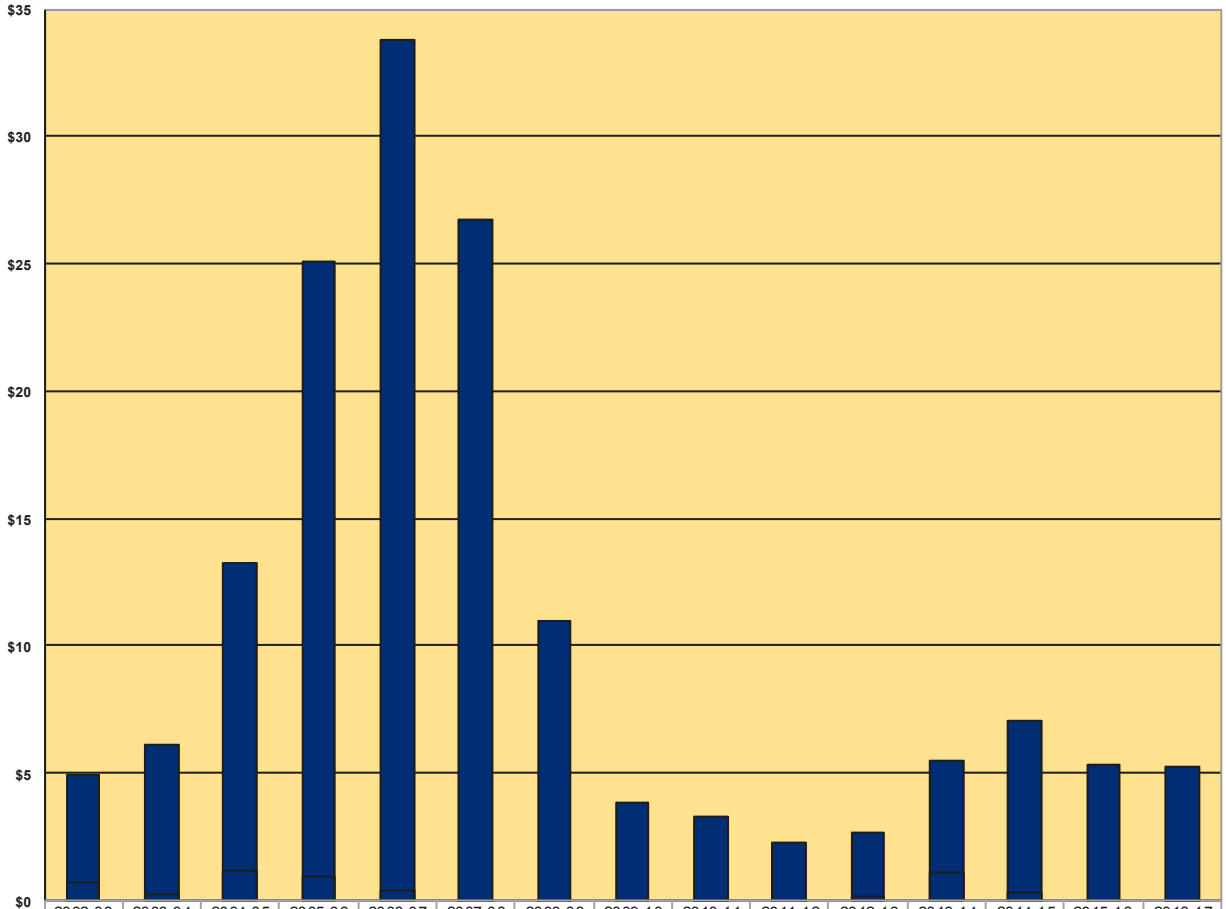
The VLF Backfill was eliminated in the 2004-05 State Budget. In that year, the VLF Backfill to cities and counties was permanently replaced with an equivalent increase in property tax revenues (VLF/Property Tax Swap revenues). This increase was funded by decreases in property tax revenues allocated to 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 2017-18 budgeted amount reflects the projected increase in assessed valuation of 4% as compared to the 2016-17 Final Budget.

Supplemental Property Tax

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

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



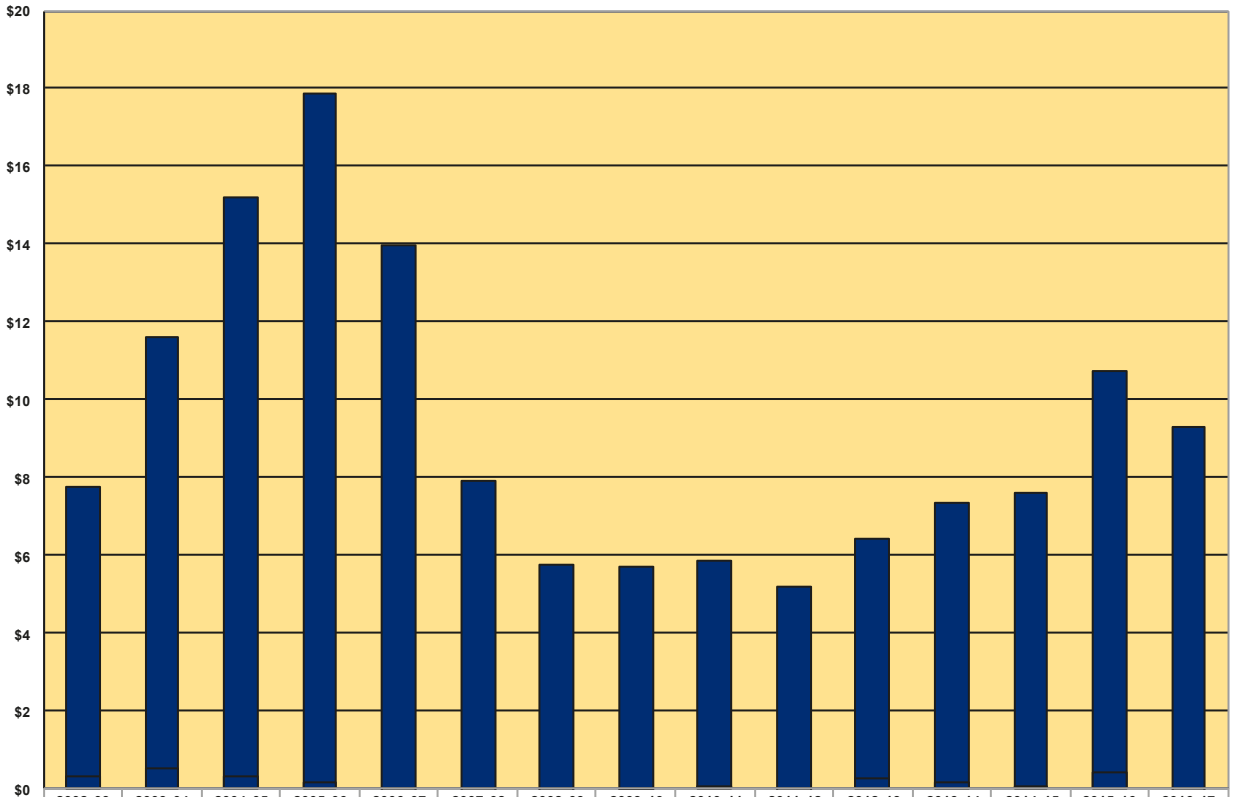
	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Dollars	4.94	6.10	13.22	25.05	33.80	26.75	10.97	3.80	3.30	2.23	2.61	5.47	7.05	5.28	5.24
% Change	69.2%	23.6%	116.6%	89.5%	34.9%	-20.9%	-59.0%	-65.4%	-13.1%	-32.2%	16.7%	109.7%	28.9%	-25.2%	-0.6%

As shown in the chart above, supplemental property tax revenues were extremely high from 2004-05 through 2008-09, at the peak of the housing boom, but have returned to normal levels. The County projects the ongoing portion of these revenues to be $5.0 million in 2017-18.

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 $8.0 million in 2017-18, consistent with the 2016-17 Final Budget. The following chart presents the most recent fifteen year trend of property transfer tax revenue.

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



	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Dollars	7.75	11.58	15.18	17.86	13.98	7.91	5.73	5.69	5.84	5.18	6.40	7.34	7.59	10.71	9.27
% Change	30.5%	49.3%	31.2%	17.6%	-21.7%	-43.4%	-27.6%	-0.7%	2.7%	-11.4%	23.7%	14.6%	3.4%	41.1%	-13.4%

Sales and Use Tax

Countywide discretionary revenue includes 1.0% of taxable sales charged on purchases made in the unincorporated areas of the County. When preparing the annual budget, the County projects future sales tax revenue based on data provided by a local economist and the County's sales tax consultant. For 2017-18, Sales and Use Tax revenue is anticipated to increase by 3.5% over the prior year budgeted amount.

2017-18 ongoing sales tax revenue in the unincorporated area is projected to total $25.6 million. However, the County has budgeted only $23.5 million for 2017-18. The sales tax revenue projection of $23.5 million excludes the portion of the County ongoing sales tax revenue remitted to the City of Redlands under the sales tax sharing agreement explained below:

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

the sales tax sharing agreement, the County currently pays the City of Redlands 90% of the County discretionary sales tax revenue generated in this area.

Sales Tax Risk – Potential Annexations and Incorporations: 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 2017-18 are projected at $24.1 million and anticipated to remain flat when compared to the 2016-17 Final Budget amount as there are no material changes projected to penalties and interest earned from the Teeter program. For more information see the section titled 'The Teeter Plan' found earlier in this section.

COWCAP (Countywide Cost Allocation Plan) Revenue
The budgeted COWCAP Revenue reflects the recovered allowable costs included in the 2017-18 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 $6.7 million when compared to the 2016-17 Final Budget based on information provided by the Auditor-Controller/Treasurer/Tax Collector.

Property Tax Administration Revenue
Property tax administration revenue consists of:

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

The 2017-18 budget anticipates revenue to increase by 4% as compared to the 2016-17 Final Budget reflecting a slight anticipated increase 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. In the 2016-17 Quarter 1 budget adjustments, Recording Fees were transferred to the County's Assessor/Recorder/County Clerk's Office.

State and Federal Aid
State and federal aid consists of a payment from the welfare realignment restricted fund, which replaced the State revenue stabilization program, SB90 reimbursements from the State, and excess Vehicle License Fee (VLF) revenue. It also includes revenues received from the federal government's Payment in Lieu of Taxes (PILT) program. PILT is federal payment to local governments to help offset losses in property taxes due to the existence of non-taxable federal land within their boundaries. It is anticipated that this revenue will remain flat as compared to the 2016-17 Final budget as there are no changes anticipated to the related programs in 2017-18.

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.

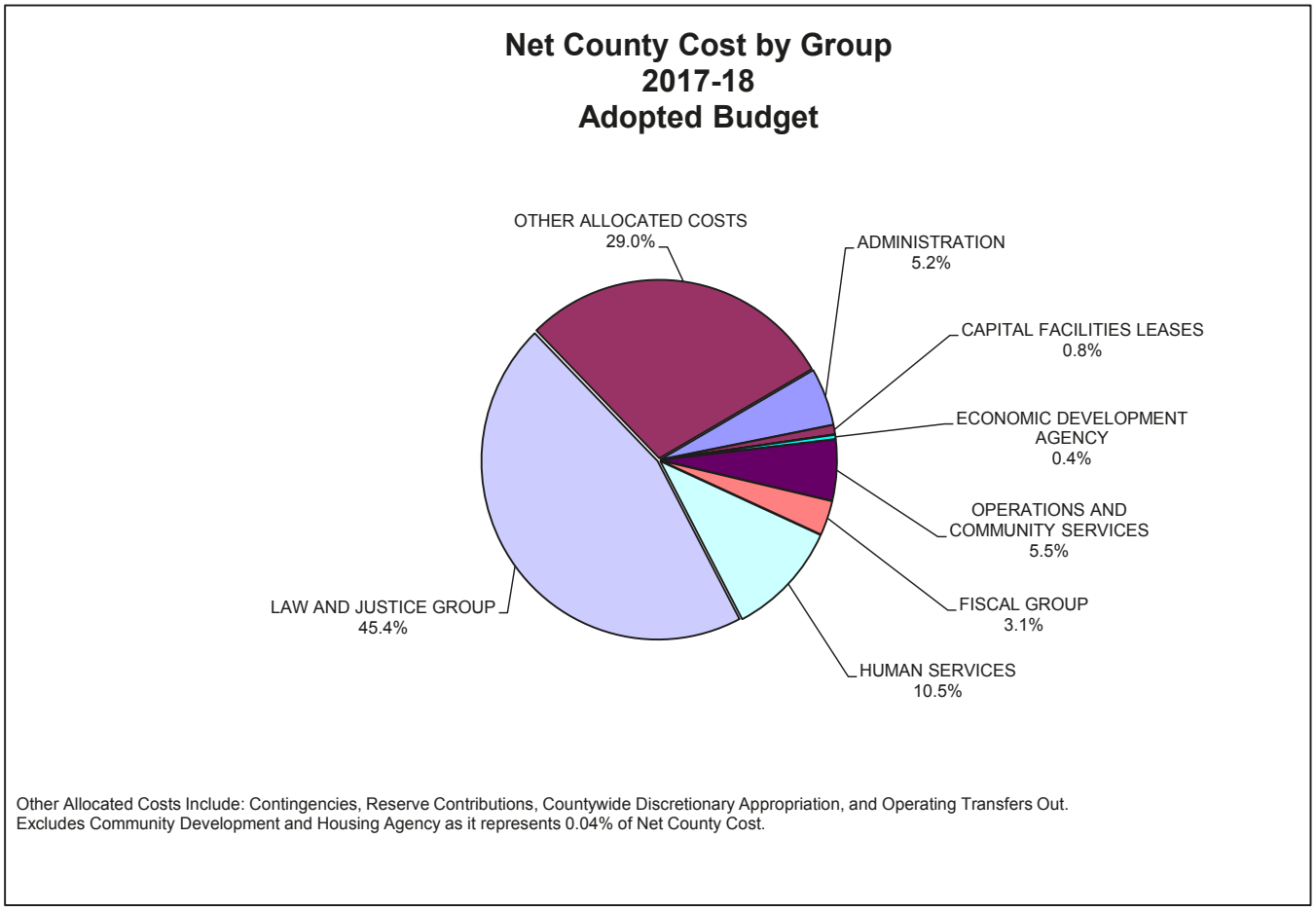
Other Funding Sources

Fund Balance
The 2016-17 year-end fund balance for the General Fund is $82.0 million. This reflects fund balance that is available for appropriation. Anticipated fund balance is a result of unspent General Fund contingencies, departmental cost savings and revenue in excess of budget.

Use of Reserves
The County has set aside specific purpose reserves and the adopted budget anticipates the allocation of specific purpose reserves for use on projects. The $61.7 million use of General Fund Reserves is primarily to fund capital projects, Transportation projects, and other one-time needs in 2017-18.

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

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 2016-17 Final Net County Cost and 2017-18 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	2016-17 Final Budget: Requirements	Sources	Net County Cost	2017-18 Adopted Budget: Requirements	Sources	Net County Cost
BOARD OF SUPERVISORS (ALL DISTRICTS)	7,730,023	-	**7,730,023**	7,793,615	-	**7,793,615**
CLERK OF THE BOARD	2,106,551	219,235	**1,887,316**	2,091,661	163,809	**1,927,852**
COUNTY ADMINISTRATIVE OFFICE	6,422,573	-	**6,422,573**	5,827,659	-	**5,827,659**
COUNTY ADMINISTRATIVE OFFICE - LITIGATION	745,761	-	**745,761**	392,127	-	**392,127**
COUNTY COUNSEL	9,797,194	6,275,947	**3,521,247**	10,651,856	7,201,838	**3,450,018**
FINANCE AND ADMINISTRATION	3,065,263	-	**3,065,263**	3,192,849	-	**3,192,849**
HUMAN RESOURCES	11,313,668	846,622	**10,467,046**	10,585,640	712,111	**9,873,529**
HUMAN RESOURCES - UNEMPLOYMENT INSURANCE	4,000,500	-	**4,000,500**	4,000,500	-	**4,000,500**
HUMAN RESOURCES - EMPLOYEE HEALTH AND WELLNESS	2,202,153	2,200,957	**1,196**	2,319,592	2,319,592	-
INFORMATION SERVICES - GIS AND MULTI-MEDIA SERVICES	3,304,853	212,922	**3,091,931**	3,320,013	214,732	**3,105,281**
PURCHASING	2,548,536	820,330	**1,728,206**	2,585,722	819,330	**1,766,392**
LOCAL AGENCY FORMATION COMMISSION	308,741	-	**308,741**	336,528	-	**336,528**
COUNTY SCHOOLS	3,195,672	-	**3,195,672**	3,059,628	-	**3,059,628**
ADMINISTRATION SUBTOTAL:	**56,741,488**	**10,576,013**	**46,165,475**	**56,157,390**	**11,431,412**	**44,725,978**
CAPITAL FACILITIES LEASES	7,240,810	-	**7,240,810**	7,258,116	-	**7,258,116**
CAPITAL FACILITIES LEASES SUBTOTAL:	**7,240,810**	**-**	**7,240,810**	**7,258,116**	**-**	**7,258,116**
OFFICE OF HOMELESS SERVICES	597,849	366,848	**231,001**	936,760	586,760	**350,000**
COMMUNITY AND DEVELOPMENT HOUSING AGENCY SUBTOTAL:	**597,849**	**366,848**	**231,001**	**936,760**	**586,760**	**350,000**
ECONOMIC DEVELOPMENT	3,624,193	220,000	**3,404,193**	3,505,907	200,000	**3,305,907**
ECONOMIC DEVELOPMENT AGENCY SUBTOTAL:	**3,624,193**	**220,000**	**3,404,193**	**3,505,907**	**200,000**	**3,305,907**
ASSESSOR/RECORDER/COUNTY CLERK	23,801,977	9,875,000	**13,926,977**	24,764,802	10,435,901	**14,328,901**
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR	39,352,700	27,160,388	**12,192,312**	40,522,614	27,919,132	**12,603,482**
FISCAL SUBTOTAL:	**63,154,677**	**37,035,388**	**26,119,289**	**65,287,416**	**38,355,033**	**26,932,383**
HEALTH ADMINISTRATION	140,371,376	125,371,376	**15,000,000**	140,367,772	125,367,772	**15,000,000**
BEHAVIORAL HEALTH/ALCOHOL AND DRUG SERVICES	223,309,752	221,307,759	**2,001,993**	233,234,068	231,241,857	**1,992,211**
PUBLIC HEALTH	85,202,068	79,194,184	**6,007,884**	84,844,944	80,230,569	**4,614,375**
PUBLIC HEALTH - CALIFORNIA CHILDREN'S SERVICES	21,064,127	16,746,219	**4,317,908**	22,760,505	18,292,112	**4,468,393**
PUBLIC HEALTH - INDIGENT AMBULANCE	472,501	-	**472,501**	472,501	-	**472,501**
AGING AND ADULT SERVICES	10,218,515	10,218,515	-	9,671,269	9,671,269	-
AGING AND ADULT SERVICES - PUBLIC GUARDIAN-CONSERVATOR	1,370,822	476,000	**894,822**	1,330,141	455,000	**875,141**
CHILD SUPPORT SERVICES	40,760,677	40,760,677	-	40,215,180	40,215,180	-
HUMAN SERVICES - ADMINISTRATIVE CLAIM	566,988,739	545,723,507	**21,265,232**	559,390,030	533,807,849	**25,582,181**
DOMESTIC VIOLENCE/CHILD ABUSE SERVICES	531,812	531,812	-	531,812	531,812	-
ENTITLEMENT PAYMENTS (CHILDCARE)	27,028,380	27,028,380	-	23,755,598	23,755,598	-
OUT-OF-HOME CHILD CARE	1,650,566		**1,650,566**	1,860,566	-	**1,860,566**
AID TO ADOPTIVE CHILDREN	71,500,000	69,125,480	**2,374,520**	80,607,393	77,957,393	**2,650,000**
AFDC - FOSTER CARE	155,823,654	134,926,708	**20,896,946**	171,749,850	148,637,775	**23,112,075**
REFUGEE CASH ASSISTANCE	125,000	125,000	-	150,000	150,000	-
CASH ASSISTANCE FOR IMMIGRANTS	2,521,954	2,521,954	-	2,521,954	2,521,954	-
CALWORKS - ALL OTHER FAMILIES	238,462,640	233,774,528	**4,688,112**	228,305,787	223,948,945	**4,356,842**
KINSHIP GUARDIANSHIP ASSISTANCE PROGRAM	13,805,750	12,279,158	**1,526,592**	16,266,960	14,210,528	**2,056,432**
SERIOUSLY EMOTIONALLY DISTURBED	-	-	-	-	-	-
CALWORKS - 2 PARENT FAMILIES	40,700,925	39,813,055	**887,870**	36,192,356	35,486,780	**705,576**
AID TO INDIGENTS (GENERAL RELIEF)	1,366,873	306,863	**1,060,010**	1,247,820	300,000	**947,820**
VETERANS AFFAIRS	2,231,364	660,000	**1,571,364**	2,212,568	602,000	**1,610,568**
HUMAN SERVICES SUBTOTAL:	**1,645,507,495**	**1,560,891,175**	**84,616,320**	**1,657,689,074**	**1,567,384,393**	**90,304,681**
COUNTY TRIAL COURTS - DRUG COURT PROGRAMS	-	-	-	-	-	-
COUNTY TRIAL COURTS - GRAND JURY	442,952	-	**442,952**	447,167	-	**447,167**
COUNTY TRIAL COURTS - INDIGENT DEFENSE PROGRAM	9,509,012	32,000	**9,477,012**	10,613,084	32,000	**10,581,084**
COUNTY TRIAL COURTS - COURT FACILITIES/JUDICIAL BENEFITS	1,014,763	-	**1,014,763**	958,207	-	**958,207**
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	24,088,327	10,726,316	**13,362,011**	23,554,233	12,226,316	**11,327,917**
DISTRICT ATTORNEY - CRIMINAL PROSECUTION	75,547,811	40,488,397	**35,059,414**	76,875,515	42,298,887	**34,576,628**
LAW & JUSTICE GROUP ADMINISTRATION	5,000	5,000	-	171,113	171,113	-
PROBATION - ADMINISTRATION, CORRECTIONS AND DETENTION	164,785,572	87,364,942	**77,420,630**	168,217,689	87,941,675	**80,276,014**
PROBATION - JUVENILE JUSTICE GRANT PROGRAM	23,693	-	**23,693**	-	-	-
PUBLIC DEFENDER	38,924,260	4,387,086	**34,537,174**	39,181,385	4,666,262	**34,515,123**
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	249,811,271	166,470,967	**83,340,304**	243,436,992	174,838,305	**68,598,687**
SHERIFF - DETENTIONS	211,076,793	71,366,581	**139,710,212**	219,130,729	72,950,859	**146,179,870**
SHERIFF - CONTRACTS	146,955,530	146,955,530	-	149,108,836	149,108,836	-
LAW AND JUSTICE SUBTOTAL:	**924,861,333**	**527,796,819**	**397,064,514**	**934,371,299**	**544,234,253**	**390,137,046**
AGRICULTURE/WEIGHTS AND MEASURES	7,622,240	6,027,655	**1,594,585**	7,640,029	6,063,300	**1,576,729**
AIRPORTS	3,446,895	3,446,895	-	3,444,670	3,444,670	-
COMMUNITY SERVICES GROUP - ADMIN	274,090	-	**274,090**	280,553	-	**280,553**
COUNTY MUSEUM	4,191,103	619,376	**3,571,727**	3,481,036	367,945	**3,113,091**
LAND USE SERVICES - ADMINISTRATION	1,650,377	-	**1,650,377**	1,326,409	-	**1,326,409**
LAND USE SERVICES - PLANNING	7,522,115	2,595,000	**4,927,115**	6,412,700	1,902,000	**4,510,700**
LAND USE SERVICES - LAND DEVELOPMENT	939,683	281,112	**658,571**	975,674	295,000	**680,674**
LAND USE SERVICES - BUILDING AND SAFETY	6,031,973	5,442,424	**589,549**	5,735,018	5,083,000	**652,018**
LAND USE SERVICES - CODE ENFORCEMENT	5,854,312	694,588	**5,159,724**	5,458,449	763,500	**4,694,949**
LAND USE SERVICES - FIRE HAZARD ABATEMENT	2,845,461	2,541,073	**304,388**	2,687,251	2,372,273	**314,978**
PUBLIC WORKS-SURVEYOR	3,331,790	2,596,471	**735,319**	3,190,773	2,540,375	**650,398**
REAL ESTATE SERVICES (RES)	1,355,417	1,355,417	-	1,564,264	1,564,264	-
RES - FACILITIES MANAGEMENT	17,498,477	17,290,477	**208,000**	18,630,118	18,155,118	**475,000**
RES - PROJECT MANAGEMENT DIVISION	-	-	-	-	-	-
RES - UTILITIES	19,585,889	253,268	**19,332,621**	19,050,390	327,050	**18,723,340**
RES - RENTS AND LEASES	1,130,994	1,130,994	-	1,238,735	1,238,735	-
RES - COURTS PROPERTY MANAGEMENT	1,873,885	1,873,885	-	1,605,237	1,605,237	-
REGIONAL PARKS	10,316,178	8,037,000	**2,279,178**	9,808,672	7,529,494	**2,279,178**
REGISTRAR OF VOTERS	10,966,372	3,735,573	**7,230,799**	9,651,120	1,526,776	**8,124,344**
OPERATIONS AND COMMUNITY SERVICES SUBTOTAL:	**106,437,251**	**57,921,208**	**48,516,043**	**102,181,098**	**54,778,737**	**47,402,361**
GENERAL FUND DEPARTMENT SUBTOTAL:	**2,808,165,096**	**2,194,807,451**	**613,357,645**	**2,827,387,060**	**2,216,970,588**	**610,416,472**
CONTINGENCIES	15,756,333	-	**15,756,333**	55,741,045	-	**55,741,045**
RESERVE CONTRIBUTIONS	105,324,383	-	**105,324,383**	64,573,391	-	**64,573,391**
BOARD DISCRETIONARY FUND	1,422,305	-	**1,422,305**	-	-	-
NON DEPARTMENTAL APPROPRIATION	7,500,000	7,500,000	-	7,500,000	7,500,000	-
OPERATING TRANSFERS OUT	190,384,722	-	**190,384,722**	128,491,652	-	**128,491,652**
TOTAL COUNTYWIDE ALLOCATED COSTS:	**320,387,743**	**7,500,000**	**312,887,743**	**256,306,088**	**7,500,000**	**248,806,088**
GRAND TOTAL:	**3,128,552,839**	**2,202,307,451**	**926,245,388**	**3,083,693,148**	**2,224,470,588**	**859,222,560**

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.

	2016-17 Adopted Budget	2016-17 Final Budget	2016-17 Actual	2017-18 Adopted Budget
Services & Supplies	1,000,000	1,500,000	1,107,712	1,000,000
Other Charges	6,500,000	6,000,000	1,597,110	6,500,000
Total Expenditure Authority	7,500,000	7,500,000	2,704,822	7,500,000

Non-departmental expenditure authority pays for countywide expenditures not allocable to a specific department, interest expense on the County's annual Tax and Revenue Anticipation Notes, 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

	2016-17 Adopted Budget	2016-17 Final Budget	2016-17 Actuals	2017-18 Adopted Budget
One-Time				
Capital Improvement Fund				
Adelanto Detention Center		2,250,000	2,250,000	-
Apple Valley Library Structural Beam Repair Project	1,340,000	3,540,000	3,540,000	-
ARMC Jail Ward	2,500,000	2,500,000	2,500,000	-
County Buildings Acquisition and Retrofit Project	8,000,000	13,000,000	13,000,000	37,700,000
County Government Center Café Remodel	250,000	1,450,000	1,450,000	-
County Government Center Remodel		110,600	110,600	-
County Fire Consolidation Headquarters	-	8,115,000	8,115,000	-
County Museum Camera System	50,000	50,000	50,000	-
Demolition of Old Central Juvenile Hall Building	500,000	500,000	500,000	-
Glen Helen Rehabilitation Center Remodels	6,000,000	6,000,000	6,000,000	-
Information Services		250,000	250,000	-
Juvenile Dependency Court Building Expansion		1,575,000	1,575,000	-
Lake Gregory Dam	-	3,000,000	3,000,000	-
Public Works Building		3,000,000	3,000,000	-
Rancho Court Remodel project		430,000	430,000	-
Regional Parks Improvements	1,778,226	2,701,226	2,701,226	-
Searles Valley Historical Society Building Demolition	105,000	105,000	105,000	-
Security Assessments and Improvements	2,000,000	2,716,000	2,716,000	-
Sheriff's Aviation Relocation	-	158,122	158,122	-
Sheriff's Morongo Jail Camera and Intercom System	400,000	400,000	400,000	-
Sheriff's Consolidation Remodel	4,500,000	8,083,620	8,083,620	-
Sheriff's Training Center Range Restrooms	75,500	75,500	75,500	-
Valley Dispatch Center		600,000	600,000	2,200,000
West Valley Detention Center - ADA improvements		402,500	402,500	-
West Valley Detention Center Rec Yard Enclosure	1,200,000	1,200,000	1,200,000	-
Land Acquisition at Chino Airport		48,053,300	48,053,300	
Enterprise Financial System Project		3,500,000	3,500,000	5,500,000
Flood Control District - Rimforest Drainage Project	650,000	650,000	650,000	1,200,000
Public Works - Transportation Projects	4,093,500	4,093,500	4,093,500	7,553,082
Memoranda of Understanding Costs - Funded from Labor Reserve		708,561	708,561	
Risk Management -December 2nd Workers Comp Claims		400,000	400,000	
Special Districts CSA 120 North Etiwanda Preserve Parking Lot	250,000	250,000	250,000	-
Special Districts CSA 120 North Etiwanda Preserve Vegetation/Wildlife Study	250,000	250,000	250,000	-
Ongoing				
Aging and Adult Services	1,057,620	1,057,620	1,057,620	1,057,620
Capital Improvement Fund - Annual Allocation	12,000,000	12,000,000	12,000,000	12,000,000
800 MHz Project	17,881,452	17,881,452	17,881,452	17,881,452
General Fund Subsidy to County Fire Protection District				
Administration	5,825,679	5,649,220	5,649,220	5,452,227
Office of Emergency Services	1,901,228	1,901,228	1,901,228	2,084,688
North Desert Zone	8,113,922	8,541,634	8,541,634	10,582,188
South Desert Zone	4,077,591	4,077,591	4,077,591	5,018,244
Valley Zone	-	98,500	98,500	-
Mountain Zone	1,338,583	1,437,083	1,437,083	2,439,686
Court Settlement POB Payment	878,180	878,180	1,045,659	1,078,180
County Successor Agency to fund Sales Tax Sharing Agreement	250,000	250,000		250,000
Flood Control District Stormwater Permit	1,300,000	1,300,000	1,300,000	1,300,000
Public Works - Pavement Improvements	14,194,285	14,194,285	14,194,285	14,194,285
Special Districts - Water/Wastewater System for Regional Parks	1,000,000	1,000,000	930,434	1,000,000
Total Operating Transfers Out	103,760,766	190,384,722	190,232,635	128,491,652

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.

	2016-17 Adopted Budget	2016-17 Approved Contributions/ (Uses)	2017-18 Approved Contributions/ (Uses)	2017-18 Adopted Budget
Contingencies				
Mandatory Contingencies (1.5%) of Locally Funded Appropriation	9,988,981		690,908	10,679,889
Uncertainties Contingencies	71,667,852	(65,900,500)	39,293,804	45,061,156
Total Contingencies	81,656,833	(65,900,500)	39,984,712	55,741,045

2016-17 Changes to Uncertainties Contingencies

In 2016-17, there was a net use of $65,900,500. The major adjustments are as follows:

- A use of $3,634,620 for various Sheriff/Coroner/Public Administrator Capital Improvement Program projects.
- A use of $119,000 for County Counsel staff that will be funded with fee revenue in subsequent years.
- A use of $85,000 for the Department of Economic Development to support the December 2nd Memorial and Brookings Study.
- A use of $686,594 for Public Health to contract for temporary staffing for Environmental Health.
- A use of $89,632 to County Museum to support the Victor Valley Museum Coordinator.
- A use of $176,000 for Land Use Services for the Cucamonga Canyon and Lytle Creek Forest Management Plans, and legal fees.
- A use of $15,773,600 for various Countywide Capital Improvement Program projects.
- A use of $44,417,390 to fund increases to or establish the following reserves:
    - Cal Fresh Waiver Discontinuance in the amount of $302,000
    - Big Bear Alpine Zoo in the amount of $1.7 million

- December 2nd Workers Compensation Claims in the amount of $100,000
- Valley Dispatch in the amount of $27,105,784
- Permit System Upgrade in the amount of $618,953
- Litigation Expenses in the amount of $14.0 million
- Strategic Initiatives in the amount of $590,653

2017-18 Mandatory Contingencies

The base allocation to the mandatory contingencies is $10,679,889, the amount required pursuant to Board policy, based on projected locally funded appropriation of $712.0 million.

2017-18 Uncertainties Contingencies

All available General Fund sources not appropriated in the Adopted Budget or contributed to General Fund Reserves are reflected in the Uncertainties Contingencies of $45,061,156.

RESERVES

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

2017-18 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 2017-18 contribution to the General Purpose Reserve brings the balance in the General Purpose Reserve to 15.1% of locally funded appropriation. The Fund Balance and Reserve Policy calls for continued annual contributions of one-time sources to the reserve until the 20% target is achieved. The 2017-18 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

	6/30/16 Ending Balance	Approved 2016-17 Contributions	Approved 2016-17 Uses	6/30/17 Ending Balance	Adopted 2017-18 Contributions	Adopted 2017-18 Uses	6/30/18 Estimated Balance
General Purpose Reserve	**88,776,402**	**8,347,763**		**97,124,165**	**10,679,889**		**107,804,054**
Specific Purpose Reserves							
Asset Replacement	23,134,393	11,896,317	(8,386,836)	26,643,874			26,643,874
CalFresh Waiver Discontinuance	3,725,000	302,000	(2,538,401)	1,488,599		(1,488,599)	-
Capital Projects							
Animal Shelter	10,000,000			10,000,000			10,000,000
ARMC Jail Ward	22,500,000		(2,500,000)	20,000,000			20,000,000
Big Bear Alpine Zoo	-	1,700,000		1,700,000			1,700,000
County Buildings Acquisition and Retrofit Project	44,000,000		(13,000,000)	31,000,000		(31,000,000)	-
Lake Gregory Dam	6,713,000	4,500,000	(3,000,000)	8,213,000			8,213,000
Public Defender - Victorville/Rancho Court Remodel	430,000		(430,000)	-			-
Rancho Court Remodel - District Attorney	-			-			-
Rim Forest Drainage	5,025,902		(650,000)	4,375,902		(1,200,000)	3,175,902
Valley Dispatch Center	-	27,105,784		27,105,784		(2,200,000)	24,905,784
Capital Projects	6,700,000			6,700,000		(6,700,000)	-
Cash Flow Deficit	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			1,000,000
EMACS Upgrade	-	8,000,000	(4,258,058)	3,741,942		(3,741,942)	-
New Property Tax System	25,000,000		(22,000,000)	3,000,000			3,000,000
New Financial Accounting System	13,000,000		(3,500,000)	9,500,000		(5,500,000)	4,000,000
Permit Systems Upgrade	1,386,843	1,908,000	(1,249,799)	2,045,044		(872,294)	1,172,750
County Fire Consolidated Headquarters	-			-			-
County Fire - Fire Training Center	820,000			820,000			820,000
Countywide Crime Sweep*					1,000,000		1,000,000
December 2nd Workers Comp Claims		100,000	(100,000)	-			-
Earned Leave	16,461,289	7,945,799	(4,895,069)	19,512,019	7,945,799		27,457,818
Enterprise Financial System Post Implementation Costs				-	6,000,000		6,000,000
GIS Enterprise License Agreement	-	1,678,590		1,678,590		(839,295)	839,295
Give BIG San Bernardino County	200,000		(100,000)	100,000		(100,000)	-
IHSS MOE Discontinuance					34,800,000		34,800,000
Indigent Defense Costs					500,000		500,000
Insurance	3,000,000			3,000,000			3,000,000
Jail Upgrades							
Adelanto Detention Center	9,969,361		(2,250,000)	7,719,361			7,719,361
Glen Helen Rehabilitation Center 512 Bed Step Housing Program	22,500,000		(22,425,500)	74,500			74,500
West Valley Detention Center ADA Improvements	7,000,000		(402,500)	6,597,500			6,597,500
Labor	9,641,950	10,999,477	(10,267,381)	10,374,046	283,459		10,657,505
Land Use Services General Plan/Development Code Amendments	2,055,730			2,055,730		(360,126)	1,695,604
Litigation Expenses	3,000,000	14,000,000		17,000,000			17,000,000
Litigation	385,350			385,350			385,350
Medical Center Debt Service	32,074,905			32,074,905			32,074,905
MOU - California University of Science and Medicine				-	1,000,000		1,000,000
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)	-			-
Retirement	8,500,000			8,500,000	2,364,244		10,864,244
Strategic Initiatives Reserve		590,653		590,653		(152,412)	438,241
Transportation Projects							
Cedar Avenue Interchange	8,175,000		(80,000)	8,095,000		(1,372,000)	6,723,000
Glen Helen Grade Separation	-			-			-
Glen Helen Parkway Bridge Replacement/Widening Construction	2,038,995			2,038,995		(373,494)	1,665,501
Green Tree Boulevard Connection	841,000		(841,000)	-			-
National Trails Highway	7,900,000	5,000,000	(3,172,500)	9,727,500		(5,807,588)	3,919,912
Rock Springs Bridge Replacement/Widening Construction	2,037,000			2,037,000			2,037,000
Stanfield Cutoff Road Repair and Bridge Replacement	405,000			405,000			405,000
Total Specific Purpose	**313,315,743**			**293,350,294**			**285,536,046**
Total Reserves	**402,092,145**			**390,474,459**			**393,340,100**

*On August 8, 2017 (Item No. 50), the Board of Supervisors reestablished the High Desert Crime Sweeps Reserve as the to Countywide Crime Sweeps Reserve.

	Year End Actual Balance					Adopted
	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
General Purpose	$ 70.8	$ 82.4	$ 82.4	$ 88.8	$ 97.1	$ 107.8
Specific Purpose						
Asset Replacement	-	-	1.9	23.1	26.6	26.6
Cal Fresh Waiver Discontinuance	-	5.0	5.0	3.7	1.5	-
Capital Projects:						
Animal Shelter	-	10.0	10.0	10.0	10.0	10.0
ARMC Jail Ward Reserve	-	-	-	22.5	20.0	20.0
Big Bear Alpine Zoo	-	-	-	-	1.7	1.7
303 Building Upgrades	-	4.0	-	-	-	-
County Buildings and Acquisition Retrofit Project	-	4.0	4.0	44.0	31.0	-
Lake Gregory Dam	-	-	5.0	6.7	8.2	8.2
Public Defender - Victorville and Rancho Court Remodel	-	-	0.4	0.4	-	-
Rancho Court Remodel - District Attorney	-	-	0.3	-	-	-
Rim Forest Drainage	-	5.9	5.9	5.0	4.4	3.2
Valley Dispatch Center	-	-	-	-	27.1	24.9
Capital Projects	-	-	-	6.7	6.7	-
Cash Flow Deficit	-	-	-	9.1	-	-
Chino Airport Development Plan Reserve	-	-	-	0.3	0.3	0.3
Computer Systems						
Assessor-Recorder-Clerk's Enterprise System	-	-	-	-	1.0	1.0
EMACS Upgrade	-	-	-	-	3.7	-
New Property Tax System	20.0	20.0	20.0	25.0	3.0	3.0
New Financial Accounting System	-	13.0	13.0	13.0	9.5	4.0
Permit Systems Upgrade	-	2.0	2.4	1.4	2.0	1.2
County Fire - Fire Training Center	-	-	-	0.8	0.8	0.8
Countywide Crime Sweep*	-	-	-	-	-	1.0
December 2nd Workers Comp Claims					-	-
Earned Leave	3.6	10.6	13.7	16.5	19.5	27.5
Enterprise Financial System Post Implementation Costs	-	-	-	-	-	6.0
Future Space Needs	22.9	-	-	-	-	-
GIS Enterprise License Agreement	-	-	-	-	1.7	0.8
Give BIG San Bernardino County	-	-	-	0.2	0.1	-
IHSS MOE Discontinuance	-	-	-	-	-	34.8
Indigent Defense Costs	-	-	-	-	-	0.5
Insurance	3.0	3.0	3.0	3.0	3.0	3.0
Jail Upgrades:						
Adelanto Detention Center	-	10.0	10.0	10.0	7.7	7.7
Glen Helen Rehabilitation Center 512 Bed Step Housing Program	-	22.5	22.5	22.5	0.1	0.1
West Valley Detention Center ADA Improvements	-	7.0	7.0	7.0	6.6	6.6
Labor	-	-	4.7	9.6	10.4	10.7
Land Use Services General Plan/Development Code Amendments	-	5.4	1.6	2.1	2.1	1.7
Litigation Expenses	-	-	-	3.0	17.0	17.0
Litigation	-	-	-	0.4	0.4	0.4
Medical Center Debt Service	32.1	32.1	32.1	32.1	32.1	32.1
MOU - California University of Science and Medicine	-	-	-	-	-	1.0
Ontario Airport Reserve	-	-	-	-	-	-
Redevelopment Agency Overpayment	-	3.8	3.8	3.8	3.8	3.8
Restitution	1.5	1.5	1.5	1.5	-	-
Retirement	8.5	8.5	8.5	8.5	8.5	10.9
Strategic Initiatives	-	-	-	-	0.6	0.4
Transportation Projects						
Cedar Avenue Interchange	-	-	-	8.2	8.1	6.7
Glen Helen Grade Separation	-	5.3	-	-	-	-
Glen Helen Parkway Bridge Replacement/Widening Construction	-	-	1.8	2.0	2.0	1.7
Green Tree Boulevard Connection	-	-	-	0.8	-	-
National Trails Highway	-	-	5.0	7.9	9.7	3.9
Rock Springs Bridge Replacement/Widening Construction	-	-	2.1	2.0	2.0	2.0
Stanfield Cutoff Road Repair and Bridge Replacement	-	-	-	0.4	0.4	0.4
Workers Compensation Rebate	-	16.7	-	-	-	-
Total Specific Purpose	91.6	190.4	185.1	313.3	293.4	285.5
Total Reserves [1]	**$162.4**	**$272.8**	**$267.6**	**$402.1**	**$390.5**	**$393.3**

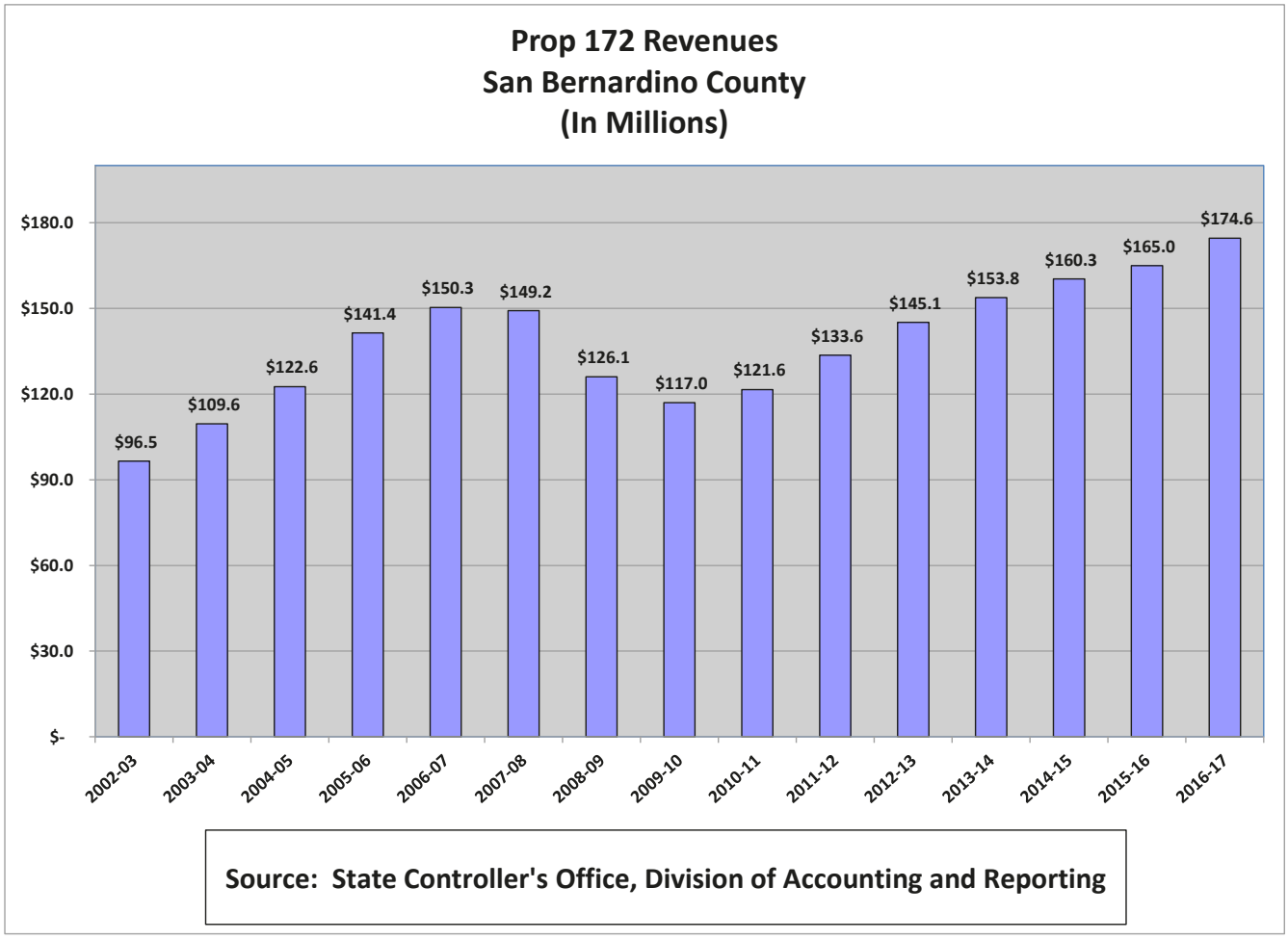
[1] Totals may not be exact due to rounding

*On August 8, 2017 (Item No. 50), the Board of Supervisors reestablished the High Desert Crime Sweeps Reserve as the Countywide Crime Sweeps Reserve.

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 2017-18, the required 10% contingency target, and the amount above that target.

	Beginning Fund Balance	2017-18 Budgeted Revenue (1)	2017-18 Budgeted Usage	Estimated Ending Fund Balance	10% Contingency	Amount Above Required Contingency
Sheriff/Coroner	19,106,677	121,590,000	(127,380,000)	13,316,677	12,159,000	1,157,677
District Attorney	4,731,571	30,405,000	(31,345,000)	3,791,571	3,040,500	751,071
Probation	2,700,426	21,705,000	(21,675,000)	2,730,426	2,170,500	559,926
Total	**26,538,674**	**173,700,000**	**(180,400,000)**	**19,838,674**	**17,370,000**	**2,468,674**

(1) Includes $300,000 in estimated interest revenue

The 2017-18 budgeted usage includes a use of Prop 172 fund balance for the following purposes:

- $6.0 million allocation to the Sheriff/Coroner/Public Administrator for the purchase of one replacement patrol helicopter.
- $1.0 million allocation to the District Attorney for Phase 2 of the Electronic Court Filing Project.

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	2011 Realignment	Other Realignment
Mental Health	Law Enforcement Services	CalWORKs MOE
Social Services	Support Services	Family Support
Health		

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 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 of up to five-percent (5%) from each subaccount's previous year's deposits.

Other Realignment

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

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

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

MENTAL HEALTH

	ACTUAL 2015-16	FINAL BUDGET 2016-17	ACTUAL 2016-17	ADOPTED BUDGET 2017-18
Beginning Fund Balance	55,890,919	58,690,498	58,690,498	73,219,966
Revenue	57,280,019	56,280,019	60,335,325	56,280,019
Prior Year Growth Revenue	2,969,137	-	2,303,949	-
Departmental Usage	57,449,577	57,371,142	48,109,806	57,290,677
10% Transfers	-	-	-	-
Ending Fund Balance	58,690,498	57,599,375	73,219,966	72,209,308
Change in Fund Balance	2,799,579	(1,091,123)	14,529,468	(1,010,658)

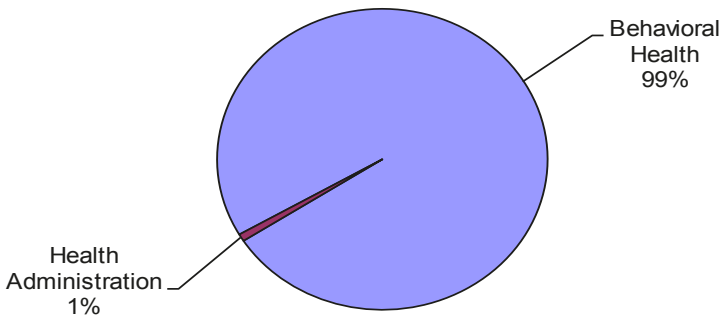
Revenues exceeded departmental usage in 2016-17 primarily due to a decrease in the number of clients requiring services without benefit of Medi-Cal or other coverage as a result of the implementation of the Affordable Care Act. This resulted in an increase in fund balance of $14.5 million. Fund balance is budgeted to decrease by $1.0 million in 2017-18 due to additional departmental usage for the expansion of clinic facilities and services to meet client needs.

Prior year growth revenue of $2.3 million was received in 2016-17, which is available to fund one-time needs. Although prior year growth revenue is also expected to be received in 2017-18, 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

	ACTUAL 2015-16	FINAL BUDGET 2016-17	ACTUAL 2016-17	ADOPTED BUDGET 2017-18
Behavioral Health	57,020,146	56,842,753	47,668,750	56,842,753
Health Administration	429,431	528,389	441,056	447,924
Total Departmental Usage	57,449,577	57,371,142	48,109,806	57,290,677

2017-18 Adopted



SOCIAL SERVICES

	ACTUAL 2015-16	FINAL BUDGET 2016-17	ACTUAL 2016-17	ADOPTED BUDGET 2017-18
Beginning Fund Balance	79,974,990	76,878,688	76,878,688	84,963,943
Revenue	98,800,014	99,594,319	105,805,648	109,213,283
Prior Year Growth Revenue	794,306	-	5,206,635	-
Departmental Usage	102,690,622	108,613,169	102,927,028	116,424,455
10% Transfers	-	-	-	-
Ending Fund Balance	76,878,688	67,859,838	84,963,943	77,752,771
Change in Fund Balance	(3,096,302)	(9,018,850)	8,085,255	(7,211,172)

Revenue exceeded departmental usage in 2016-17, resulting in an $8.1 million increase in fund balance primarily due to savings in California Children's Services program and savings from vacant positions within the Children and Family Services programs. Departmental usage is budgeted to exceed revenues in 2017-18 primarily due to the addition of positions in Children and Family Services to cover increased caseload levels, caseload and Cost Necessities Index (CNI) growth in Foster Care payments, Kinship Guardianship Assistance, and Adoptions Assistance, and a 3.5% increase in the IHSS MOE, resulting in a decrease in fund balance of $7.2 million.

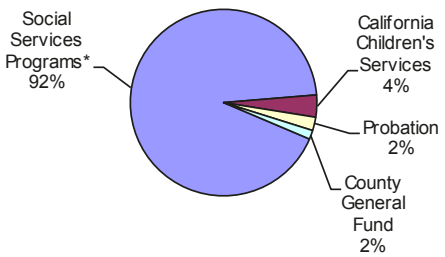
Social Services has priority claim on any 1991 Realignment sales tax growth received. Prior year growth revenue of $5,206,635 was received in 2016-17, which is available to fund one-time needs. Although prior year growth revenue is expected in 2017-18, it has not been included in the budget at this time due to the uncertainty of the amount and the timing of the actual receipt of the funds. Departmental usage will continue to be monitored closely to ensure that fund balance is maintained at adequate levels to mitigate potential operational impacts of sales tax fluctuations.

DEPARTMENTAL USAGE OF SOCIAL SERVICES 1991 REALIGNMENT

	ACTUAL 2015-16	FINAL BUDGET 2016-17	ACTUAL 2016-17	ADOPTED BUDGET 2017-18
Social Services Programs*	95,288,776	99,809,737	95,988,823	107,456,432
California Children's Services	2,902,216	4,303,802	2,438,575	4,468,393
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	102,690,622	108,613,169	102,927,028	116,424,455

* 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).

2017-18 Adopted



HEALTH

	ACTUAL 2015-16	FINAL BUDGET 2016-17	ACTUAL 2016-17	ADOPTED BUDGET 2017-18
Beginning Fund Balance	100,177,482	111,165,387	111,165,387	138,499,823
Revenue	26,609,188	25,865,026	44,787,600	25,292,526
Prior Year Growth Revenue	923,608	-	616,180	-
Departmental Usage	16,544,891	32,462,665	18,069,344	32,573,973
10% Transfers	-	-	-	-
Ending Fund Balance	111,165,387	104,567,748	138,499,823	131,218,376
Change in Fund Balance	10,987,905	(6,597,639)	27,334,436	(7,281,447)

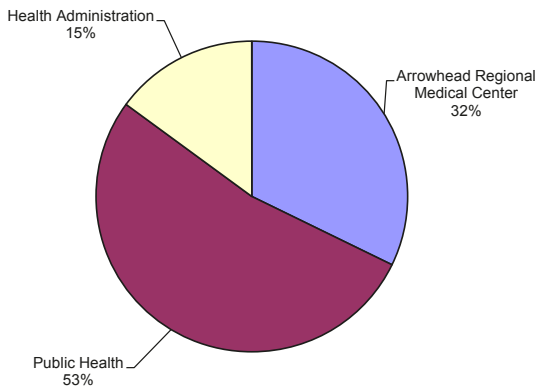
Revenues exceeded departmental usage in 2016-17, resulting in an increase in fund balance of $27.3 million primarily due to no actual usage by ARMC as a result of the implementation of the Affordable Care Act. Revenues are projected to decrease in 2017-18 as a result of Assembly Bill 85 legislation which 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 2017-18 due to the funding of one-time capital expenditures, resulting in a decrease in fund balance of $7.3 million.

Prior year growth revenue of $616,180 was received in 2016-17, which is available to fund one-time needs. Although prior year growth revenue is expected to be received in 2017-18, 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

	ACTUAL 2015-16	FINAL BUDGET 2016-17	ACTUAL 2016-17	ADOP0TED BUDGET 2017-18
Arrowhead Regional Medical Center	-	10,561,681	-	10,500,000
Public Health	12,151,190	17,235,296	13,898,416	17,215,115
Health Administration	4,393,701	4,665,688	4,170,928	4,858,858
Total Departmental Usage	16,544,891	32,462,665	18,069,344	32,573,973

2017-18 Adopted



LAW ENFORCEMENT SERVICES

	ACTUAL 2015-16	FINAL BUDGET 2016-17	ACTUAL 2016-17	ADOPTED BUDGET 2017-18
Beginning Fund Balance	30,808,259	56,771,745	56,771,745	60,052,071
Revenue	125,031,288	126,300,282	130,464,357	135,322,502
Prior Year Growth Revenue	14,513,446	0	5,960,694	0
Departmental Usage	113,581,248	140,183,911	133,144,725	143,107,718
Ending Fund Balance	56,771,745	42,888,116	60,052,071	52,266,855
Change in Fund Balance	25,963,486	(13,883,629)	3,280,326	(7,785,216)

Revenues exceeded departmental usage in 2016-17, resulting in an increase in fund balance of $3.3 million due to prior year growth revenue received that has not yet been allocated to departments. Departmental usage is budgeted to exceed revenues in 2017-18 due to the funding of various one-time needs, resulting in a decrease in fund balance of $7.8 million.

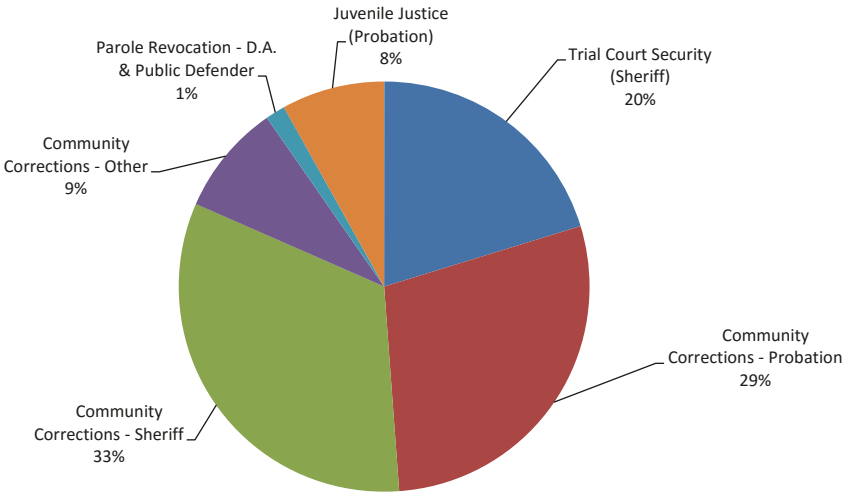
Prior year growth revenue of $6.0 million was received in 2016-17, which is available to fund one-time needs. Although prior year growth revenue is expected to be received in 2017-18, it has not been included in the budget at this time due to the uncertainty of the amount and the timing of the actual 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

	ACTUAL 2015-16	FINAL BUDGET 2016-17	ACTUAL 2016-17	ADOPTED BUDGET 2017-18
Trial Court Security (Sheriff)	27,903,518	28,242,585	30,153,784	28,948,650
Community Corrections:				
Probation	25,450,013	42,172,182	37,077,312	40,938,499
Sheriff/Coroner/Public Administrator	39,934,042	45,258,167	42,597,598	46,887,599
District Attorney	3,036,518	3,327,400	3,327,400	3,562,198
Public Defender	1,960,345	2,551,581	2,551,581	2,731,634
Public Health	88,585	106,359	48,846	106,359
Law and Justice Group Administration	0	0	0	166,113
Behavioral Health	4,037,825	4,223,939	5,040,677	4,607,158
Alcohol and Drug Services	1,296,488	1,100,433	1,100,433	1,100,433
Workforce Development	213,754	232,746	346,565	249,170
Human Resources	133,760	155,164	52,833	0
Subtotal Community Corrections	76,151,330	99,127,971	92,143,245	100,349,163
Parole Revocation:				
District Attorney	874,000	1,190,116	1,190,116	1,147,281
Public Defender	533,001	1,017,385	1,017,385	1,068,254
Subtotal Parole Revocation	1,407,001	2,207,501	2,207,501	2,215,535
Juvenile Justice (Probation):				
Youthful Offender Block Grant	8,050,060	10,460,854	8,495,195	11,449,370
Juvenile Reentry	69,339	145,000	145,000	145,000
Subtotal Juvenile Justice	8,119,399	10,605,854	8,640,195	11,594,370
Total Departmental Usage	113,581,248	140,183,911	133,144,725	143,107,718

2017-18 Adopted



SUPPORT SERVICES

	ACTUAL 2015-16	FINAL BUDGET 2016-17	ACTUAL 2016-17	ADOPTED BUDGET 2017-18
Beginning Fund Balance	19,724,644	25,110,616	25,110,616	15,410,485
Revenue	149,703,188	167,247,753	166,496,449	177,893,132
Prior Year Growth Revenue	11,544,589	0	9,935,234	0
Departmental Usage	155,861,805	175,228,482	186,131,814	191,127,376
Ending Fund Balance	25,110,616	17,129,887	15,410,485	2,176,241
Change in Fund Balance	5,385,972	(7,980,729)	(9,700,131)	(13,234,244)

Departmental usage exceeded revenues in 2016-17, primarily due to the addition of positions in Children and Family Services to cover increased caseload levels, caseload and Cost Necessities Index (CNI) growth in Foster Care payments, Kinship Guardianship Assistance, and Adoptions Assistance. This resulted in a decrease in fund balance of $9.7 million. Fund balance is budgeted to decrease by $13.2 million in 2017-18 due to planned additional departmental usage for the expansion of child welfare services programs to meet client needs and growth in mandated subsistence programs supported with this funding source.

Prior year growth revenue of $9.9 million was received in 2016-17 which is available to fund one-time needs. Although prior year growth revenue is expected to be received in 2017-18, 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 to establish reserves for Protective Services.

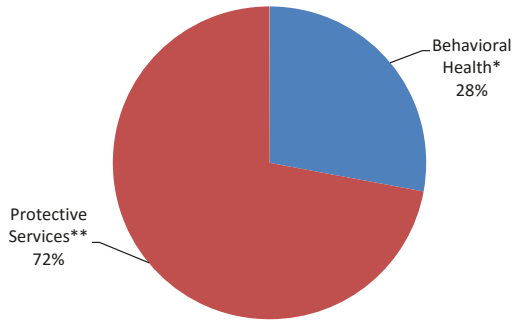
DEPARTMENTAL USAGE OF SUPPORT SERVICES 2011 REALIGNMENT

	ACTUAL 2015-16	FINAL BUDGET 2016-17	ACTUAL 2016-17	ADOPTED BUDGET 2017-18
Behavioral Health*	42,780,496	50,100,760	60,445,194	53,377,740
Protective Services**	113,081,309	125,127,722	125,686,620	137,749,636
Total Departmental Usage	155,861,805	175,228,482	186,131,814	191,127,376

*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.

2017-18 Adopted



CalWORKs MOE

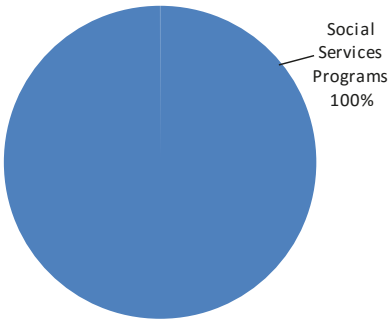
	ACTUAL 2015-16	FINAL BUDGET 2016-17	ACTUAL 2016-17	ADOPTED BUDGET 2017-18
Beginning Fund Balance	14,528,999	10,068,727	10,068,727	10,305,645
Revenue	101,390,671	94,449,993	102,931,890	108,154,663
Prior Year Growth Revenue	0	0	0	0
Departmental Usage	105,850,943	92,424,993	102,694,972	97,295,587
Ending Fund Balance	10,068,727	12,093,727	10,305,645	21,164,721
Change in Fund Balance	(4,460,272)	2,025,000	236,918	10,859,076

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. Departmental usage exceeded revenues in 2015-16, resulting in a decrease in fund balance of $4.5 million, primarily due to the slowing of sales tax collections. Revenues slightly exceeded departmental usage in 2016-17 due to caseload decline in the CalWORKs program. This resulted in an increase in fund balance of $236,918. Fund balance is budgeted to increase by $10.9 million in 2017-18 due to an ongoing decline in caseload and timing of the State reconciliation process. The department anticipates returning the fund balance to the State at a later date based on actual expenditures.

DEPARTMENTAL USAGE OF CalWORKs MOE REALIGNMENT

	ACTUAL 2015-16	FINAL BUDGET 2016-17	ACTUAL 2016-17	ADOPTED BUDGET 2017-18
Social Services Programs	105,850,942	92,424,993	102,694,972	97,295,587
Total Departmental Usage	105,850,942	92,424,993	102,694,972	97,295,587

2017-18 Adopted



FAMILY SUPPORT

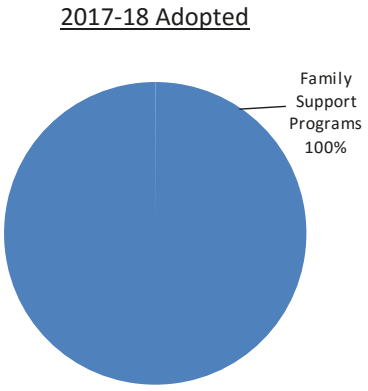
	ACTUAL 2015-16	FINAL BUDGET 2016-17	ACTUAL 2016-17	ADOPTED BUDGET 2017-18
Beginning Fund Balance	7,911,474	7,028,306	7,028,306	9,193,040
Revenue	82,906,707	95,436,348	73,406,130	83,197,899
Prior Year Growth Revenue	8,004,372	0	7,070,092	0
Departmental Usage	91,794,247	93,590,721	78,311,488	82,286,142
Ending Fund Balance	7,028,306	8,873,933	9,193,040	10,104,797
Change in Fund Balance	(883,168)	1,845,627	2,164,734	911,757

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. Revenue slightly exceeded departmental usage in 2016-17 resulting in an increase in fund balance of $2.2 million.

Prior year growth revenue of $7.1 million was received in 2016-17, which is available to fund future caseload and expenditure growth. Although prior year growth revenue is expected to be received in 2017-18, 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

	ACTUAL 2015-16	FINAL BUDGET 2016-17	ACTUAL 2016-17	ADOPTED BUDGET 2017-18
Family Support Programs	91,794,247	93,590,721	78,311,488	82,286,142
Total Departmental Usage	91,794,247	93,590,721	78,311,488	82,286,142



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

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 licensing, maintenance and support, and Labyrinth Solutions, Inc. for SAP Enterprise Financial Management System implementation consulting services. Implementation of the new system commenced in May 2016. Wave 1, consisting of the Financial Accounting modules, is anticipated to go live October 1, 2017. Subsequent waves 2 and 3 include Budget Preparation, Accounts Receivable, Strategic Procurement, Supplier Management, Fixed Assets and Inventory Management.

Below is a table detailing budgeted Requirements for this unit in 2017-18:

GROUP: Fiscal
DEPARTMENT: Auditor-Controller/Treasurer/Tax Collector
FUND: Restricted General
BUDGET UNIT: AAP CAO
FUNCTION: General
ACTIVITY: Finance

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	1,855,357	1,626,001	1,516,785	**(338,572)**
Operating Expenses	52,637	130,450	642,082	3,800,040	2,175,673	5,370,119	**1,570,079**
Capital Expenditures	0	0	2,489,704	6,520,479	3,754,466	1,981,945	**(4,538,534)**
Total Exp Authority	52,637	130,450	3,131,786	12,175,876	7,556,140	8,868,849	**(3,307,027)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	52,637	130,450	3,131,786	12,175,876	7,556,140	8,868,849	**(3,307,027)**
Operating Transfers Out	0	0	0	0	1,250,887	0	**0**
Total Requirements	52,637	130,450	3,131,786	12,175,876	8,807,027	8,868,849	**(3,307,027)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	3,500,000	3,500,000	5,500,000	**2,000,000**
Total Financing Sources	0	0	0	3,500,000	3,500,000	5,500,000	**2,000,000**
Fund Balance							
Use of / (Contribution to) Fund Balance**	52,637	130,450	3,131,786	8,675,876	5,307,027	3,368,849	**(5,307,027)**
Available Reserves				0		0	**0**
Total Fund Balance				8,675,876		3,368,849	**(5,307,027)**
Budgeted Staffing*	0	0	0	14	14	14	**0**

*Data represents final budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

MAJOR REQUIREMENTS AND SOURCES IN THE 2017-18 ADOPTED BUDGET

Requirements of $8.9 million represent staffing, operating and application development costs. Staffing Expenses of $1.5 million fund 14 positions to assist the Auditor-Controller/Treasurer/Tax Collector, Finance and Administration, Human Resources, and Information Services in the implementation and initial operation of the new system. Operating Expenses include contracted services, licenses, and reimbursement to ISD for Application Development costs and to Purchasing for staffing costs. Capital Expenditures have decreased by $4.5 million to reflect a decrease in contract implementation costs in 2017-18.

Operating Transfers In reflect allocations from the New Financial Accounting System Reserve established in 2013-14 for this project. After the $5.5 million allocation in 2017-18, $4.0 million will remain in the reserve.

2017-18 POSITION SUMMARY**

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Planning and Implementation	14	1	-1	0	14	3	11
Total	14	1	-1	0	14	3	11

*Detailed classification listing available in Appendix D.

Staffing Expenses for 14 positions include:

- 1 Auditor-Controller Division Chief
- 2 Business Systems Analyst III
- 2 Contract Administrative Analyst III
- 1 Contract Secretary 1
- 1 EMACS Manager
- 2 Programmer Analyst III
- 1 Systems Accountant I
- 2 Systems Accountant II
- 2 Systems Accountant III

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $1.5 million fund 11 budgeted regular positions and 3 limited term positions. The 3 limited term positions are being funded at full annual Salary and Benefit cost to support project implementation activities throughout the year. The 11 regular positions are being funded at 75% of annual Salary and Benefit costs, and include the addition of 1 Contract Administrative Analyst III and the deletion of 1 vacant Departmental IS Administrator 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 revenue streams.
4. The policy requires continuous 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 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.
- The cash funding of the Valley Dispatch Center (in progress).

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
- Valley Dispatch Center

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 solely from discretionary revenue sources of the General Fund. The County optionally redeemed all such certificates of participation in September 2010.

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

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

COUNTY LONG-TERM DEBT

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

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

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

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

As of July 1, 2017, 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 and 2004,
- Construction of the West Valley Detention Center (WVDC),
- Construction and equipping of the Arrowhead Regional Medical Center (ARMC).

(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 Private Placement 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 Pension Obligation Bonds $160,900,000		2004 Pension Obligation Bonds[1] $463,895,000		1995 Pension Obligation Bonds $386,265,591		2012 WVDC Refunding [2] $51,585,000			
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest		
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	122,575,934	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	153,895,000	41,130,597	172,250,000	38,222,141	53,467,329	266,107,671	15,695,000	409,575	741,177,313	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 2017-18.
(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

Fiscal Year Ending June 30	Certificates of Participation: Arrowhead Refunding County Medical Center Series 2009 $288,730,000 Principal	Arrowhead Refunding County Medical Center Series 2009 $288,730,000 Interest	County Medical Center Series 1996 $65,070,000 Principal	County Medical Center Series 1996 $65,070,000 Interest	County Medical Center Series 1995 $147,565,000 Principal	County Medical Center Series 1995 $147,565,000 Interest	County Medical Center Series 1994 $213,605,000 Principal	County Medical Center Series 1994 $213,605,000 Interest	Total Outstanding Enterprise Fund Debt	Fiscal Year Ending June 30
2018	13,090,000	10,972,838	490,000	3,081,500	4,815,000	156,488	5,235,000	5,088,588	42,929,414	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	218,945,000	60,086,552	61,875,000	31,849,875	4,815,000	156,488	98,070,000	36,980,138	512,778,053	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.

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, 2017, the County's Flood Control District's (District) outstanding long-term obligations include debt issued for the following purposes:

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

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

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

Fiscal Year Ending June 30	Judgment Obligation Bonds 2008 Refunding Remarketing $37,295,000 Principal	Judgment Obligation Bonds 2008 Refunding Remarketing $37,295,000 Interest	Judgment Obligation Bonds 2016 Refunding Bonds $27,870,000 Principal	Judgment Obligation Bonds 2016 Refunding Bonds $27,870,000 Interest	Refunding Bonds 2007 Refunding Bonds $23,845,000 Principal	Refunding Bonds 2007 Refunding Bonds $23,845,000 Interest	Total Outstanding District Debt	Fiscal Year Ending June 30
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
Totals	37,295,000	29,802,057	21,755,000	1,187,725	9,275,000	1,230,500	100,545,282	Totals

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

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

Effects of Existing Debt Levels on Current and Future Operations

Debt service on the Judgment Obligation Bonds and Refunding Bonds referenced in the previous schedule will not negatively affect current or future operations of the District. In aggregate, current required debt service expenditures remain level for all fiscal years through 2020-21, and then drop by nearly 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, 2017, the Districts' long-term obligations include debt issued to finance or partially finance:

- Sewer and water facilities/systems

The Special Districts have financed projects using general obligation bonds, and for the 2003 note for 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 CSA 70 - Zone W-1 (EES) Landers Water 1979 Issue $1,540,000		Notes Payable CSA 70 - Zone J Oak Hills 2003 Issue $2,269,521		Total Outstanding District Debt	Fiscal Year Ending June 30
	Principal	Interest	Principal	Interest		
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	180,000	13,750	1,446,582	412,450	2,052,782	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 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, 2016, the HACSB's fiscal year-end, HACSB's long-term debt obligations, due to entities outside of the County, are $39.4 million with $31.1 million representing principal and $8.3 million representing interest. Debt service payments of $2.0 million and $2.0 million are due in the Agency's 2017-18 and 2018-19 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, 2016, the last date for which audited information on outstanding debt is currently available, the County's Debt limit and legal debt margin were calculated as follows:

Fiscal Year	Assessed Valuation	Legal Debt Limit	Bonded Debt	Legal Debt Margin
2015-16	192,099,956	2,401,249	515	2,400,734

Amounts in thousands
Source: San Bernardino County Comprehensive Annual Financial Report for the year ended June 30, 2016

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

DEBT PER CAPITA

	Governmental Activities					
Fiscal Year	Certificates of Participation	Revenue Bonds	Bonds and Notes	Capital Lease Obligation	Other Long Term Liabilities	Total Governmental Activities
2015-16	$6,205	323,169	458,223	-	-	$787,597

	Business Type Activities				
Fiscal Year	Certificates of Participation	General Obligation Bonds	Notes	Capital Lease Obligation	Total Business Type Activities
2015-16	$402,936	515	35,131	4,192	$442,774

	Total Outstanding Debt					
Fiscal Year	Certificates of Participation	Bonds	Notes	Capital Lease Obligation	Other Long Term Liabilities	Total Outstanding Debt
2015-16	$409,141	323,684	493,354	4,192	-	$1,230,371

	Debt Per Capita		
Fiscal Year	Total Outstanding Debt	Population	Debt Per Capita
2015-16	$1,230,371	2,140	$575

Amounts in thousands (except per capita)
Source: San Bernardino County Comprehensive Annual Financial Report for the year ended June 30, 2016

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 2017-18 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/Coroner/Public Administrator, District Attorney and Probation Departments. Revenue growth rates can vary dramatically from year to year due to fluctuations in the economy and retail spending. These fluctuations can result in insufficient revenue growth to fund increases in required public safety activities. When this occurs, the County General Fund may temporarily allocate financial resources away from other important County programs as a backfill to offset the Prop 172 revenue shortfall. The County will set-aside any Prop 172 revenue in excess of the lesser of 8% or of the average annualized rate of growth of actual revenues, to an ongoing Prop 172 revenue stabilization set-aside contingency. This ongoing Prop 172 revenue stabilization set-aside contingency will only be used to fund Prop 172 base restoration or the cost to maintain current services in years when Prop 172 revenue is anticipated to increase at a rate less than the average annualized rate of growth of actual revenues. The average annualized rate of growth of actual revenues will be calculated using the most recent fifteen years' worth of data.

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

Encumbrances

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

Program Efficiency and Performance Measurement

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

Retirement System Funding

Careful management of financial resources 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 financing 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 ACCOUNTABILITY POLICIES

County Debt Accountability Policies include 1) the Debt Management Policy, 2) Debt Issuance Policy, 3) Debt Structure Policy, 4) Debt Advisory Committee Policy, and 5) Continuing Disclosure Policy.

DEBT MANAGEMENT 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.

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.

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.

Affordability Guidelines
The County shall establish affordability guidelines in order to preserve credit quality. The County shall evaluate its credit capacity by calculating the following:

Debt Service Ratio – as calculated at the time of issuance, measured by net debt service payable from Discretionary General Fund revenue (excluding debt issued for cash flow borrowing) as a percentage of Discretionary General Fund revenue with a ceiling not to exceed 10.0% of Discretionary General Fund revenue.

Bond Proceeds
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. Investments other than money-market mutual funds or SLGS shall be made on a competitive basis and shall comply with IRS and other state and federal requirements. The County Debt Advisory Committee shall annually review investments of bond proceeds.

Arbitrage Compliance
Finance and Administration will monitor arbitrage rebate liabilities and establish procedures to reserve liabilities for future remittance to IRS.

Training
All County personnel involved with debt issuance will be provided pertinent educational resources, and be trained by knowledgeable staff to ensure compliance with all applicable Federal and State laws and regulations.

DEBT STRUCTURE POLICY
The objective of the Debt Structure policy is to provide guidance regarding structuring of debt issuances.

Term
The County shall issue bonds with terms no longer than the economic useful life of the project. For bonds supported by a dedicated revenue source, maturities and associated debt service shall not exceed projected revenue streams.

Debt Service
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 approximate equal annual basis over the life of the borrowing. Refundings will be structured to produce upfront or level annual savings.

Call Provisions
The County will structure new debt issuances with a call provision of no more than ten (10) years at no more than two percent (2%) of par to provide optimal future refunding opportunities. Noncallable bonds should only be considered in advanced refundings, but may be considered based on market conditions.

Bond Insurance/Credit Enhancement
The County shall obtain secured guarantees in the form of bond insurance or other credit enhancement for bonds supported by a dedicated revenue source to the extent possible. The County shall also obtain assurances of project viability and guarantees of completion prior to the issuance of bonds.

Use of Variable Rate Debt
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. When considering the issuance of variable rate debt, the following guidelines must be considered: 1) Economic and cash flow projections for variable rate issues shall be calculated at the then applicable fixed rate. 2) Total variable rate debt shall be limited to no more than 25% of total debt outstanding. 3) Not 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. 4) Variable rate bonds shall be structured to protect the County to the greatest extent possible against cyclical interest rate fluctuations.

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 reserve repurchase agreement includes a written guarantee of a minimum earning or spread for the entire period of such agreement) and a limitation on the total amount of reverse repurchase agreements to 10% of the base value of the portfolio. Securities lending transactions are considered reverse repurchase agreements for purposes of this limitation.



ADMINISTRATION

ADMINISTRATION SUMMARY

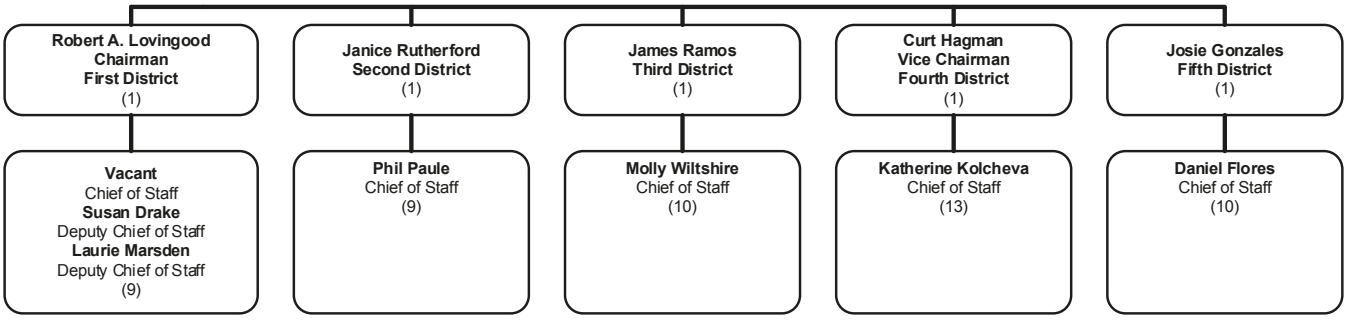
	Page #	Requirements	Sources	Net County Cost	Staffing
GENERAL FUND					
BOARD OF SUPERVISORS	118				
BOARD OF SUPERVISORS	119	7,793,615	0	7,793,615	56
BOARD DISCRETIONARY FUND	123	0	0	0	0
CLERK OF THE BOARD	125	2,091,661	163,809	1,927,852	13
COUNTY ADMINISTRATIVE OFFICE	130				
COUNTY ADMINISTRATIVE OFFICE	134	5,827,659	0	5,827,659	27
LITIGATION	137	392,127	0	392,127	0
COUNTY COUNSEL	139	10,651,856	7,201,838	3,450,018	99
FINANCE AND ADMINISTRATION	144				
FINANCE AND ADMINISTRATION	146	3,192,849	0	3,192,849	20
HUMAN RESOURCES	158				
HUMAN RESOURCES	161	10,585,640	712,111	9,873,529	91
THE CENTER FOR EMPLOYEE HEALTH AND WELLNESS	164	2,319,592	2,319,592	0	12
UNEMPLOYMENT INSURANCE	167	4,000,500	0	4,000,500	0
INFORMATION SERVICES	175				
GIS AND MULTI-MEDIA SERVICES	178	3,320,013	214,732	3,105,281	18
PURCHASING	190				
PURCHASING	193	2,585,722	819,330	1,766,392	28
LOCAL AGENCY FORMATION COMMISSION	214	336,528	0	336,528	0
COUNTY SCHOOLS	217	3,059,628	0	3,059,628	0
TOTAL GENERAL FUND		56,157,390	11,431,412	44,725,978	364
CAPITAL FACILITIES LEASES	149	7,258,116	0	7,258,116	0

	Page #	Requirements	Sources	Use of (Contribution to) Fund Balance	Staffing
SPECIAL REVENUE FUNDS					
FINANCE AND ADMINISTRATION:					
DISASTER RECOVERY FUND	151	0	7,530	(7,530)	0
HUMAN RESOURCES:					
COMMUTER SERVICES	169	926,915	772,100	154,815	3
EMPLOYEE BENEFITS AND REWARDS	172	3,583,904	3,606,370	(22,466)	30
TOTAL SPECIAL REVENUE FUNDS		4,510,819	4,386,000	124,819	33

INTERNAL SERVICES FUNDS	Page #	Requirements	Sources	Use of (Contribution to) Net Position	Staffing
FLEET MANAGEMENT	153	35,651,124	33,352,194	2,298,930	96
INFORMATION SERVICES:					
COMPUTER OPERATIONS	181	40,274,517	36,381,875	3,892,642	145
TELECOMMUNICATION SERVICES	184	39,374,414	32,705,829	6,668,585	104
BUSINESS SOLUTIONS DEVELOPMENT	187	15,649,987	15,826,589	(176,602)	89
PURCHASING:					
PRINTING SERVICES	196	4,167,292	3,906,600	260,692	18
SURPLUS PROPERTY AND STORAGE OPERATIONS	199	1,502,992	1,099,800	403,192	4
MAIL/COURIER SERVICES	202	6,026,386	5,900,311	126,075	21
RISK MANAGEMENT	205				
OPERATIONS	208	145,000	145,000	0	66
INSURANCE PROGRAMS	211	127,755,298	90,338,800	37,416,498	0
TOTAL INTERNAL SERVICE FUNDS		270,547,010	219,656,998	50,890,012	543

BOARD OF SUPERVISORS
Robert A. Lovingood, Chairman

ORGANIZATIONAL CHART



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Board of Supervisors	7,793,615	0	7,793,615			56
Board Discretionary Fund	0	0	0			0
Total General Fund	7,793,615	0	7,793,615	0	0	56
Total - All Funds	7,793,615	0	7,793,615	0	0	56

Board of Supervisors

DESCRIPTION OF MAJOR SERVICES

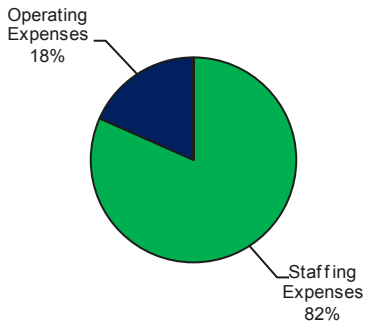
The Board of Supervisors is the governing body of the County government and Board-governed special districts. The Board of Supervisors establishes policy and exercises supervision over the official conduct of all County officers, Board-governed districts and special commissions. The Board of Supervisors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

Budget at a Glance

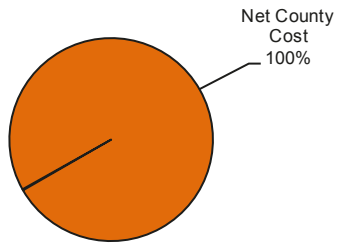
Total Requirements (Excl. Reimb.)	$7,807,779
Total Sources (Incl. Reimb.)	$14,164
Net County Cost	$7,793,615
Total Staff	56
Funded by Net County Cost	100%

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Board of Supervisors
FUND: General

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	5,637,447	5,467,523	5,830,923	6,361,309	5,993,570	6,374,241	**12,932**
Operating Expenses	844,180	1,137,769	1,404,651	1,382,266	1,319,671	1,433,538	**51,272**
Capital Expenditures	0	11,444	0	0	0	0	**0**
Total Exp Authority	6,481,627	6,616,736	7,235,574	7,743,575	7,313,241	7,807,779	**64,204**
Reimbursements	0	(429)	(170)	(13,552)	(21,805)	(14,164)	**(612)**
Total Appropriation	6,481,627	6,616,307	7,235,404	7,730,023	7,291,436	7,793,615	**63,592**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	6,481,627	6,616,307	7,235,404	7,730,023	7,291,436	7,793,615	**63,592**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	2,922	5,470	0	2,496	0	**0**
Total Revenue	0	2,922	5,470	0	2,496	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	0	2,922	5,470	0	2,496	0	**0**
Net County Cost	6,481,627	6,613,385	7,229,934	7,730,023	7,288,940	7,793,615	**63,592**
Budgeted Staffing*	44	48	51	60	60	56	**(4)**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Staffing Expenses of $6.4 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

Requirements are increasing by $63,592 primarily due to an increase in Staffing Expenses of $12,932 resulting from negotiated salary increases, and an increase in Operating Expenses of $51,272.

For 2017-18, each district will receive an equal allocation of $1.52 million in Net County Cost, totaling $7.6 million across all five districts. In addition to this amount, each district will receive a share of augmentation funding based on the Board's augmentation plan which was adopted as part of the 2012-13 Budget Hearing and directed that $214,257 be allocated among each district budget based on the percentage of unincorporated population. The 2017-18 budget allocates the augmentation funding under the same methodology as in 2016-17 and is as follows:



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

*May not tie exactly due to rounding.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
First District	12	2	-4	0	10	9	1
Second District	9	2	-1	0	10	9	1
Third District	12	2	-3	0	11	10	1
Fourth District	16	5	-7	0	14	13	1
Fifth District	11	2	-2	0	11	10	1
Total	60	13	-17	0	56	51	5

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $6.4 million fund 56 budgeted positions of which 5 are regular positions and 51 are limited term positions.

There is a net decrease of 4 budgeted positions in this budget unit. Supervisorial Districts make staffing adjustments to limited term positions through separate board agenda items; however, it is through the annual budget process that these positions are added to or deleted from the budget. This decrease represents the net change resulting from staff added by separate board agenda items throughout 2016-17 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 17 deletions and 13 additions, for a net decrease of 4 budgeted positions:

Deletions

- 1 Community Service Liaison (First District)
- 1 Policy Advisor II (First District)
- 1 Secretary I (First District)
- 1 Field Representative I (First District)
- 1 Field Representative I (Second District)
- 1 Community Service Liaison (Third District)
- 1 Supervisors Executive Aide (Third District)
- 1 Deputy Chief of Staff (Third District)
- 3 Community Service Liaison (Fourth District)
- 1 Supervisors Executive Aide (Fourth District)
- 1 Policy Advisor II (Fourth District)
- 1 Field Representative I (Fourth District)
- 1 Deputy Chief of Staff (Fourth District)

- 1 Deputy Chief of Staff (Fifth District)
- 1 Field Representative I (Fifth District)

Additions

- 1 District Director (First District)
- 1 Chief of Staff (First District)
- 1 Special Assistant (Second District)
- 1 Intern Staff Assistant I (Second District)
- 1 Communications Advisor I (Third District)
- 1 Chief of Staff (Third District)
- 1 Special Projects Coordinator (Fourth District)
- 1 Field Representative I (Fourth District)
- 1 Policy Advisor I (Fourth District)
- 1 Policy Director (Fourth District)
- 1 District Director (Fourth District)
- 1 Policy Advisor I (Fifth District)
- 1 Special Assistant I (Fifth District)

Board Discretionary Fund

DESCRIPTION OF MAJOR SERVICES

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%

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 funding included in this budget unit. Per County Policy 05-10 (formerly 02-18) these funds were to be exhausted by December 29, 2016, which is the date that this policy sunset, and any remaining unspent funds were to be returned to the County General Fund.

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

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)
No Requirements for this budget unit	No Sources for this budget unit

ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Board Discretionary Fund
FUND: General

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	1,766,730	1,644,785	381,811	322,305	322,305	0	**(322,305)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	1,766,730	1,644,785	381,811	322,305	322,305	0	**(322,305)**
Reimbursements	0	(671)	0	0	0	0	**0**
Total Appropriation	1,766,730	1,644,114	381,811	322,305	322,305	0	**(322,305)**
Operating Transfers Out	33,500	50,428	712,600	1,100,000	1,100,000	0	**(1,100,000)**
Total Requirements	1,800,230	1,694,542	1,094,411	1,422,305	1,422,305	0	**(1,422,305)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	158,925	0	0	0	0	0	**0**
Total Revenue	158,925	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	158,925	0	0	0	0	0	**0**
Net County Cost	1,641,305	1,694,542	1,094,411	1,422,305	1,422,305	0	**(1,422,305)**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents final budgeted staffing

BUDGET CHANGES AND OPERATIONAL IMPACT

These funds were utilized by Supervisorial Districts to support community programs and projects. In accordance with County Policy 05-10 which sunset on December 29, 2016, these funds were 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 provided that these funds were to be exhausted by December 29, 2016, and any remaining unspent funds be returned to the County General Fund. In 2016-17, all remaining funds were allocated by the Supervisorial Districts. Requirements are decreasing by $1.4 million since there is currently no funding included in this budget unit.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

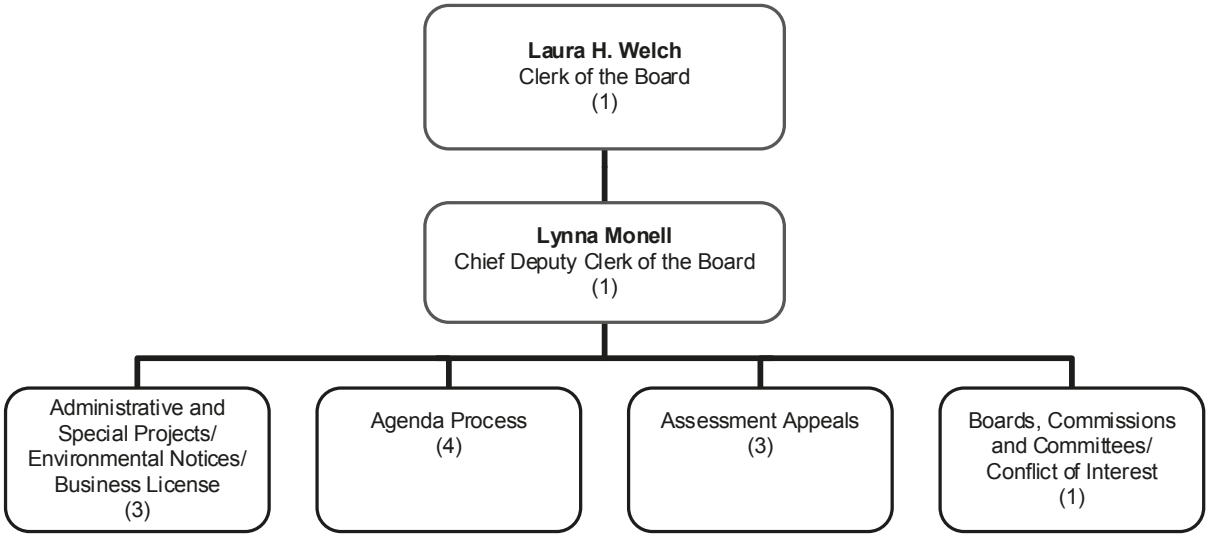
CLERK OF THE BOARD
Laura H. Welch

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



Note: The above organizational chart has been updated since the Recommended Budget due to staff realignment to better reflect job duties.

2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Clerk of the Board	2,091,661	163,809	1,927,852			13
Total General Fund	2,091,661	163,809	1,927,852	0	0	13
Total - All Funds	2,091,661	163,809	1,927,852	0	0	13

2016-17 MAJOR ACCOMPLISHMENTS

- Collaborated with Land Use Services Code Enforcement Division to ensure compliance with the County Code for Rental Dwelling Unit properties and referred non-compliant property owners for administrative enforcement actions, which resulted in a significant increase in the number of licenses issued.
- Transitioned the licensing responsibility for Rental Dwelling Units to Land Use Services Code Enforcement Division to improve regulatory compliance due to increased Code Enforcement efforts.
- Reached disposition or two-year waivers filed for all 3,844 2014-15 Assessment Appeal applications, which met the November 30, 2016, statutory deadline.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 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.	21.5%	22%	26.12%	27%
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**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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.	10 days	11 days	9 days	3 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**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment.**	Turnaround time for processing of renewal business licenses.	10 days	10 days	8 days	3 days
STRATEGY	Maintain turnaround time for issuance of renewal business licenses.					



Clerk of the Board

DESCRIPTION OF MAJOR SERVICES

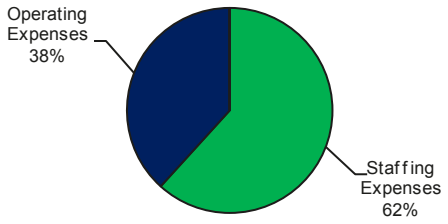
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$2,091,661
Total Sources (Incl. Reimb.)	$163,809
Net County Cost	$1,927,852
Total Staff	13
Funded by Net County Cost	92%

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

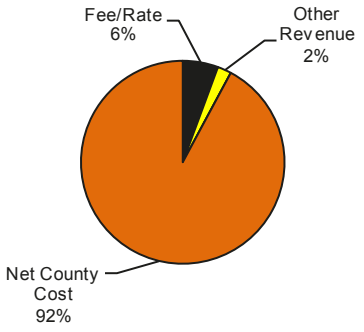
In accordance with state law, appeals of assessed property valuation are heard and determined by the County's Assessment Appeals Boards (AABs). The COB provides staff support to the AABs, facilitating the filing, hearing and disposition of thousands of appeals annually. The County requires that businesses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

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

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

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	1,202,434	1,162,842	1,210,729	1,285,396	1,131,671	1,291,082	**5,686**
Operating Expenses	1,019,624	934,739	751,894	821,155	704,915	800,579	**(20,576)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	2,222,058	2,097,581	1,962,623	2,106,551	1,836,586	2,091,661	**(14,890)**
Reimbursements	0	0	(5,171)	0	(3,544)	0	**0**
Total Appropriation	2,222,058	2,097,581	1,957,453	2,106,551	1,833,042	2,091,661	**(14,890)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,222,058	2,097,581	1,957,453	2,106,551	1,833,042	2,091,661	**(14,890)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	229,638	185,421	176,727	161,610	146,477	117,684	**(43,926)**
Other Revenue	35,563	47,953	39,400	57,625	42,925	46,125	**(11,500)**
Total Revenue	265,201	233,374	216,127	219,235	189,402	163,809	**(55,426)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	265,201	233,374	216,127	219,235	189,402	163,809	**(55,426)**
Net County Cost	1,956,857	1,864,207	1,741,325	1,887,316	1,643,640	1,927,852	**40,536**
Budgeted Staffing*	15	14	13	13	13	13	**0**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

The majority of Requirements consist of Staffing Expenses to support functions of the Board of Supervisors and Assessment Appeals processing. Operating Expenses of $800,579 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 $14,890. This reflects an increase of $5,686 in Staffing Expenses due to salary and MOU adjustments. Operating Expenses are decreasing by $20,576 primarily due to a reduction in services and supplies to offset a decrease in revenue. Sources are decreasing by $55,426 primarily due to an anticipated reduction in the number of Assessment Appeal application submissions and the transfers of Rental Dwelling and Hotel/Motel Licensing to Land Use Services Code Enforcement Division. Net County Cost is increasing by $40,536 primarily to offset a decrease in Business License and Assessment Appeals revenue in order to maintain service levels.



2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Administrative and Special Projects/Environmental Notices/Business License	7	0	0	-2	5	0	5
Agenda Process	3	0	0	1	4	0	4
Assessment Appeals	2	0	0	1	3	0	3
Boards, Commissions and Committees/Conflict of Interest	1	0	0	0	1	0	1
Total	13	0	0	0	13	0	13

*Detailed classification listing available in Appendix D.

Note: The above chart has been updated since the Recommended Budget due to staff realignment to better reflect job duties.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

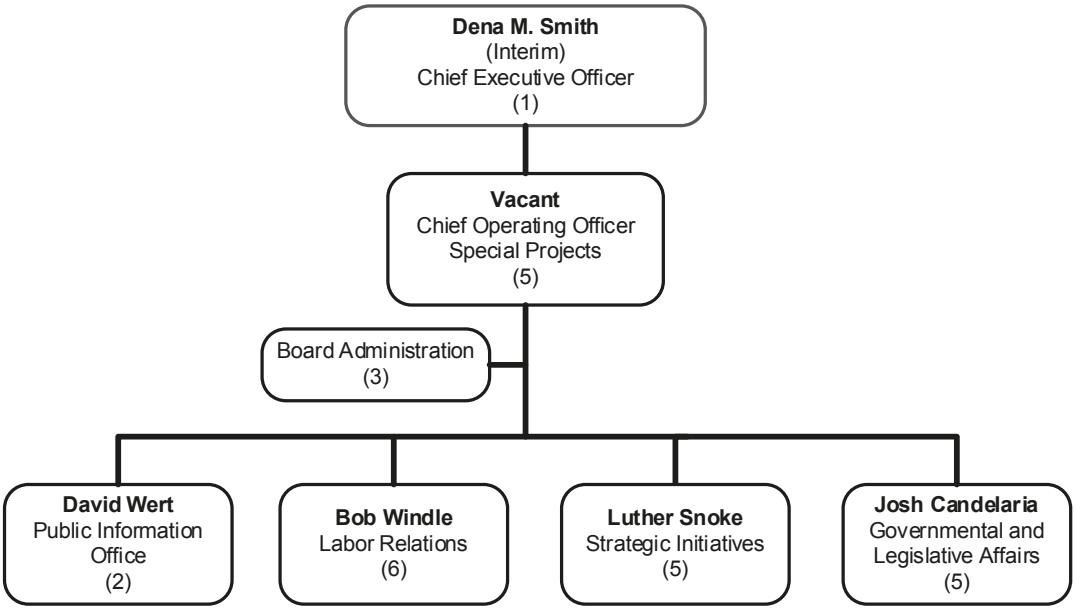
COUNTY ADMINISTRATIVE OFFICE
Dena M. Smith

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



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
County Administrative Office	5,827,659	0	5,827,659			27
Litigation	392,127	0	392,127			0
Total General Fund	6,219,786	0	6,219,786	0	0	27
Total - All Funds	6,219,786	0	6,219,786	0	0	27

2016-17 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 and supported the launch of Vision2BActive campaign by the Wellness Element/Community Vital Signs.
- Successfully sponsored a bill to permanently authorize the Fair Political Practices Commission to enforce the County's campaign finance ordinance by contract and negotiated an amendment to a bill to protect Mental Health Services Act bond funds for permanent housing in the county for individuals that experience chronic homelessness.
- Maintained the "Government Works" feature on CountyWire to highlight innovation and efficiencies by County agencies.
- Published the 2016 Community Indicators Report (7th annual).
- Coordinated Policy Review Committee's ongoing efforts to review and update County Policies and Standard Practices.
- Established the Strategic Initiatives Group to facilitate enterprise level continuous process improvements relating to land development activities, including the centralized management of trust accounts and electronic payments for permits and development services.
- Transferred the Labor Relations unit from Human Resources to the County Administrative Office to better facilitate coordination with County Finance & Administration, operating departments and the Auditor-Controller/Treasurer/Tax Collector.
- Successfully completed the negotiation of eight MOUs for nine bargaining units covering 3,700 employees, and currently leading the negotiation of four additional MOUs.
- Continued to work with Arrowhead Regional Medical Center on its recruitment and retention needs by successfully negotiating targeted compensation increases and implementing staffing reorganizations to elevate the County hospital's competitiveness in the market.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPLEMENT THE COUNTYWIDE VISION	
OBJECTIVE	**Continue the County role of convening conversations on community collaboration and collective action.**
OBJECTIVE	**Continue to promote the Countywide Vision and support the Element Groups.**
STRATEGY	Continue to facilitate and support Countywide Vision Leadership Team and Element Group activities.
STRATEGY	Coordinate public-facing initiatives in support of the Countywide Vision.

DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS	
OBJECTIVE	**Continue to develop and maintain consistent messaging for the organization.**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**
OBJECTIVE	**Ensure that employees know that they and their work are valued.**
STRATEGY	Review and coordinate public communications to ensure consistent messaging and branding.
STRATEGY	**NEW** Identify opportunities to improve efficiency and customer service in land development activities and coordinate implementation efforts with related departments.
STRATEGY	**NEW** Continue to negotiate labor contracts with competitive total compensation packages, that reflect the needs of County employees, foster growth and development, and promote positive relations between the County and employees.
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER	
OBJECTIVE	**Develop a long-term budget plan which brings County operations into both fiscal and programmatic balance, including full funding of reserves for infrastructure and operating system maintenance and replacement.**
OBJECTIVE	**Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.**
STRATEGY	Continue to refine budget planning, reporting and forecasting systems to achieve financial and programmatic balance and more fully inform policy development by the Board of Supervisors.
STRATEGY	Continued oversight of implementation of enterprise financial accounting and permitting systems through use of information management best practices.

DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: ENSURE DEVELOPMENT OF A WELL-PLANNED, BALANCED, AND SUSTAINABLE COUNTY	
OBJECTIVE	**Ensure that the County's approach to development recognizes the diverse character of County unincorporated areas.**
OBJECTIVE	**Work collaboratively with cities on zoning and development standards in their spheres of influence.**
OBJECTIVE	**Prioritize investments in services and amenities for County unincorporated communities.**
STRATEGY	Coordinate implementation of the Countywide Plan which includes the General Plan update, community plan continuum and development of the County Business Plan.
STRATEGY	Continue to prioritize investment to maintain existing infrastructure and explore strategies, including development impact fees, to fund future development of infrastructure for County unincorporated areas.
COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES	
OBJECTIVE	**Collaborate with other agencies to help shape legislation and regulations which affect the County.**
OBJECTIVE	**Maintain close working relationships with cities, tribes and other governmental agencies.**
STRATEGY	Sponsor and support legislation and actively engage federal and state legislators to support County interests and priorities.
STRATEGY	Lead efforts and engage regional stakeholders in development of a successor agreement for emergency medical transportation services.
COUNTY GOAL: FOCUS ON RECOVERY AND RESILIENCY FOLLOWING THE DECEMBER 2, 2015 TERRORIST ATTACK (SB STRONG)	
OBJECTIVE	**Support County employees affected by the December 2, 2015 terrorist attack.**
OBJECTIVE	**Develop a memorial honoring County victims and first responders.**
OBJECTIVE	**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.**
STRATEGY	Coordinate recovery, documentation, and evaluation efforts following the December 2, 2015 Terrorist Attack.
STRATEGY	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

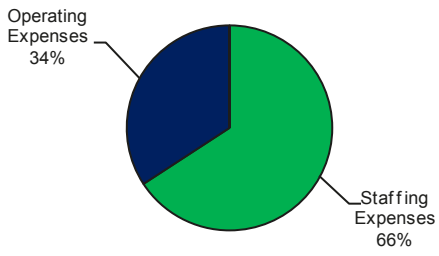
Total Requirements (Excl. Reimb.)	$7,037,739
Total Sources (Incl. Reimb.)	$1,210,080
Net County Cost	$5,827,659
Total Staff	27
Funded by Net County Cost	83%

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

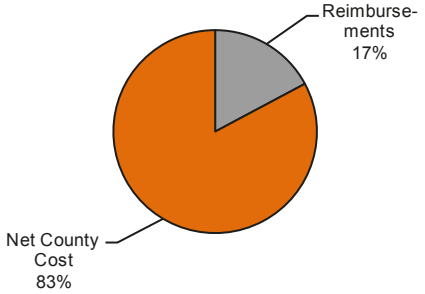
On September 13, 2016, the Board approved personnel actions related to the creation of the Strategic Initiatives Unit and the transfer of the Labor Relations Unit from the Human Resources department. The Labor Relations Unit develops and implements the County's labor relations goals, policies and priorities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

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: County Administrative Office
FUND: General

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	2,880,499	3,139,500	3,149,917	4,804,144	4,489,398	4,630,270	**(173,874)**
Operating Expenses	1,989,142	1,923,177	2,161,362	2,858,876	2,731,262	2,407,469	**(451,407)**
Capital Expenditures	0	0	0	7,000	0	0	**(7,000)**
Total Exp Authority	4,869,641	5,062,677	5,311,279	7,670,020	7,220,660	7,037,739	**(632,281)**
Reimbursements	(467,713)	(543,226)	(516,152)	(1,247,447)	(1,082,430)	(1,210,080)	**37,367**
Total Appropriation	4,401,928	4,519,451	4,795,127	6,422,573	6,138,230	5,827,659	**(594,914)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	4,401,928	4,519,451	4,795,127	6,422,573	6,138,230	5,827,659	**(594,914)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	(9)	0	0	0	**0**
Other Revenue	0	4,477	5,419	0	227	0	**0**
Total Revenue	0	4,477	5,410	0	227	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	0	4,477	5,410	0	227	0	**0**
Net County Cost	4,401,928	4,514,974	4,789,717	6,422,573	6,138,003	5,827,659	**(594,914)**
Budgeted Staffing*	17	17	17	27	27	27	**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 $459,340 which represents the County Administrative Office's share of costs of other central service departments, such as Human Resources.

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Staffing Expenses of $4.6 million represent the majority of expenditures in this department and fund 27 budgeted positions. Operating Expenses of $2.5 million include the Fair Political Practices Commission contract, federal and state lobbyist contracts, and consulting contracts. Reimbursements of $1.2 million fund a portion of Staffing Expenses ($892,080), primarily for the Labor Relations Unit and the Strategic Initiatives Unit, and Operating Expenses ($318,000) that are received from other departments for services provided.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $594,914. This is due to a decrease in Operating Expenses of $451,407, primarily related to a one-time contribution of $250,000 in 2016-17 to the Ontario International Airport Authority to fund a security lane expansion, as approved by the Board on May 23, 2017 (Item No. 3) and a decrease in Staffing Expenses of $173,874 due to one-time costs of staff separations in 2016-17. Reimbursements are decreasing by $37,367 primarily due to the deletion of 1 Executive Secretary III position in 2016-17 that was partially funded by reimbursements from the Human Services budget unit.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
County Administrative Office	1	0	0	0	1	0	1
Board Administration	3	0	0	0	3	0	3
Special Projects	6	0	0	-1	5	0	5
Public Information Office	2	0	0	0	2	0	2
Governmental and Legislative Affairs	5	0	0	0	5	1	4
Labor Relations	5	0	0	1	6	0	6
Strategic Initiatives	5	0	0	0	5	0	5
Total	27	0	0	0	27	1	26

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $4.6 million fund 27 budgeted positions of which 26 are regular positions and 1 is a limited term position. An Executive Secretary III position was transferred from Special Projects to the Labor Relations Unit to assist the division with clerical and administrative duties.



Litigation

DESCRIPTION OF MAJOR SERVICES

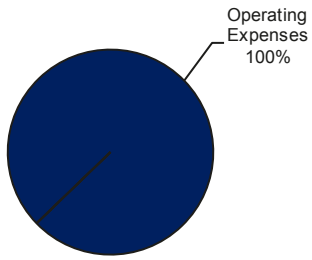
This budget unit funds external attorney services and other litigation related expenses. The Board of Supervisors approved the establishment of this budget unit in 2001-02. The use of additional Discretionary General Funding (Net County Cost) may be required during the fiscal year for any new major contracts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

Budget at a Glance

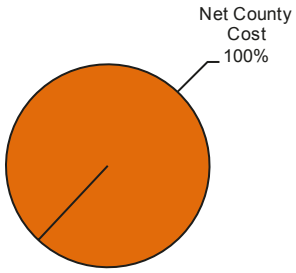
Total Requirements (Excl. Reimb.)	$392,127
Total Sources (Incl. Reimb.)	$0
Net County Cost	$392,127
Total Staff	0
Funded by Net County Cost	100%

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: County Administrative Office
FUND: General

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	436,481	639,407	389,711	745,761	312,772	392,127	**(353,634)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	436,481	639,407	389,711	745,761	312,772	392,127	**(353,634)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	436,481	639,407	389,711	745,761	312,772	392,127	**(353,634)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	436,481	639,407	389,711	745,761	312,772	392,127	**(353,634)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	0	0	0	0	0	0	**0**
Net County Cost	436,481	639,407	389,711	745,761	312,772	392,127	**(353,634)**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Requirements of $392,127 represent costs for outside legal counsel and other litigation related expenses.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $353,634 due to elimination of one-time funding received in 2016-17.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

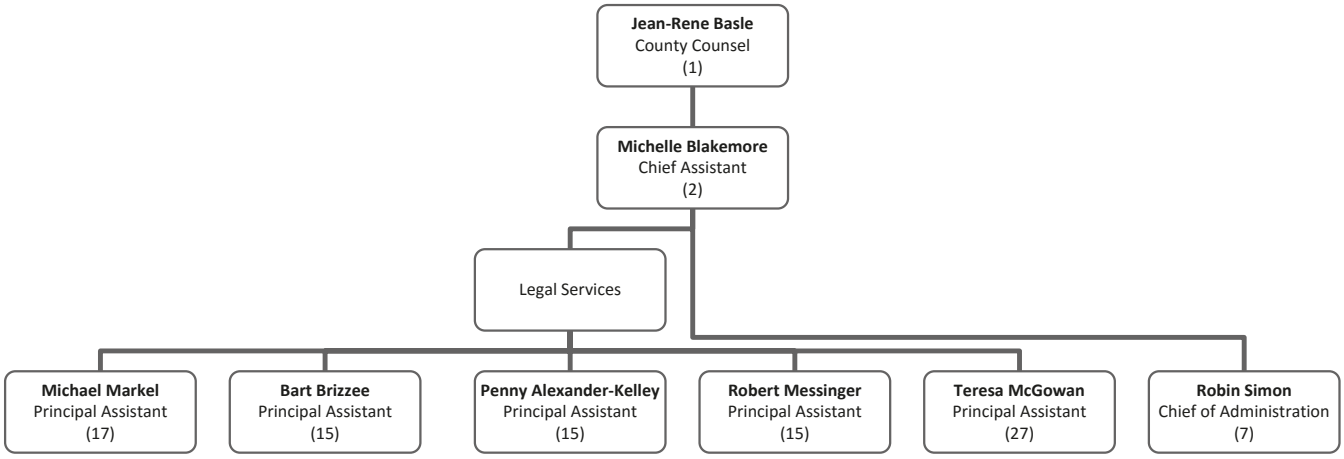
COUNTY COUNSEL
Jean-Rene Basle

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 workplace through collaborative efforts dedicated to continuous improvement.



ORGANIZATIONAL CHART



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
County Counsel	10,651,856	7,201,838	3,450,018			99
Total General Fund	10,651,856	7,201,838	3,450,018	0	0	99
Total - All Funds	10,651,856	7,201,838	3,450,018	0	0	99

2016-17 MAJOR ACCOMPLISHMENTS

- Implemented annexations of the City of San Bernardino Fire, 29 Palms and Needles into the San Bernardino County Fire Protection District (SBCFPD).
- Transitioned the Workforce Investment Board to the Workforce Development Board under the new Federal Workforce Innovation and Opportunity Act.
- Counseled the County Administrative Office on the implementation of the Sustainable Groundwater Management Act and, specifically, the negotiation of the Indian Wells Valley JPA.
- Partnered, through the Diversity Committee, with San Bernardino High School to mentor students interested in a career in the legal field.
- Provided training to the County's Planning Commission on different land use subjects.
- Drafted various complex land use ordinances.
- Spearheaded the petitioning of the Court of Appeal to publish a decision favorable to public agencies on the type of evidence required to prove urban decay in claims under the California Environmental Quality Act (CEQA).
- Represented the County on 1,453 new juvenile dependency matters and 75 appeals and writs.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 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**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Ensure that employees know that they and their work are valued.**	Percentage of clients who ranked service from County Counsel as satisfactory or above.	100%	100%	100%	100%
STRATEGY	Conduct an annual customer service survey which will allow clients to provide feedback on the service they receive from County Counsel.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Number of training hours provided to County staff.	276	300	516	300
STRATEGY	Increase training to County department to reduce potential exposure.					

County Counsel

DESCRIPTION OF MAJOR SERVICES

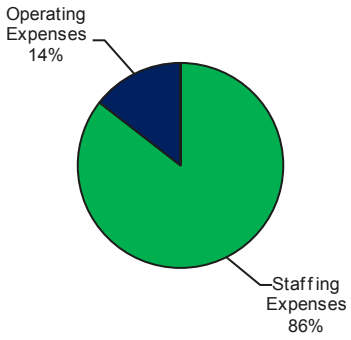
County Counsel provides civil legal services to the Board of Supervisors, the County Administrative Office, County departments, commissions, special districts, and school districts. County Counsel also provides legal services to various joint powers authorities and represents the courts and judges on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

Budget at a Glance

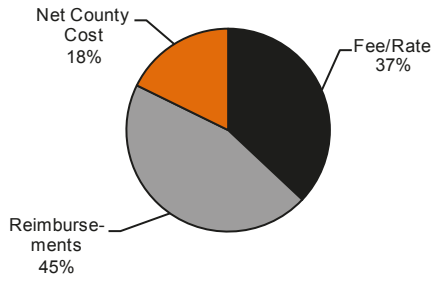
Total Requirements (Excl. Reimb.)	$19,455,456
Total Sources (Incl. Reimb.)	$16,005,438
Net County Cost	$3,450,018
Total Staff	99
Funded by Net County Cost	18%

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: County Counsel
FUND: General

BUDGET UNIT: AAA CCL
FUNCTION: General
ACTIVITY: Counsel

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	12,090,815	12,904,532	13,942,950	15,649,058	14,214,785	16,638,875	**989,817**
Operating Expenses	1,878,836	1,442,823	2,090,904	2,431,957	2,317,971	2,816,581	**384,624**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	13,969,651	14,347,355	16,033,854	18,081,015	16,532,756	19,455,456	**1,374,441**
Reimbursements	(6,191,577)	(6,356,151)	(7,809,736)	(8,283,821)	(8,449,412)	(8,803,600)	**(519,779)**
Total Appropriation	7,778,074	7,991,204	8,224,118	9,797,194	8,083,344	10,651,856	**854,662**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	7,778,074	7,991,204	8,224,118	9,797,194	8,083,344	10,651,856	**854,662**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	5,510,257	4,837,470	5,538,440	6,275,197	5,840,510	7,201,088	**925,891**
Other Revenue	1,595	20,164	2,565	750	1,593	750	**0**
Total Revenue	5,511,852	4,857,634	5,541,005	6,275,947	5,842,103	7,201,838	**925,891**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	5,511,852	4,857,634	5,541,005	6,275,947	5,842,103	7,201,838	**925,891**
Net County Cost	2,266,222	3,133,570	2,683,113	3,521,247	2,241,241	3,450,018	**(71,229)**
Budgeted Staffing*	85	86	93	104	104	99	**(5)**

*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 $106,645, which represents County Counsel's share of costs of other central service departments, such as Human Resources

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Staffing Expenses of $16.6 million represent a majority of the Requirements in this budget unit. Operating expenses of $2.8 million include professional services, publications, travel/training, computer charges, and facility costs. These expenses are primarily funded through Reimbursements of $8.8 million from other County departments and Fee/Rate revenue of $7.2 million received from providing legal services to clients.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $854,662. This includes Staffing Expenses which are increasing by $989,817 reflecting full year funding for 9 positions added mid-year in 2016-17, negotiated MOU increases, and the deletion of 5 positions. Sources are increasing by $925,891 due to increased service to clients.



2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Administration/Fiscal	11	0	-1	0	10	0	10
Legal Services	93	0	-4	0	89	2	87
Total	104	0	-5	0	99	2	97

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $16.6 million fund 99 budgeted positions of which 97 are regular positions and 2 are limited term positions. This includes a decrease of 4 regular positions (2 Deputy County Counsel IV, 1 County Counsel Research Attorney II, and 1 County Counsel Paralegal) and 1 limited term position (Executive Secretary II). There will be no operational impact from the deletion of these vacant positions as staffing has been adjusted to align positions with the duties currently being performed.

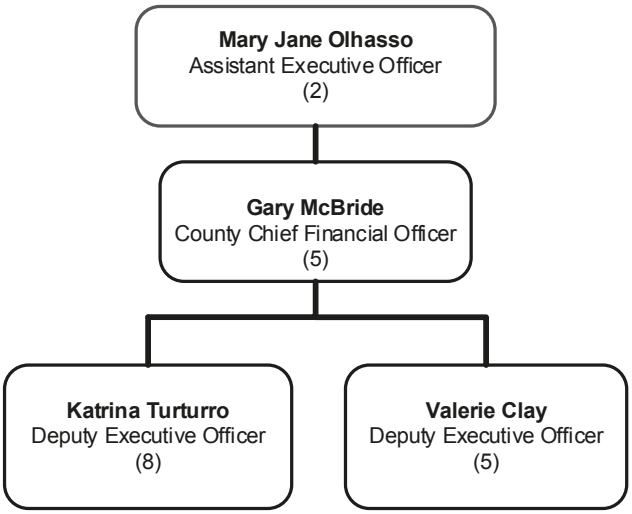
FINANCE AND ADMINISTRATION
Mary Jane Olhasso

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



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Finance and Administration	3,192,849	0	3,192,849			20
Capital Facilities Leases	7,258,116	0	7,258,116			0
Total General Fund	10,450,965	0	10,450,965	0	0	20
Special Revenue Funds						
Disaster Recovery Fund	0	7,530		(7,530)		0
Total Special Revenue Funds	0	7,530	0	(7,530)	0	0
Total - All Funds	10,450,965	7,530	10,450,965	(7,530)	0	20

2016-17 MAJOR ACCOMPLISHMENTS

- Received the Distinguished Budget Presentation Award for the eleventh consecutive year.
- Continued enhancements to the comprehensive Countywide Fee Management System automating the County Fee process.
- Issued the 2017-22 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	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 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**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Continue to develop and maintain consistent messaging for the organization.**	Number of days recommended budget documents were provided in advance of the Board meeting.	21	21	21	21
STRATEGY	Ensure Board of Supervisors has sufficient review time for recommended budget documents.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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.	15	14	28	14
STRATEGY	Ensure Board of Supervisors has sufficient review time for recommended fee ordinance documents.					

Finance and Administration

DESCRIPTION OF MAJOR SERVICES

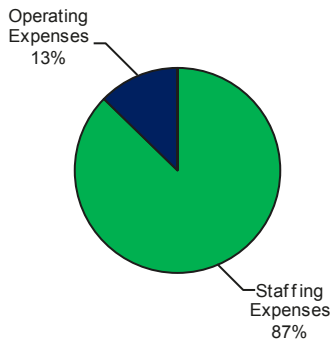
The Finance and Administration budget unit was created in 2011-12 to centralize financial management and oversight. In alignment with priorities of the Board of Supervisors and the Chief Executive Officer, the department provides timely and accurate financial information, and advises departments in financial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

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$4,166,070
Total Sources (Incl. Reimb.)	$973,221
Net County Cost	$3,192,849
Total Staff	20
Funded by Net County Cost	77%

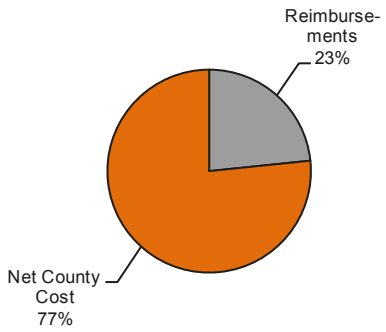
Finance and Administration is responsible for the preparation and administration of the County budget and annual fee review process, including development of the five-year forecast and annual strategic plan; the administration and monitoring of the County General Fund long-term debt portfolio, which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

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Finance and Administration
FUND: General

BUDGET UNIT: AAA FAB
FUNCTION: General
ACTIVITY: Finance

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	2,462,736	3,101,470	3,316,758	3,596,232	3,165,439	3,636,350	**40,118**
Operating Expenses	479,745	434,658	346,258	571,127	325,908	529,720	**(41,407)**
Capital Expenditures	0	9,127	0	0	0	0	**0**
Total Exp Authority	2,942,481	3,545,255	3,663,016	4,167,359	3,491,347	4,166,070	**(1,289)**
Reimbursements	(373,277)	(753,222)	(946,137)	(1,139,916)	(969,395)	(973,221)	**166,695**
Total Appropriation	2,569,204	2,792,033	2,716,879	3,027,443	2,521,952	3,192,849	**165,406**
Operating Transfers Out	0	0	0	37,820	37,820	0	**(37,820)**
Total Requirements	2,569,204	2,792,033	2,716,879	3,065,263	2,559,772	3,192,849	**127,586**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	4,883	227	0	0	0	0	**0**
Total Revenue	4,883	227	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	4,883	227	0	0	0	0	**0**
Net County Cost	2,564,321	2,791,806	2,716,879	3,065,263	2,559,772	3,192,849	**127,586**
Budgeted Staffing*	15	18	20	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 $24,448 which represents Finance and Administration's share of costs of other central service departments, such as Human Resources.

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 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

Requirements are increasing by $127,586 primarily due to a decrease in Reimbursements from County Fire that previously supported services provided by an Administrative Analyst III position. Staffing Expenses are increasing primarily due to negotiated salary increases, and Operating Transfers Out are decreasing as a result of the completion of a minor office remodel in 2016-17.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 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 budgeted positions of which 18 are regular positions and 2 are limited term positions. An Administrative Analyst II position is deleted and replaced through the addition of a Finance and Administration Projects Coordinator to better reflect the duties of the position that will focus on the department's publishing needs.

Capital Facilities Leases

DESCRIPTION OF MAJOR SERVICES

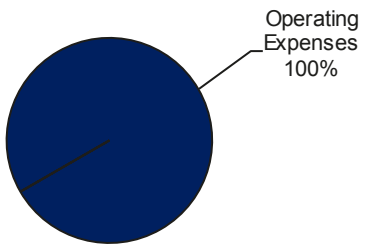
This budget unit funds the cost of long-term capital lease payments for the major County facilities financed by the General Fund. The final facility currently being financed by the General Fund is the West Valley Detention Center.

Budget at a Glance

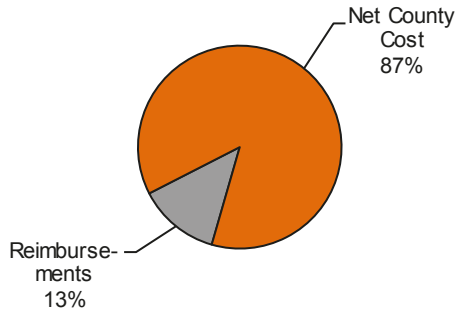
Total Requirements (Excl. Reimb.)	$8,343,908
Total Sources (Incl. Reimb.)	$1,085,792
Net County Cost	$7,258,116
Total Staff	0
Funded by Net County Cost	87%

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

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

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	14,665,377	14,735,530	14,652,212	8,325,852	8,148,194	8,343,908	**18,056**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	14,665,377	14,735,530	14,652,212	8,325,852	8,148,194	8,343,908	**18,056**
Reimbursements	(1,941,734)	(1,437,542)	(1,595,319)	(1,085,042)	(1,084,856)	(1,085,792)	**(750)**
Total Appropriation	12,723,643	13,297,988	13,056,893	7,240,810	7,063,338	7,258,116	**17,306**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	12,723,643	13,297,988	13,056,893	7,240,810	7,063,338	7,258,116	**17,306**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	146	0	0	0	0	0	**0**
Total Revenue	146	0	0	0	0	0	**0**
Operating Transfers In	0	0	6,616,480	0	0	0	**0**
Total Financing Sources	146	0	6,616,480	0	0	0	**0**
Net County Cost	12,723,497	13,297,988	6,440,413	7,240,810	7,063,338	7,258,116	**17,306**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 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 are increasing by $17,306 due to COWCAP charges.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Disaster Recovery Fund

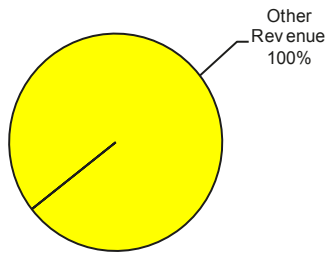
DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance

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

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)
No Requirements for this budget unit	

ANALYSIS OF 2017-18 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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	0	0	0	0	0	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	0	0	0	0	**0**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	0	0	0	0	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	0	0	0	0	**0**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	253,250	0	204,590	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	7,973	9,179	12,050	7,530	24,618	7,530	**0**
Total Revenue	7,973	9,179	265,300	7,530	229,208	7,530	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	7,973	9,179	265,300	7,530	229,208	7,530	**0**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(7,973)	(9,179)	(265,300)	(7,530)	(229,208)	(7,530)	**0**
Available Reserves				304,296		3,266,112	**2,961,816**
Total Fund Balance				296,766		3,258,582	**2,961,816**
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 2017-18 ADOPTED BUDGET

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

BUDGET CHANGES AND OPERATIONAL IMPACT

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

ANALYSIS OF FUND BALANCE

Fund Balance in the Disaster Recovery Fund consists of interest that has accrued on advances from the General Fund and reimbursements that are due to County departments for disaster recovery efforts. Fund Balance will be used to help offset any costs disallowed by the Federal Emergency Management Agency after audits of reimbursement claims. The increase in Fund Balance is a result of the receipt of final cash reimbursements from the California Office of Emergency Services for the Winter Storms – 2005, and Winter Storms – 2011 federally-declared disasters.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

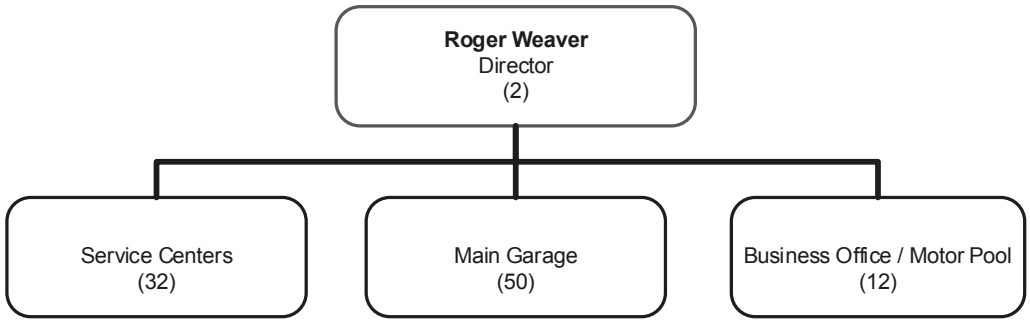
FLEET MANAGEMENT
Roger Weaver

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



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Internal Service Funds						
Fleet Management	35,651,124	33,352,194			2,298,930	96
Total Internal Service Funds	35,651,124	33,352,194	0	0	2,298,930	96
Total - All Funds	35,651,124	33,352,194	0	0	2,298,930	96

2016-17 MAJOR ACCOMPLISHMENTS

- Completed Lena Road paving project to replace deteriorated asphalt, concrete, and storage sheds utilized by both Public Works and Fleet Management departments and to extend the useful life.
- Purchased land for construction of High Desert Service Center in Victorville to enable the department to relocate and replace a current leased facility to a needs-based location with the necessary space to accommodate service growth.
- Completed construction of Barstow Service Center garage to allow for extra bay that will allow additional vehicles to be serviced, and office space.
- Completed implementation of 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.
- Implemented a Vehicle Maintenance and Light Repair Program in partnership with Inland Career Education Center and the Career Institute by supporting the County objective by developing a more highly-educated and trained workforce.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.**	Current level of uptime (vehicle availability) of light-duty vehicles serviced at Fleet facilities.	95%	96%	96%	96%
STRATEGY	Monitor employee productivity levels.					
STRATEGY	Coordinate with customers to reduce peak/lull times in the shop.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of vehicles receiving required annual preventive maintenance service (minimum 3 times/year).	95%	95%	98%	95%
STRATEGY	Maintain communications with customers to ensure services are completed when due.					
STRATEGY	Reduce impacts on customers availability to ensure they do not "delay" service for operational needs.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Average number of days to complete repairs and services on light-duty vehicles at Fleet facilities.	1.3	1.4	1.4	1.4
STRATEGY	Improve coordination with part suppliers to reduce part wait times.					
STRATEGY	Improve/monitor employee productivity.					
STRATEGY	Monitor staffing requirements at all facilities.					
STRATEGY	Coordinate with customers to reduce peak/lull times in the shop.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.**	Value of on-hand County-owned repair parts inventory.	$ 985,000	$ 925,000	$ 951,376	$ 990,000
OBJECTIVE	**Eliminate silos and consolidate and centralize administrative functions, including financial management and oversight.**					
STRATEGY	Improve coordination with part suppliers to move closer to "just-in-time" inventory scenarios.					
STRATEGY	Coordinate with Purchasing to explore potential opportunities for consignment or consolidated inventories.					
STRATEGY	Evaluate department storage sites (storerooms) for consolidation or reduction.					



Fleet Management

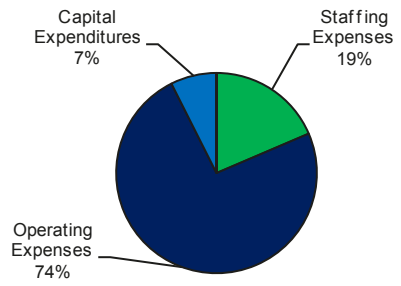
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$45,793,354
Total Sources (Incl. Reimb.)	$43,494,424
Use of / (Contribution To) Net Position	$2,298,930
Total Staff	96

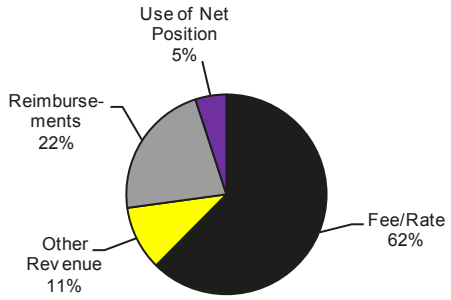
Fleet Management provides acquisition, maintenance, repair, modification, and disposal services for the majority of County vehicles and equipment. Fleet Management's main garage in San Bernardino includes four shops: automotive, heavy duty, welding/metal fabrication, and generator services, as well as a parts room and fueling station. The department also operates five smaller service centers in outlying locations (Barstow, Hesperia, Needles, Rancho Cucamonga, and 29 Palms) and 60 strategically located fueling sites. Additionally, Fleet Management operates a motor pool, which has ownership and/or maintenance and replacement 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 and security lock-up services.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Fleet Management
FUND: Fleet Management

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	7,539,366	7,013,958	7,420,582	8,206,817	7,397,234	8,499,239	**292,422**
Operating Expenses	31,938,579	29,121,491	29,028,868	36,479,953	31,791,634	33,897,115	**(2,582,838)**
Capital Expenditures	4,570,533	4,775,312	4,953,222	6,834,403	6,381,015	3,397,000	**(3,437,403)**
Total Exp Authority	44,048,478	40,910,761	41,402,672	51,521,173	45,569,882	45,793,354	**(5,727,819)**
Reimbursements	(11,508,108)	(8,449,730)	(8,184,787)	(11,052,306)	(8,650,170)	(10,142,230)	**910,076**
Total Appropriation	32,540,370	32,461,031	33,217,885	40,468,867	36,919,712	35,651,124	**(4,817,743)**
Operating Transfers Out	71,300	0	0	0	0	0	**0**
Total Requirements	32,611,670	32,461,031	33,217,885	40,468,867	36,919,712	35,651,124	**(4,817,743)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	1,933	0	0	61,922	0	**0**
Fee/Rate	28,661,548	28,910,498	27,897,781	30,708,054	31,361,089	28,578,397	**(2,129,657)**
Other Revenue	4,828,625	4,546,845	4,393,207	4,887,500	5,403,930	4,773,797	**(113,703)**
Total Revenue	33,490,173	33,459,276	32,290,988	35,595,554	36,826,940	33,352,194	**(2,243,360)**
Operating Transfers In	71,300	0	0	0	489,600	0	**0**
Total Financing Sources	33,561,473	33,459,276	32,290,988	35,595,554	37,316,541	33,352,194	**(2,243,360)**
Net Position							
Use of/ (Contribution to) Net Position**	(949,803)	(998,245)	926,897	4,873,313	(396,828)	2,298,930	**(2,574,383)**
Est. Net Position Available						8,091,927	
Total Est. Unrestricted Net Position						10,390,857	
Budgeted Staffing*	87	87	93	95	95	96	**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 2016-17 Final Budget and 2016-17 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 2017-18 ADOPTED BUDGET

Requirements of $35.7 million include $8.5 million in Staffing Expenses, $33.9 million in Operating Expenses, and $3.4 million in Capital Expenditures. Major Operating Expenses are repair parts, fuel, and sublets and specialized services. Reimbursements include internal cost allocations and transfers out for capital improvement projects.

Sources of $33.4 million include $28.6 million in Fee/Rate revenue that includes Motor Pool mileage and monthly charges, fuel revenue, labor charges from light and heavy shops, parts sales, and sublet charges.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and Sources are decreasing primarily due to the fiscal separation of Fleet Management and San Bernardino County Fire Protection District (County Fire) joint operations to simplify reporting.

Requirements are also decreasing by $3.4 million due to a reduction in Capital Expenditures due to fewer planned vehicle replacements.



ANALYSIS OF NET POSITION

Fleet's budget includes a Use of Net Position of $2.3 million in 2017-18. The Use of Net Position for 2017-18 is due to one-time expenditures related to capital projects carried over from 2016-17 and new projects for 2017-18. The capital projects include the High Desert Service Center in Victorville and fuel tank replacement in Devore and Barstow. Rates are reviewed annually to ensure that Net Position is maintained at an adequate level.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Administration	12	0	0	-10	2	0	2
Heavy Duty	25	0	0	-25	0	0	0
Light Duty	44	0	0	-44	0	0	0
Fuel and Security	4	0	0	-4	0	0	0
Motor Pool	3	0	0	-3	0	0	0
Parts Room	7	0	0	-7	0	0	0
Business Office/Motor Pool	0	0	0	12	12	0	12
Service Centers	0	0	0	32	32	2	30
Main Garage	0	1	0	49	50	3	47
Total	95	1	0	0	96	5	91

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $8.5 million fund 96 budgeted positions of which 91 are regular positions and 5 are limited term positions. Staffing changes include the addition of 1 Storekeeper. The Storekeeper will provide parts inventory, delivery, and warehousing functions to the Main Garage. The budget includes a staffing reorganization to better align the responsibilities of the positions with their assignments.

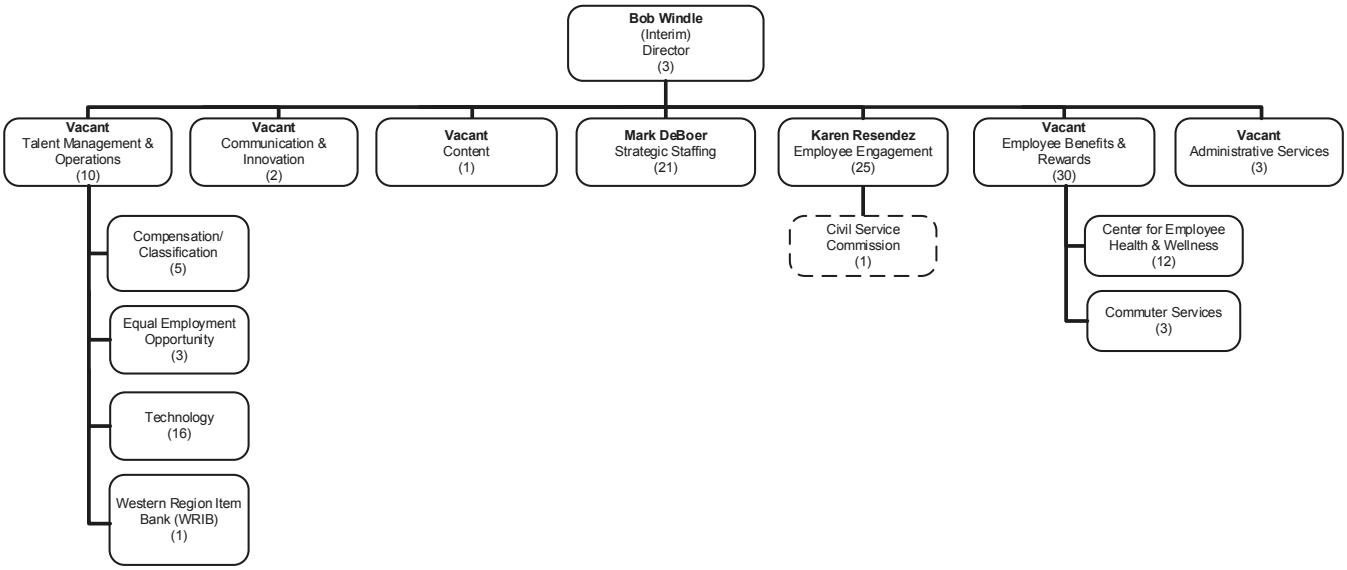
HUMAN RESOURCES
Bob Windle

DEPARTMENT MISSION STATEMENT

Human Resources serves the County of San Bernardino with a focus on Individual and team successes. We partner through strategic alliances and collaboration, both internally and with the broader community, in support of achieving the overall Countywide Vision. We are an employer of choice that is dedicated to attracting, developing, engaging, inspiring, and retaining a talented, outcome-focused and inclusive workforce.



ORGANIZATIONAL CHART



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Human Resources	10,585,640	712,111	9,873,529			91
The Center for Employee Health and Wellness	2,319,592	2,319,592	0			12
Unemployment Insurance	4,000,500	0	4,000,500			0
Total General Fund	16,905,732	3,031,703	13,874,029	0	0	103
Special Revenue Funds						
Commuter Services	926,915	772,100		154,815		3
Employee Benefits and Rewards	3,583,904	3,606,370		(22,466)		30
Total Special Revenue Funds	4,510,819	4,378,470	0	132,349	0	33
Total - All Funds	21,416,551	7,410,173	13,874,029	132,349	0	136

2016-17 MAJOR ACCOMPLISHMENTS

- Created department Mission, Vision, Values, and key strategic imperatives to achieve operational excellence, exceptional service, diversity and inclusion, ethics and judgement, effective communication, and innovation and resilience, in alignment with the Countywide Vision.
- Expanded the County's employer community presence, including on key social media platforms and other channels as part of our effort to develop our employer brand.
- Implemented online pre-employment assessment strategy resulting in significant increases in applicants tested per month and in the number of eligible candidates referred monthly to the targeted areas for hiring consideration.
- Implemented phase one of the launch of an improved applicant portal to facilitate electronic access to our job opportunities on multiple device platforms.
- Created Employee Engagement team with focus on best supporting each of the County's leaders and employees.
- Realigned management enablement resources, including first-line leader training courses to better prepare managers to support our employees.
- Negotiated performance guarantees with benefit vendors to ensure quality service.
- Developed return-to-work resource webpages for employees, supervisors, and managers in the Human Services System.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 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%	99.9%	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**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Number of departments with diversity committees.	15	25	26	34
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 the community. This strategy will include the establishment of approximately eight 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.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	**New**	N/A	N/A	N/A	Yes
STRATEGY	Establish strategic staffing objectives for each department including key metrics and reporting processes, and improve HR support by identifying and addressing redundant processes to optimize HR-driven aspects of the employment lifecycle, implementing technology to expedite pre-employment and enhance stakeholder experience, and collaborating with departments to facilitate selection and interview processes.	Establish and document key metrics, technology solutions and reporting processes for each strategic staffing objective.				



Human Resources

DESCRIPTION OF MAJOR SERVICES

The Human Resources Department administers the County's human resources and people programs to meet the needs of County departments. This includes the responsibility for strategic staffing, pre-employment assessment, and certification of eligible candidates; management of County employee 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 employee development.

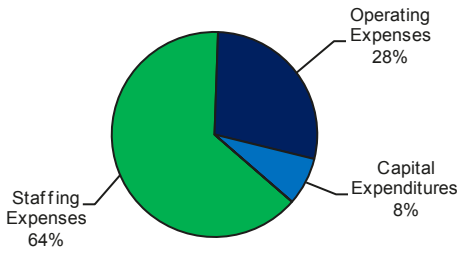
Budget at a Glance

Total Requirements (Excl. Reimb.)	$17,109,638
Total Sources (Incl. Reimb.)	$7,236,109
Net County Cost	$9,873,529
Total Staff	91
Funded by Net County Cost	58%

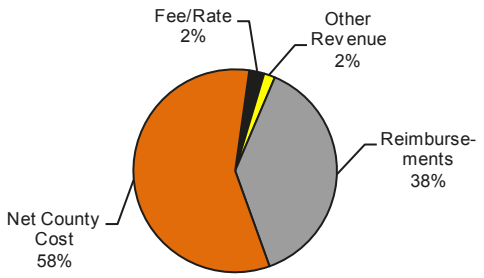
In addition, the department is responsible for the management of the Western Region Item Bank (WRIB), a cooperative, computer-based test question bank used by 119 public agencies to develop employment tests.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Human Resources
FUND: General

BUDGET UNIT: AAA HRD
FUNCTION: General
ACTIVITY: Personnel

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	8,764,815	9,051,613	9,644,962	10,538,221	9,727,095	10,977,092	**438,871**
Operating Expenses	2,388,339	2,804,598	2,020,492	5,179,133	3,853,895	4,841,546	**(337,587)**
Capital Expenditures	0	0	5,510	1,557,993	382,452	1,291,000	**(266,993)**
Total Exp Authority	11,153,154	11,856,211	11,670,964	17,275,347	13,963,442	17,109,638	**(165,709)**
Reimbursements	(4,197,186)	(4,360,515)	(5,215,339)	(5,961,679)	(6,001,764)	(6,523,998)	**(562,319)**
Total Appropriation	6,955,968	7,495,696	6,455,625	11,313,668	7,961,678	10,585,640	**(728,028)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	6,955,968	7,495,696	6,455,625	11,313,668	7,961,678	10,585,640	**(728,028)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	126,409	119,391	133,760	155,164	52,833	0	**(155,164)**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	225,513	418,154	325,198	398,458	367,426	409,812	**11,354**
Other Revenue	123,015	196,251	243,769	293,000	159,750	302,299	**9,299**
Total Revenue	474,937	733,796	702,727	846,622	580,009	712,111	**(134,511)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	474,937	733,796	702,727	846,622	580,009	712,111	**(134,511)**
Net County Cost	6,481,031	6,761,900	5,752,898	10,467,046	7,381,669	9,873,529	**(593,517)**
Budgeted Staffing*	79	79	91	92	92	91	**(1)**

*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 $758,124 which represents Human Resource's share of costs of other central service departments, such as County Counsel.

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Staffing Expenses of $11.0 million make up the majority of the department's Requirements within this budget unit. These expenses are necessary to provide human resources services and support for the County's approximately 22,000 employees. Sources of $712,111 primarily represent revenue from Western Region Item Bank (WRIB) memberships and revenue from departments for advertising and recruitment services provided.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $728,028. The majority of this decrease ($562,319) is the result of an increase in Reimbursements for services provided to departments. Increased Reimbursements are due to higher staffing costs as a result of negotiated MOU increases, and changes to service levels for individual departments. Additionally, a decrease in Operating Expenses and Capital Expenditures totaling $604,580, reflects a decrease in the amount budgeted for the upgrade of the EMACS payroll and benefits system to version 9.2. The total cost of the EMACS upgrade is $8.0 million, $4.3 million was budgeted in 2016-17 and the remainder of $3.7 million is included in this budget, and is funded from General Fund reserves. These decreases are offset by an increase in staffing costs due to changes to staffing mix, and negotiated MOU increases.

Sources are decreasing by $134,511 due to a reduction in Realignment revenue resulting from a shift in Probation's staffing needs.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Administration	5	0	0	-2	3	0	3
Strategic Staffing	36	1	-1	-15	21	0	21
Equal Employment Opportunity	4	0	-1	0	3	0	3
Western Region Item Bank (WRIB)	1	0	0	0	1	0	1
Employee Engagement	26	1	-1	-1	25	0	25
Civil Service Commission	1	0	0	0	1	0	1
EMACS-HR	11	0	-1	-10	0	0	0
EMACS-Development	8	0	-2	-6	0	0	0
Administrative Services	0	0	0	3	3	0	3
Talent Management & Operations	0	1	0	9	10	0	10
Communication & Innovation	0	1	0	1	2	0	2
Content	0	1	0	0	1	0	1
Technology	0	0	0	16	16	1	15
Compensation/Classification	0	0	0	5	5	0	5
Total	92	5	-6	0	91	1	90

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $11.0 million fund 91 budgeted positions of which 90 are regular positions and 1 is limited term. This includes a net decrease of 1 regular position (addition of 5, deletion of 6). As part of a strategic reorganization of the department to align functions, positions, and responsibilities with current human resources practices, a number of positions were added, and vacant positions were deleted and reorganized within the budget unit to optimize operational effectiveness and ensure the best possible support and service for stakeholders. This reorganization will support the strategic imperatives and initiatives for 2017-2018, including a new model of strategic partnership and collaboration with all stakeholders with a focus on an excellent and positive employee experience that promotes people enablement, employee engagement, benefits and wellness, strategic staffing, communication, content and innovation, and talent management. The changes included are as follows:

Additions

- 1 Assistant Director of Human Resources
- 1 Human Resources Chief
- 1 Human Resources Manager
- 1 Human Resources Officer
- 1 Personnel Technician

Deletions

- 1 Human Resources Officer I
- 1 Office Specialist
- 1 Executive Secretary I
- 1 Human Resources Analyst I
- 2 Systems Procedures Analyst I

The Center for Employee Health and Wellness

DESCRIPTION OF MAJOR SERVICES

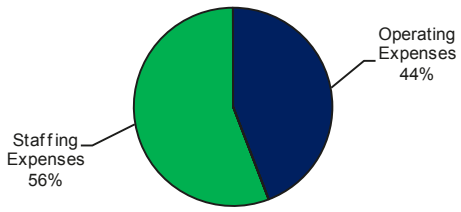
The responsibilities of the Center for Employee Health and Wellness (CEHW) include employee and applicant pre-placement and in-service medical examinations, medical records, representing the County in hearings before the Civil Service Commission regarding appeals of medical findings, and advising the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

Budget at a Glance

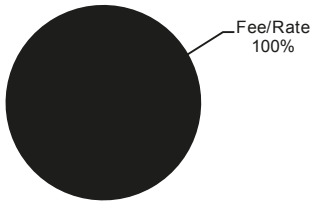
Total Requirements (Excl. Reimb.)	$2,319,592
Total Sources (Incl. Reimb.)	$2,319,592
Net County Cost	$0
Total Staff	12
Funded by Net County Cost	0%

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

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

BUDGET UNIT: AAA OCH
FUNCTION: General
ACTIVITY: Personnel

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	1,185,077	1,217,050	1,233,228	1,273,743	1,268,285	1,294,319	**20,576**
Operating Expenses	567,618	549,969	873,378	928,410	803,594	1,025,273	**96,863**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	1,752,695	1,767,019	2,106,606	2,202,153	2,071,879	2,319,592	**117,439**
Reimbursements	0	0	(250)	0	0	0	**0**
Total Appropriation	1,752,695	1,767,019	2,106,356	2,202,153	2,071,879	2,319,592	**117,439**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	1,752,695	1,767,019	2,106,356	2,202,153	2,071,879	2,319,592	**117,439**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	1,763,542	2,084,143	2,254,592	2,200,957	2,263,847	2,319,592	**118,635**
Other Revenue	0	695	1,035	0	29,354	0	**0**
Total Revenue	1,763,542	2,084,838	2,255,627	2,200,957	2,293,201	2,319,592	**118,635**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	1,763,542	2,084,838	2,255,627	2,200,957	2,293,201	2,319,592	**118,635**
Net County Cost	(10,847)	(317,819)	(149,271)	1,196	(221,322)	0	**(1,196)**
Budgeted Staffing*	12	12	12	12	12	12	**0**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Staffing Expenses of $1.3 million make up the majority of the department's Requirements 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 consist of revenue collected for various pre-placement and in-service medical examinations, through fees charged in accordance with the County's fee ordinance.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $117,439 primarily as a result of negotiated MOU increases, and increased Operating Expenses for medical testing services and equipment replacement costs.

Sources are increasing by $118,635 as a result of an increase in projected fee revenue for medical testing services. Funding for the CEHW is completely fee based and departments are billed based on fees charged for services provided.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 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 9 are regular positions and 3 are limited term positions. There are no staffing changes for this budget unit.



Unemployment Insurance

DESCRIPTION OF MAJOR SERVICES

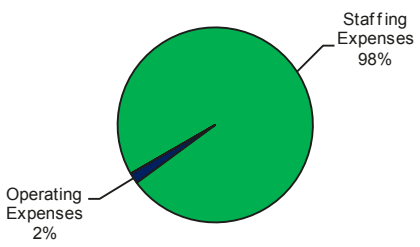
Unemployment Insurance is a mandated program based upon a 1978 amendment to the California Unemployment Insurance Code extending unemployment insurance benefits to all public employees. Human Resources administers this program, which compensates eligible County employees with a portion of their wage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

Budget at a Glance

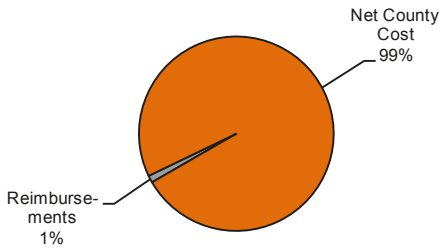
Total Requirements (Excl. Reimb.)	$4,048,500
Total Sources (Incl. Reimb.)	$48,000
Net County Cost	$4,000,500
Total Staff	0
Funded by Net County Cost	99%

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

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

BUDGET UNIT: AAA UNI
FUNCTION: General
ACTIVITY: Personnel

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	2,606,973	2,228,007	2,458,826	3,964,412	2,001,595	3,976,299	**11,887**
Operating Expenses	42,403	49,928	46,658	72,088	44,360	72,201	**113**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	2,649,376	2,277,935	2,505,484	4,036,500	2,045,955	4,048,500	**12,000**
Reimbursements	0	0	0	(36,000)	(41,178)	(48,000)	**(12,000)**
Total Appropriation	2,649,376	2,277,935	2,505,484	4,000,500	2,004,777	4,000,500	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,649,376	2,277,935	2,505,484	4,000,500	2,004,777	4,000,500	**0**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	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	2,649,376	2,277,935	2,505,484	4,000,500	2,004,777	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 $54 which represents Human Resources – Unemployment Insurance's share of costs of other central service departments, such as County Counsel.

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Staffing Expenses of $4.0 million make up the majority of the department's Requirements within this budget unit. These expenses represent the amount available for payment of potential unemployment claims. Operating Expenses of $72,201 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 $4.0 million do not fund any positions. As mentioned above, Staffing Expenses represent the amount available for payment of potential unemployment claims.

Commuter Services

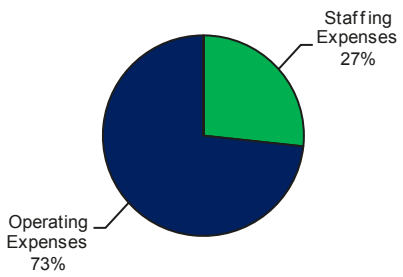
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$926,915
Total Sources (Incl. Reimb.)	$772,100
Use of/ (Contribution to) Fund Balance	$154,815
Total Staff	3

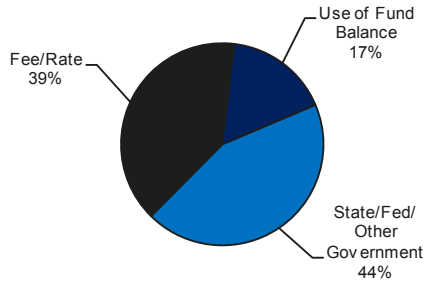
The Commuter Services budget unit was established to account for funds received under AB 2766 to fund mobile source air pollution reduction programs. AB 2766 authorizes air pollution control districts to levy fees on motor vehicles to be used to reduce air pollution. Under this program, the Department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

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Human Resources
FUND: Commuter Services

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	246,455	237,562	182,397	264,147	206,875	247,539	**(16,608)**
Operating Expenses	397,331	361,727	289,870	678,734	214,021	679,376	**642**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	643,786	599,289	472,267	942,881	420,896	926,915	**(15,966)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	643,786	599,289	472,267	942,881	420,896	926,915	**(15,966)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	643,786	599,289	472,267	942,881	420,896	926,915	**(15,966)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	371,537	379,361	390,036	383,200	416,867	406,100	**22,900**
Fee/Rate	297,028	234,289	189,957	360,000	105,600	360,000	**0**
Other Revenue	2,378	3,151	4,856	4,000	9,817	6,000	**2,000**
Total Revenue	670,943	616,801	584,849	747,200	532,284	772,100	**24,900**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	670,943	616,801	584,849	747,200	532,284	772,100	**24,900**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(27,157)	(17,512)	(112,582)	195,681	(111,388)	154,815	**(40,866)**
Available Reserves				784,555		937,269	**152,714**
Total Fund Balance				980,236		1,092,084	**111,848**
Budgeted Staffing*	3	3	3	4	4	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 2017-18 ADOPTED BUDGET

Operating Expenses of $679,376 make up the majority of the Requirements within this budget unit. These expenses include charges for operating vanpools, hybrid vehicle carpools, and other rideshare programs. Sources of $772,100 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 $15,966 primarily due to the deletion of one vacant limited term position that was used for short-term staffing needs. Sources are increasing by $24,900 primarily due to an increase of funds from the Air Quality Management Districts.

ANALYSIS OF FUND BALANCE

Use of Fund Balance of $154,815 is used for one-time expenses that promote and encourage transportation alternatives to County employees. Expenses include program incentives (gas cards, raffles), rideshare luncheon events, commuter events (bike to work, dump the pump) and transit subsidies.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Commuter Services	4	0	-1	0	3	0	3
Total	4	0	-1	0	3	0	3

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $247,539 fund 3 regular budgeted positions. Changes in budgeted staffing include the deletion of 1 vacant Public Service Employee (limited term) position.

Employee Benefits and Rewards

DESCRIPTION OF MAJOR SERVICES

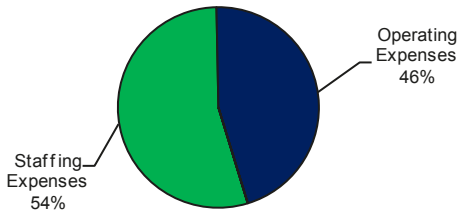
Employee Benefits and Rewards, under the direction of the Human Resources Department, administers programs including the County's health, dental, vision, and life insurance plans as well as its integrated leave programs.

Budget at a Glance

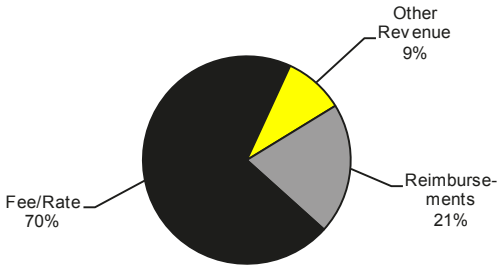
Total Requirements (Excl. Reimb.)	$4,509,616
Total Sources (Incl. Reimb.)	$4,532,082
Use of/ (Contribution to) Fund Balance	($22,466)
Total Staff	30

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

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

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	2,505,545	2,217,195	2,412,418	2,313,079	2,205,472	2,453,872	**140,793**
Operating Expenses	1,556,527	1,820,432	1,710,653	2,179,629	1,451,262	2,055,744	**(123,885)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	4,062,072	4,037,627	4,123,071	4,492,708	3,656,734	4,509,616	**16,908**
Reimbursements	(1,269,285)	(1,251,412)	(1,239,001)	(924,068)	(922,790)	(925,712)	**(1,644)**
Total Appropriation	2,792,787	2,786,215	2,884,070	3,568,640	2,733,944	3,583,904	**15,264**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,792,787	2,786,215	2,884,070	3,568,640	2,733,944	3,583,904	**15,264**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	52,837	0	0	0	0	**0**
State/Fed/Other Government	17,597	0	7,480	0	32	0	**0**
Fee/Rate	3,065,639	2,700,194	2,614,618	2,970,335	2,928,187	3,181,370	**211,035**
Other Revenue	(8,266)	146,439	241,504	520,000	184,391	425,000	**(95,000)**
Total Revenue	3,074,970	2,899,470	2,863,602	3,490,335	3,112,610	3,606,370	**116,035**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	3,074,970	2,899,470	2,863,602	3,490,335	3,112,610	3,606,370	**116,035**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(282,183)	(113,255)	20,468	78,305	(378,666)	(22,466)	**(100,771)**
Available Reserves				904,989		1,389,300	**484,311**
Total Fund Balance				983,294		1,366,834	**383,540**
Budgeted Staffing*	30	31	31	29	29	30	**1**

*Data represents final budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Staffing Expenses of $2.5 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 $3.6 million primarily represent revenue from administrative fees for managing the employee benefit programs.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $15,264 primarily due to the addition of one regular position and two regular position reclassifications. This is partially offset by decreased Operating Expenses resulting from decreases in mail service costs, ISD direct labor, and general liability insurance costs.

Sources are increasing by $116,035, primarily due to an increase in revenue collected from health trust funds to fund two regular positions that directly assist with administering health plans, and additional revenue from administrative fees.

ANALYSIS OF FUND BALANCE

The department is anticipating a Contribution to Fund Balance of $22,466 primarily due to decreases in ongoing costs that include ISD data and labor charges and mailing costs.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Employee Benefits and Rewards	29	1	0	0	30	1	29
Total	29	1	0	0	30	1	29

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $2.5 million fund 30 budgeted positions of which 29 are regular positions and 1 is limited term. The budget includes the addition of one regular Personnel Technician position to assist with the administration of the County's various health plans.

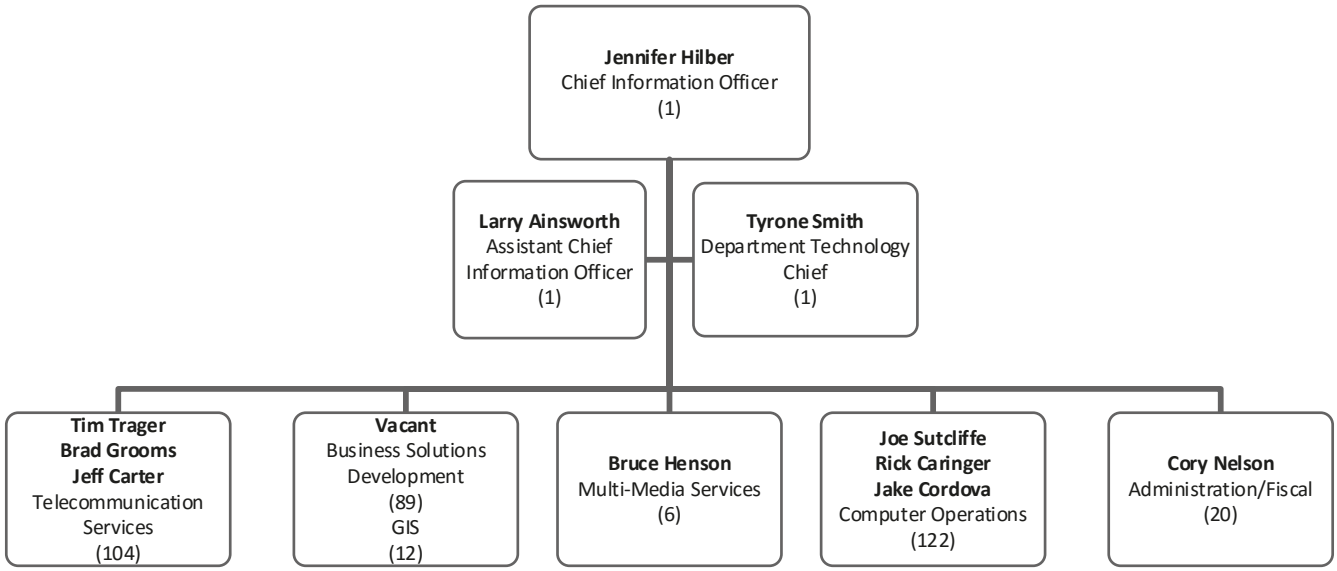
INFORMATION SERVICES DEPARTMENT
Jennifer Hilber

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



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
GIS & Multi-Media Services	3,320,013	214,732	3,105,281			18
Total General Fund	3,320,013	214,732	3,105,281			18
Internal Service Funds						
Computer Operations	40,274,517	36,381,875			3,892,642	145
Telecommunication Services	39,374,414	32,705,829			6,668,585	104
Business Solutions Development	15,649,987	15,826,589			(176,602)	89
Total Internal Service Funds	95,298,918	84,914,293			10,384,625	338
Total - All Funds	98,618,931	85,129,025	3,105,281	0	10,384,625	356

2016-17 MAJOR ACCOMPLISHMENTS

- Implemented a Cisco Unified Contact Center Enterprise (UCCE) Call Center to replace Nortel Contact Center equipment that was at the end of its useful life.
- Developed an improved Disaster Recovery Plan for Avaya Telephony field equipment including Hot Swappable Signaling Servers and voicemail systems for major sites.
- Produced a series of videos for each Board District to promote reading through the Vision2Read Literacy Campaign.
- Migrated County departments from a legacy helpdesk system to an updated platform.
- Upgraded equipment at the ISD and High Desert Government Center datacenters allowing an increase in Internet bandwidth up to 10 Gigabits.
- Implemented Phase 1 of the 'Data as an Asset' initiative by installing enterprise data infrastructure tools for Governance, Cleansing, and Transformation using InfoSphere.
- Implemented Esri GIS Enterprise Licenses for countywide use and assembled a GIS Enterprise Advisory Group from various departments to fully leverage the new licensing.
- Established the San Bernardino County Open Government Portal (http://open.sbcounty.gov), which will host countywide AB169 compliant open data and provide a public access platform to County data.
- Provided an updated user experience for the Department of Behavioral Health Public Website (http://wp.sbcounty.gov/dbh/) using an Enterprise WordPress Multisite platform, which provided the department the ability to manage their own content and provided new design capabilities.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target
OBJECTIVE	**Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.**	Complete the current year's task for migration to VOIP technology.	102%	100%	111%	100%
STRATEGY	Unify the County's enterprise telecommunication services by improving functionality and supportability. For 2017-18, implement year five of a seven year project to convert 14% (2,899) of all County telephones to Voice Over Internet Protocol (VOIP) technology.					

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target
OBJECTIVE	**Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.**	Percentage scheduled uptime availability for Data Center.	100%	100%	100%	100%
STRATEGY	To provide a high availability Data Center infrastructure to house critical equipment that supports the County's mission.					

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target
OBJECTIVE	**Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.**	Percentage scheduled uptime availability for WAN.	100%	100%	100%	100%
STRATEGY	To provide a high availability and secure Wide Area Network (WAN) infrastructure for efficient and secure transmission of County data that supports the County's mission.					

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target
OBJECTIVE	**Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.**	Percentage of current year's task for the 800 Mhz system upgrade completed.	100%	100%	100%	100%
STRATEGY	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 as needed. The County's populated areas and landscapes change from year to year resulting in necessary updates to GIS data. This data is collected by aerial photography taken by flyovers of the County.

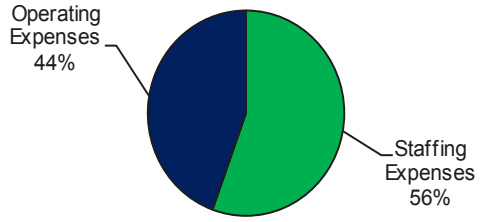
Budget at a Glance

Total Requirements (Excl. Reimb.)	$3,446,442
Total Sources (Incl. Reimb.)	$341,161
Net County Cost	$3,105,281
Total Staff	18
Funded by Net County Cost	90%

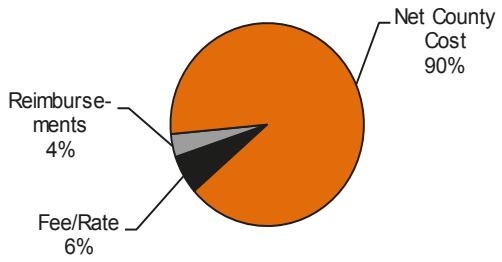
ISD's Multimedia Services Division (MMA) provides support to the Clerk of the Board for Board of Supervisor meetings that typically occur on a bi-weekly basis. The division also supports other types of meetings including, but not limited to, Assessment Appeal Hearings, Planning Commission, Board Committee meetings and other general meetings.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Information Services
FUND: General

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	11,854,023	984,866	1,327,964	2,006,311	1,362,073	1,914,314	**(91,997)**
Operating Expenses	3,015,090	930,368	433,873	1,526,062	1,290,370	1,532,128	**6,066**
Capital Expenditures	0	0	7,492	11,000	6,899	0	**(11,000)**
Total Exp Authority	14,869,113	1,915,234	1,769,329	3,543,373	2,659,342	3,446,442	**(96,931)**
Reimbursements	(24,998)	0	0	(238,520)	(15,170)	(126,429)	**112,091**
Total Appropriation	14,844,115	1,915,234	1,769,329	3,304,853	2,644,172	3,320,013	**15,160**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	14,844,115	1,915,234	1,769,329	3,304,853	2,644,172	3,320,013	**15,160**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	12,873,763	232,087	247,465	212,922	192,131	214,732	**1,810**
Other Revenue	0	863	0	0	0	0	**0**
Total Revenue	12,873,763	232,950	247,465	212,922	192,131	214,732	**1,810**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	12,873,763	232,950	247,465	212,922	192,131	214,732	**1,810**
Net County Cost	1,970,352	1,682,284	1,521,864	3,091,931	2,452,041	3,105,281	**13,350**
Budgeted Staffing*	100	13	15	18	18	18	**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 $118,288 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 2017-18 ADOPTED BUDGET

Major Expenditures include Staffing Expenses and Operating Expenses. Staffing Expenses of $1.9 million are necessary to provide geographical data products and services to all GIS stakeholders and support to the Clerk of the Board for Board of Supervisor meetings and other miscellaneous meetings. Operating Expenses of $1.5 million primarily provides for computer software, computer hardware, and professional services.

Sources of $214,732 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 $15,160 primarily due to a decrease of $112,091 in Reimbursements from County departments for GIS software licensing and support originally anticipated to offset implementation costs of the Countywide Esri GIS Enterprise License. This increase is offset by reductions of $91,997 in Staffing Expenses as the actual costs for 3 new positions added in 2016-17 were less than anticipated, and $11,000 in Capital Expenditures due to a one-time equipment purchase in the prior year.

Sources are increasing by $1,810 due to an increase in customer needs for GIS services.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Geographic Information System	12	0	0	0	12	0	12
Multi-Media Services	6	0	0	0	6	0	6
Total	18	0	0	0	18	0	18

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $1.9 million fund 18 budgeted regular positions. Staffing changes include the reclassification of two positions including a Business Systems Analyst I to a Programmer Analyst I and a Programmer III to a Programmer Analyst III. These reclassifications are due to a change in workload requiring the skillset of Programmer Analysts.



Computer Operations

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$49,520,088
Total Sources (Incl. Reimb.)	$45,627,446
Use of / (Contribution To) Net Position	$3,892,642
Total Staff	145

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 four sections: Finance and Administration, Technology Operations, Enterprise Solutions Services, and Enterprise Infrastructure. This budget unit is an internal service fund, which allows for net position available at fiscal year-end to be carried over to the next fiscal year to be used as working capital or for replacement of fixed assets and capital improvement projects.

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.

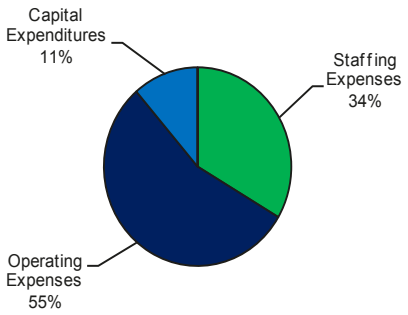
Technology Operations provides for the design, operation, maintenance and administration of the County's Enterprise Data Center, integrated document imaging infrastructure for digitizing paper records, and print operations for bulk printing functions required by the County.

Enterprise Solutions Services provides support for the County's data storage systems, enterprise server and includes server management for physical and virtual servers.

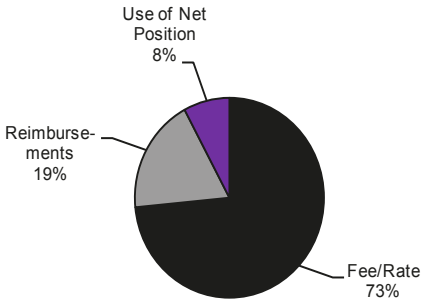
Enterprise Infrastructure provides the County with global email, security direction and technology policies and procedures, handles service requests and technical services that support desktop communications and functions across the County, and assists departments in ensuring that their technology and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

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Information Services
FUND: Computer Operations

BUDGET UNIT: IAJ ALL
FUNCTION: General
ACTIVITY: Other General

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	13,131,887	12,329,898	12,185,107	14,839,634	13,299,369	16,586,509	**1,746,875**
Operating Expenses	15,093,589	16,085,353	21,486,463	31,878,382	22,106,992	27,314,812	**(4,563,570)**
Capital Expenditures	2,280,292	2,062,798	2,265,363	4,359,831	3,921,777	5,618,767	**1,258,936**
Total Exp Authority	30,505,768	30,478,049	35,936,933	51,077,847	39,328,138	49,520,088	**(1,557,759)**
Reimbursements	(7,885,881)	(9,179,635)	(8,967,593)	(9,850,185)	(10,531,485)	(9,245,571)	**604,614**
Total Appropriation	22,619,887	21,298,414	26,969,340	41,227,662	28,796,653	40,274,517	**(953,145)**
Operating Transfers Out	(214,539)	0	0	0	0	0	**0**
Total Requirements	22,405,348	21,298,414	26,969,340	41,227,662	28,796,653	40,274,517	**(953,145)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	4,147	0	**0**
Fee/Rate	21,401,742	22,525,344	27,165,694	27,987,757	28,241,160	36,381,875	**8,394,118**
Other Revenue	30,753	204,405	180,970	0	91,756	0	**0**
Total Revenue	21,432,495	22,729,749	27,346,664	27,987,757	28,337,063	36,381,875	**8,394,118**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	21,432,495	22,729,749	27,346,664	27,987,757	28,337,063	36,381,875	**8,394,118**
Net Position							
Use of/ (Contribution to) Net Position**	972,853	(1,431,335)	(377,324)	13,239,905	459,590	3,892,642	**(9,347,263)**
Est. Net Position Available						134,616	
Total Est. Unrestricted Net Position						4,027,258	
Budgeted Staffing*	117	120	123	138	138	145	**7**

*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 2016-17 Final Budget and 2016-17 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 2017-18 ADOPTED BUDGET

Major expenditures include Staffing Expenses and Operating Expenses. Staffing Expenses of $16.6 million are necessary to provide support for the County's enterprise server and other servers, data storage and replication, and technical services that support the wireless device infrastructure. Operating Expenses of $27.3 million include $15.1 million in services and supplies for computer software licenses and equipment support and maintenance, $2.6 million for application development support and maintenance, $476,575 for facilities maintenance, $97,300 for travel, and $9.0 million to fund transfers out for capital improvement projects and internal cost allocations.

Sources of $36.4 million are comprised of revenue from Fee/Rates approved by the Board of Supervisors 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 decreasing by $953,145 primarily due to a $4.6 million decrease in Operating Expenses for capital improvement projects, offset by an increase of $1.7 million in Staffing Expenses due to negotiated MOU increases and the addition of a net 7 positions to support an increased workload related to server management, system support and administrative functions. The decrease is further offset by an increase in Capital Expenditures of $1.3 million for replacement of the County's enterprise server.

Sources are increasing by $8.4 million in Fee/Rate revenue due to increased service rates to fund costs for new positions, software licenses, and equipment support and maintenance.

ANALYSIS OF NET POSITION

The usage of $3.9 million of Net Position funds one-time capital improvement projects such as the warehouse redesign and parking lot enhancements. This also includes the purchase of additional fixed asset equipment for data storage to meet customer demand.

Net Position is used to fund one-time costs of fixed assets and capital expenditures. These costs are included in the rates charged for services.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Enterprise Processing	29	1	-1	0	29	0	29
Central Imaging	8	1	0	0	9	0	9
Finance and Administration	24	0	-1	0	23	0	23
EMACS Support	1	0	0	0	1	0	1
Enterprise Printing	5	0	0	0	5	0	5
Server Management	25	4	0	0	29	0	29
Core Solutions and Security	46	5	-2	0	49	0	49
Total	138	11	-4	0	145	0	145

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $16.6 million fund 145 budgeted regular positions. The budget includes an increase of 7 net positions (addition of 11, deletion of 4). A total of 11 regular positions are added to the budget to address an increased workload related to server management, system support, and administrative functions.

- 1 Automated Systems Analyst II
- 1 Help Desk Technician II
- 1 IT Technical Assistant II
- 5 System Support Analyst III
- 1 Computer Operator III
- 1 Systems Support Supervisor
- 1 Supervising Office Assistant

In addition to the staffing increases above, the following 4 positions are deleted as a result of an assessment of the Division's workload and functions:

- 1 IT Technical Assistant I
- 1 Information Services Security Officer
- 1 Automated Systems Analyst I
- 1 Secretary I (transferred to the Telecommunication Services budget unit)

Telecommunication Services

DESCRIPTION OF MAJOR SERVICES

This budget unit 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, the paging system, and the Wide Area Network (WAN) that securely joins County users for the efficient use of technology. This budget unit manages the County's microwave system that provides transport capabilities for each of the individual systems listed above. Additionally, this budget unit is an internal service fund, which allows for net position available at fiscal year-end to be carried over to the next fiscal year to be used as working capital or for replacement of fixed assets and capital improvement projects.

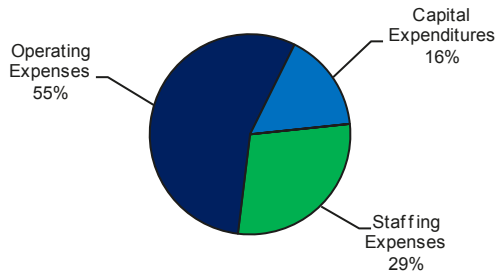
Budget at a Glance

Total Requirements (Excl. Reimb.)	$43,707,232
Total Sources (Incl. Reimb.)	$37,038,647
Use of / (Contribution To) Net Position	$6,668,585
Total Staff	104

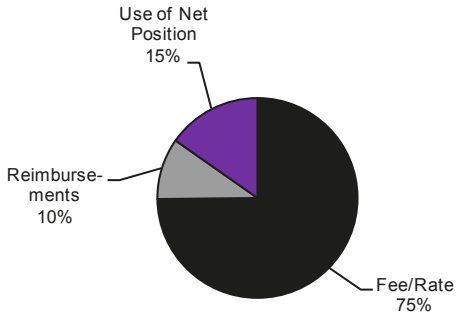
The County's Regional Public Safety Radio System is in the process of being upgraded. Ongoing Discretionary General Funding of $17.9 million continues to be allocated for the upgrade project. The estimated cost of the project is $158.2 million. $132.1 million has been funded to date and an additional $17.9 million is funded in 2017-18. Approximately $94.5 million has been expended or encumbered to date. During 2017-18, 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.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Information Services Department
FUND: Telecommunications Services

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	9,783,573	9,916,345	10,069,799	11,791,128	10,058,007	12,502,348	**711,220**
Operating Expenses	21,593,329	18,847,230	20,409,939	29,649,555	26,725,579	24,204,626	**(5,444,929)**
Capital Expenditures	2,716,351	1,788,967	2,897,822	2,850,326	2,042,826	7,000,258	**4,149,932**
Total Exp Authority	34,093,253	30,552,542	33,377,560	44,291,009	38,826,412	43,707,232	**(583,777)**
Reimbursements	(5,877,488)	(6,306,560)	(6,735,224)	(5,430,821)	(5,995,714)	(4,332,818)	**1,098,003**
Total Appropriation	28,215,765	24,245,982	26,642,336	38,860,188	32,830,698	39,374,414	**514,226**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	28,215,765	24,245,982	26,642,336	38,860,188	32,830,698	39,374,414	**514,226**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	25,919,917	27,230,421	28,752,820	29,478,170	28,673,384	32,705,829	**3,227,659**
Other Revenue	94,531	230,977	161,912	0	295,450	0	**0**
Total Revenue	26,014,448	27,461,398	28,914,732	29,478,170	28,968,834	32,705,829	**3,227,659**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	26,014,448	27,461,398	28,914,732	29,478,170	28,968,834	32,705,829	**3,227,659**
Net Position							
Use of/ (Contribution to) Net Position**	2,201,317	(3,215,416)	(2,272,396)	9,382,018	3,861,864	6,668,585	**(2,713,433)**
Est. Net Position Available						7,111,289	
Total Est. Unrestricted Net Position						13,779,874	
Budgeted Staffing*	96	98	100	101	101	104	**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 2016-17 Final Budget and 2016-17 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 2017-18 ADOPTED BUDGET

Staffing Expenses of $12.5 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 $24.2 million include services and supplies of $16.0 million for telephone, radio system, WAN and other communications related costs, facilities costs of $595,548, travel costs of $146,176, and transfers out of $7.4 million to fund capital improvement projects and internal cost allocation.

Sources of $32.7 million include revenue from Fees/Rates approved by the Board of Supervisors charged for telephone, WAN, microwave transport, and radio system services this budget unit provides to internal and external departments and agencies.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $514,226 primarily due to a decrease in Reimbursements for internal overhead costs and an increase in Capital Expenditures of $4.1 million for the addition of a new network security management system and a data center analytical and security platform to provide security detection and enforcement across the County's WAN, data center, and cloud environment. These increases are offset by a $5.4 million decrease in Operating Expenses for maintenance and support contracts.

Sources are increasing by $3.2 million due to increases in Fee/Rate revenue to fund new positions and asset replacement.

ANALYSIS OF NET POSITION

The use of $6.7 million of Net Position funds one-time capital improvement projects for the new ISD warehouse, fixed asset needs, a Network Security Management System, a Datacenter Analytical and Security platform, and the telephone system conversion to voice over internet protocol (VoIP) technology. One-time costs for asset replacement will be recovered via rates over the useful life of the assets.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Data Cabling	15	0	0	0	15	0	15
Management Services	6	0	0	-6	0	0	0
Transport Operations	8	0	0	0	8	0	8
Radio Access	21	0	0	2	23	1	22
Radio Subscriber Maintenance	5	0	0	0	5	0	5
Time and Materials	2	0	-1	0	1	0	1
Telephone Operations	30	4	0	3	37	0	37
Wide Area Network	8	1	0	1	10	0	10
Warehouse Operations	6	0	-1	0	5	0	5
Total	101	5	-2	0	104	1	103

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $12.5 million fund 104 budgeted positions of which 103 are regular positions and 1 is a limited term position. The budget includes an increase of 3 net positions (addition of 5, deletion of 2). The addition of 5 regular positions address an increased workload related to WAN support, telephone system support and administrative functions.

- 2 Systems Support Analyst II
- 1 Systems Support Analyst III
- 1 Network Services Supervisor
- 1 Secretary I (transferred from the Computer Operations budget unit)

In addition to the staffing increases above, the following positions have been deleted as a result of an assessment of the budget unit's workload and functions:

- 1 Communications Installer
- 1 Storekeeper



Business Solutions Development

DESCRIPTION OF MAJOR SERVICES

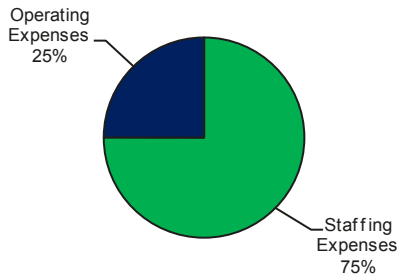
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$15,649,987
Total Sources (Incl. Reimb.)	$15,826,589
Use of / (Contribution To) Net Position	($176,602)
Total Staff	89

The Business Solutions Development Division (formerly known as 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 for the acquisition and integration of new systems. Large scale information technology projects that the Business Solutions Development Division will be supporting next year include finalization of the new Land Use permitting system (Accela), continued implementation of the new Financial Accounting System, and the upgrade of the payroll system.

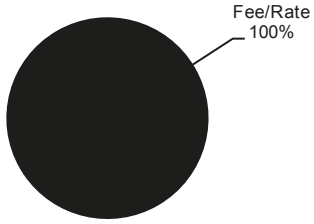
This budget unit is an internal service fund that primarily provides services to County departments and recovers costs via a billable hourly programming rate.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

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

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	10,286,753	10,289,702	11,188,984	10,723,492	11,742,061	**553,077**
Operating Expenses	0	2,427,035	3,763,474	5,121,057	3,620,768	3,907,926	**(1,213,131)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	0	12,713,788	14,053,176	16,310,041	14,344,260	15,649,987	**(660,054)**
Reimbursements	0	(1,805,106)	0	0	(873,766)	0	**0**
Total Appropriation	0	10,908,682	14,053,176	16,310,041	13,470,494	15,649,987	**(660,054)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	10,908,682	14,053,176	16,310,041	13,470,494	15,649,987	**(660,054)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	14,430,444	14,140,139	14,693,515	14,236,678	15,826,589	**1,133,074**
Other Revenue	0	9,496	25,730	0	35,078	0	**0**
Total Revenue	0	14,439,940	14,165,869	14,693,515	14,271,756	15,826,589	**1,133,074**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	0	14,439,940	14,165,869	14,693,515	14,271,756	15,826,589	**1,133,074**
Net Position							
Use of/ (Contribution to) Net Position**	0	(3,531,258)	(112,693)	1,616,526	(801,262)	(176,602)	**(1,793,128)**
Est. Net Position Available						965,973	
Total Est. Unrestricted Net Position						789,371	
Budgeted Staffing*	0	87	88	89	89	89	**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 2016-17 Final Budget and 2016-17 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 2017-18 ADOPTED BUDGET

Staffing Expenses of $11.7 million account for the majority of Requirements in this budget unit and are necessary to support business systems and applications. Operating Expenses of $3.9 million provide for professional services for information technology contract staff, computer hardware, and technical training.

Sources of $15.8 million are comprised of revenue from Fees/Rates approved by the Board of Supervisors for maintenance, support, enhancement, and 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 decreasing by $660,054 primarily due to a decrease of $1.2 million in Operating Expenses budgeted for IT contractors, who are used on an as needed basis depending on the current workload and staffing vacancies, partially offset by an increase in Staffing Expenses of $553,077 due to negotiated MOU increases.

Sources are increasing by $1.1 million in Fee/Rate revenue due to a service rate increase to fund computer hardware costs.

ANALYSIS OF NET POSITION

The contribution of $176,602 to Net Position is primarily due to a decrease in professional services for contract programming staff.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Business Solutions Development	89	0	0	0	89	0	89
Total	89	0	0	0	89	0	89

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $11.7 million fund 89 budgeted regular positions. There are no budgeted staffing changes at this time.

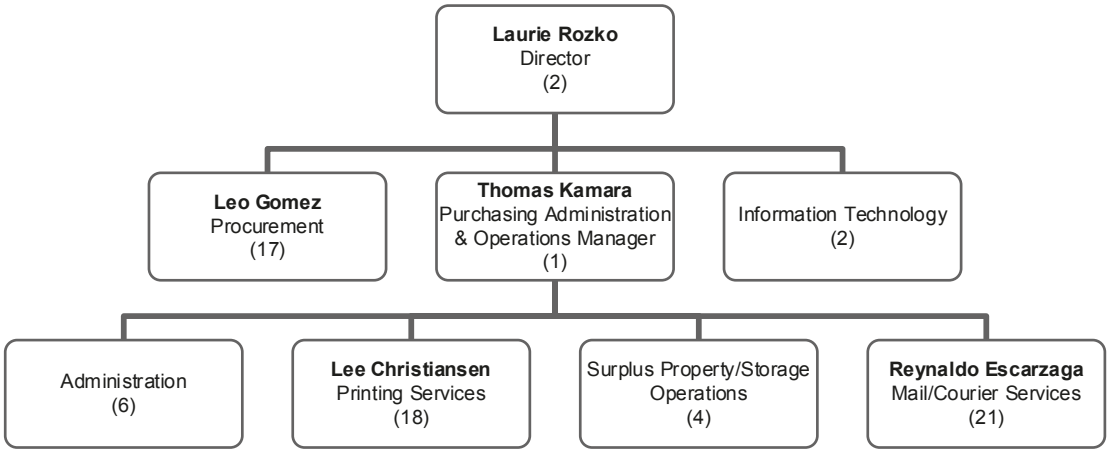
PURCHASING DEPARTMENT
Laurie Rozko

DEPARTMENT MISSION STATEMENT



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

ORGANIZATIONAL CHART



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Purchasing (AAA)	2,585,722	819,330	1,766,392			28
Total General Fund	2,585,722	819,330	1,766,392	0	0	28
Internal Service Funds						
Printing Services (IAG)	4,167,292	3,906,600			260,692	18
Surplus Property and Storage Operations (IAV)	1,502,992	1,099,800			403,192	4
Mail/Courier Services (IAY)	6,026,386	5,900,311			126,075	21
Total Internal Service Funds	11,696,670	10,906,711	0	0	789,959	43
Total - All Funds	14,282,392	11,726,041	1,766,392	0	789,959	71

2016-17 MAJOR ACCOMPLISHMENTS

- Earned the Award for Excellence in Procurement from the National Procurement Institute.
- Recommended County Surplus and Procurement policy revisions were adopted by the Board of Supervisors.
- Implemented production workflow software in Printing Services to replace manual processes.
- Participated on the core team to implement phase one of the new enterprise system.
- Completed five of six modules for a new countywide RFP training program.
- Expanded procurement card administrative oversight to strengthen internal controls.
- Developed a new vendor-centric website, including a web-based temporary help services reporting portal.
- Held the second regional vendor show involving 49 public agencies at the Ontario Convention Center.
- Developed a model for reverse vendor shows to support small businesses and economic development.
- Began renovations of the Surplus warehouse to preserve county assets and expand recycling initiatives.
- Conducted leadership training for all Purchasing Department buyers.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Average customer satisfaction on 100% scale.	87%	90%	92%	90%
OBJECTIVE	**Ensure that employees know that they and their work are valued.**					
STRATEGY	Deliver topnotch customer service to internal customers.					
STRATEGY	Recognize staff for accomplishments in service delivery.					
STRATEGY	Continuously evaluate communication, purchasing services, training, and responsiveness for departments.					
STRATEGY	Poll customers for feedback on numerous occasions.					

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	**NEW** Average days of purchasing cycle to convert requisitions without pre-approved pricing to purchase orders.	N/A	N/A	N/A	3.5
STRATEGY	Maintain streamlined cycle times for bids, requisitions, and purchase orders.					

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Average days of purchasing cycle for standard purchase orders up to $100,000	10.3	11.0	11.0	12.0
STRATEGY	Maintain streamlined cycle times for bids, requisitions, and purchase orders.					

DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Number of annual aggregate bids to achieve cost or efficiency improvements.	8	10	10	7
STRATEGY	Create operational efficiencies and cost savings through purchases and programs for multiple departments.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**	Average vendor satisfaction on 100% scale.	91%	90%	94%	90%
OBJECTIVE	**Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment.**					
STRATEGY	Maintain a high level of vendor satisfaction with services, access to information, training, and bidding processes.					
STRATEGY	Collaborate with other departments on forums to discuss how to become a vendor for County business.					
STRATEGY	Host vendor shows to connect suppliers with County departments and other public agencies in the region.					
STRATEGY	Participate in vendor activities that correlate to business success and economic development.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**	Number of vendor scheduled meetings and vendor interactions for business development.	840	900	1,367	650
OBJECTIVE	**Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment.**					
STRATEGY	Maintain a high level of vendor satisfaction with services, access to information, training, and bidding processes.					
STRATEGY	Collaborate with other departments on forums to discuss how to become a vendor for County business.					
STRATEGY	Host vendor shows to connect suppliers with County departments and other public agencies in the region.					
STRATEGY	Participate in vendor activities that correlate to business success and economic development.					



Purchasing

DESCRIPTION OF MAJOR SERVICES

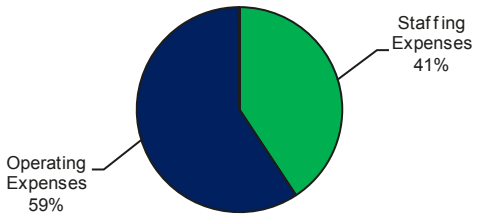
The Purchasing Department provides procurement services, administers contracts, manages vendor relationships, oversees procurement card program operations, and implements the electronic procurement system. Divisions include printing services and graphic design, mail and courier services, and surplus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

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$6,450,647
Total Sources (Incl. Reimb.)	$4,684,255
Net County Cost	$1,766,392
Total Staff	28
Funded by Net County Cost	27%

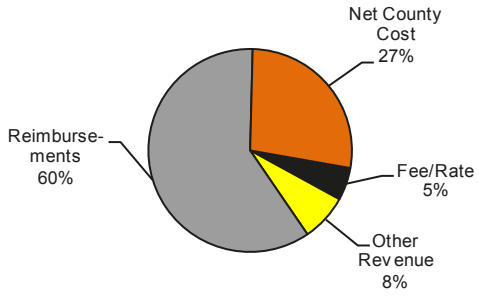
Essential values are customer service, partnership, innovation, ethical and fair conduct, professional standards, and transparency in the fulfillment of the department's purchasing obligations while upholding legal requirements and fiduciary responsibility to the citizens of San Bernardino County.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Purchasing
FUND: General

BUDGET UNIT: AAA PUR
FUNCTION: General
ACTIVITY: Finance

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	1,770,986	1,870,742	2,106,396	2,482,881	2,316,604	2,626,913	**144,032**
Operating Expenses	2,998,479	3,358,755	3,358,263	3,668,052	3,578,800	3,817,234	**149,182**
Capital Expenditures	110,000	0	0	0	0	6,500	**6,500**
Total Exp Authority	4,879,465	5,229,497	5,464,659	6,150,933	5,895,403	6,450,647	**299,714**
Reimbursements	(2,906,352)	(3,097,544)	(3,009,340)	(3,652,397)	(3,523,004)	(3,864,925)	**(212,528)**
Total Appropriation	1,973,113	2,131,953	2,455,319	2,498,536	2,372,399	2,585,722	**87,186**
Operating Transfers Out	0	0	0	50,000	40,400	0	**(50,000)**
Total Requirements	1,973,113	2,131,953	2,455,319	2,548,536	2,412,799	2,585,722	**37,186**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	358,301	321,264	309,977	336,000	326,681	336,000	**0**
Other Revenue	(68,635)	371,531	457,204	484,330	494,632	483,330	**(1,000)**
Total Revenue	289,666	692,795	767,181	820,330	821,313	819,330	**(1,000)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	289,666	692,795	767,181	820,330	821,313	819,330	**(1,000)**
Net County Cost	1,683,447	1,439,158	1,688,138	1,728,206	1,591,487	1,766,392	**38,186**
Budgeted Staffing*	20	23	25	26	26	28	**2**

*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 $210,995 which represents Purchasing's share of costs of other central service departments, such as Human Resources.

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Operating Expenses of $3.8 million make up the majority of the department's requirements within this budget unit. These expenses include $2.8 million for countywide office supplies, which are reimbursed by user departments, and $109,250 in ongoing expenses for the enterprise electronic procurement system.

Sources of $819,330 include $336,000 from the service charge for administering the desktop office supply program and consolidated billing, $100,000 from the biennial vendor show and $383,300 from various rebate agreements associated with countywide procurement programs.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $37,186 primarily due to the addition of two positions, and negotiated MOU increases, offset by an increase in staffing reimbursements from the Automated Systems Development fund and Public Works.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Executive	2	0	0	0	2	0	2
Administrative	6	1	0	0	7	1	6
Procurement	16	1	0	0	17	0	17
Information Technology	2	0	0	0	2	0	2
Total	26	2	0	0	28	1	27

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $2.6 million fund 28 budgeted positions of which 27 are regular positions and 1 is a limited term position. One Buyer III was added to provide service for the Department of Public Works and 1 Public Service Employee has been added to assist with clerical workload.

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.

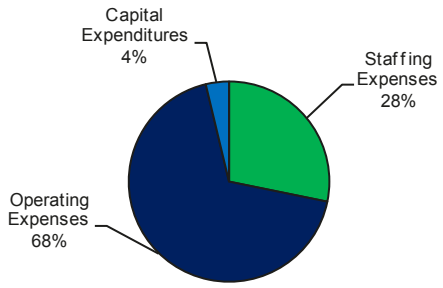
Budget at a Glance

Total Requirements (Excl. Reimb.)	$4,167,292
Total Sources (Incl. Reimb.)	$3,906,600
Use of / (Contribution To) Net Position	$260,692
Total Staff	18

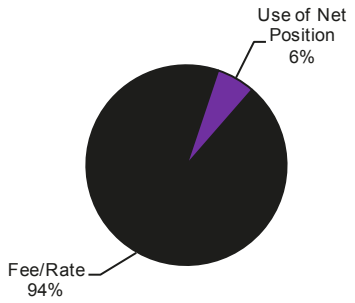
As an Internal Service Fund (ISF) of the Purchasing Department, operational costs of this program are managed through user rates. Unrestricted Net Position available at the end of a fiscal year is carried over for working capital or equipment replacement. Any excess or shortage in Unrestricted Net Position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

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Purchasing
FUND: Printing Services

BUDGET UNIT: IAG PUR
FUNCTION: General
ACTIVITY: Other General

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	1,019,064	928,751	951,413	1,223,122	1,055,192	1,175,720	**(47,402)**
Operating Expenses	2,739,448	2,729,635	2,285,713	2,746,628	2,623,509	2,835,877	**89,249**
Capital Expenditures	94,994	639,433	105,683	0	0	155,695	**155,695**
Total Exp Authority	3,853,506	4,297,819	3,342,809	3,969,750	3,678,701	4,167,292	**197,542**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	3,853,506	4,297,819	3,342,809	3,969,750	3,678,701	4,167,292	**197,542**
Operating Transfers Out	0	0	69,964	0	0	0	**0**
Total Requirements	3,853,506	4,297,819	3,412,773	3,969,750	3,678,701	4,167,292	**197,542**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	4,295,771	2,576,581	3,344,073	3,602,500	3,317,457	3,906,600	**304,100**
Other Revenue	7,958	12,026	16,175	0	105,868	0	**0**
Total Revenue	4,303,729	2,588,607	3,360,248	3,602,500	3,423,326	3,906,600	**304,100**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	4,303,729	2,588,607	3,360,248	3,602,500	3,423,326	3,906,600	**304,100**
Net Position							
Use of/ (Contribution to) Net Position**	(450,223)	1,709,212	52,525	367,250	255,375	260,692	**(106,558)**
Est. Net Position Available						194,049	
Total Est. Unrestricted Net Position						454,741	
Budgeted Staffing*	15	15	16	18	18	18	**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 2016-17 Final Budget and 2016-17 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 2017-18 ADOPTED BUDGET

Operating Expenses of $2.8 million fund the cost of production materials, outside printing services, equipment leases including copiers and maintenance. Expenses are charged to County departments and outside agencies through annual Board-approved rates.

Sources of $3.9 million represent projected rate-generated revenue from black and white copies, color copies, in-house off-set printing services, graphic design services and outside printing services.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $197,542 primarily due to Capital Expenditures including installation of an extractor fan within the print shop. Sources are increasing by $304,100 due to increased volume and slightly increased rates. Budgeted Staffing Expenses have decreased by $47,402 due to rehiring at lower steps.

ANALYSIS OF NET POSITION

The department is budgeting a Use of Net Position of $260,692. 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 three years and expects to do so again in 2017-18 to bring the Net Position within an acceptable range for working capital reserves.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Printing Services	13	0	0	0	13	1	12
Graphic Design	5	0	0	0	5	0	5
Total	18	0	0	0	18	1	17

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $1.2 million fund 18 budgeted positions of which 17 are regular positions and 1 is a limited term position. There is no change to budgeted staffing.

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.

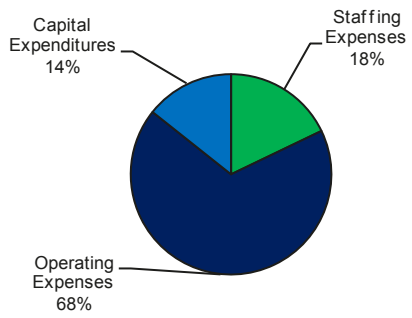
Budget at a Glance

Total Requirements (Excl. Reimb.)	$1,502,992
Total Sources (Incl. Reimb.)	$1,099,800
Use of / (Contribution To) Net Position	$403,192
Total Staff	4

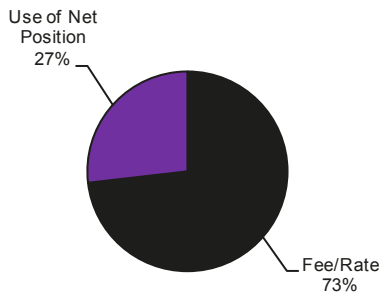
As an Internal Service Fund (ISF) of the Purchasing Department, operational costs of this program are managed through a rate assessed on purchases of commodities frequently received at Surplus Property and by user rates for Storage Operations. Unrestricted Net Position available at the end of a fiscal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

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Purchasing
FUND: Surplus

BUDGET UNIT: IAV PUR
FUNCTION: General
ACTIVITY: Other General

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	127,702	140,812	193,543	237,893	216,419	268,541	**30,648**
Operating Expenses	230,052	350,366	309,114	1,690,601	320,524	1,019,463	**(671,138)**
Capital Expenditures	0	78,695	275	60,000	42,444	214,988	**154,988**
Total Exp Authority	357,754	569,873	502,932	1,988,494	579,386	1,502,992	**(485,502)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	357,754	569,873	502,932	1,988,494	579,386	1,502,992	**(485,502)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	357,754	569,873	502,932	1,988,494	579,386	1,502,992	**(485,502)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	483,032	536,840	1,626,105	1,266,500	2,186,118	1,099,800	**(166,700)**
Other Revenue	396	3,534	6,631	0	10,856	0	**0**
Total Revenue	483,428	540,374	1,632,736	1,266,500	2,196,974	1,099,800	**(166,700)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	483,428	540,374	1,632,736	1,266,500	2,196,974	1,099,800	**(166,700)**
Net Position							
Use of/ (Contribution to) Net Position**	(125,674)	29,499	(1,129,804)	721,994	(1,617,588)	403,192	**(318,802)**
Est. Net Position Available						310,522	
Total Est. Unrestricted Net Position						713,714	
Budgeted Staffing*	2	3	4	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 2016-17 Final Budget and 2016-17 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 2017-18 ADOPTED BUDGET

Requirements of $1.5 million consist primarily of Operating Expenses which include COWCAP, financial statement preparation, non-inventoriable equipment, information technology charges and transfers out to fund administrative support provided by staff in the Purchasing Department's general fund budget unit.

Sources of $1.1 million include auction revenue, revenue from the storage and surplus handling rates, proceeds from recycling with outside vendors, as well as reimbursement from Human Services for participation by Community Based Organizations in the Surplus Property Program.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $485,502 due to the completion of the warehouse retrofit project in 2016-17. Sources are decreasing by $166,700 primarily due to a 17% decrease in the surplus handling rate.

ANALYSIS OF NET POSITION

The department is budgeting a Use of Net Position of $403,192. 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.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 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 $268,541 fund 4 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.

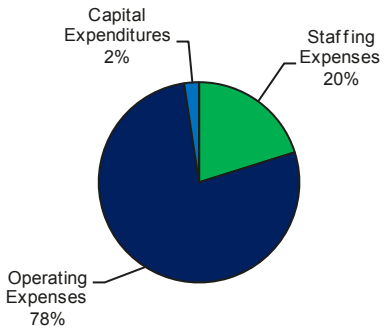
Budget at a Glance

Total Requirements (Excl. Reimb.)	$6,026,386
Total Sources (Incl. Reimb.)	$5,900,311
Use of / (Contribution To) Net Position	$126,075
Total Staff	21

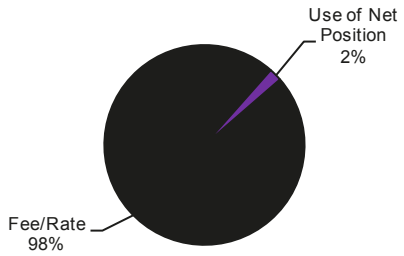
As an Internal Service Fund (ISF) of the Purchasing Department, operational costs of this program are managed through user rates. Any excess or shortage in Unrestricted Net Position is reviewed and incorporated into the rate structure of the following fiscal year.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

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

BUDGET UNIT: IAY PUR
FUNCTION: General
ACTIVITY: Other General

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	1,249,648	1,183,330	1,134,196	1,232,249	1,108,105	1,214,250	**(17,999)**
Operating Expenses	5,069,392	4,766,887	4,958,344	4,929,787	4,541,347	4,668,136	**(261,651)**
Capital Expenditures	0	0	0	0	0	144,000	**144,000**
Total Exp Authority	6,319,040	5,950,217	6,092,540	6,162,036	5,649,452	6,026,386	**(135,650)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	6,319,040	5,950,217	6,092,540	6,162,036	5,649,452	6,026,386	**(135,650)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	6,319,040	5,950,217	6,092,540	6,162,036	5,649,452	6,026,386	**(135,650)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	176	0	0	0	0	0	**0**
Fee/Rate	6,194,706	5,823,359	5,977,172	6,184,173	5,975,696	5,900,311	**(283,862)**
Other Revenue	2,285	2,677	6,671	0	3,812	0	**0**
Total Revenue	6,197,167	5,826,036	5,983,843	6,184,173	5,979,508	5,900,311	**(283,862)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	6,197,167	5,826,036	5,983,843	6,184,173	5,979,508	5,900,311	**(283,862)**
Net Position							
Use of/ (Contribution to) Net Position**	121,873	124,181	108,697	(22,137)	(330,056)	126,075	**148,212**
Est. Net Position Available						595,956	
Total Est. Unrestricted Net Position						722,031	
Budgeted Staffing*	25	24	24	21	21	21	**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 2016-17 Final Budget and 2016-17 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 $4.7 million include reimbursable direct postage expenses, equipment leases and maintenance, and other related services and supplies. Capital Expenditures include postal software upgrades.

Sources of $5.9 million represent rate-generated payments from departments for mail handling, direct postage costs and courier services.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $135,650 primarily due to reduced postage costs and significant reductions in mail handling volume. Sources are decreasing by $283,862 reflecting the reduction in projected mail volume.

ANALYSIS OF NET POSITION

The department is budgeting a Use of Net Position of $126,075. This is in adherence to Federal OMB 2CFR 255, which requires the department to achieve a balance between the rates charged and ensuring an adequate working capital reserve.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Mail/Courier	21	0	0	0	21	0	21
Total	21	0	0	0	21	0	21

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $1.2 million fund 21 budgeted regular positions. There is no change to budgeted staffing.

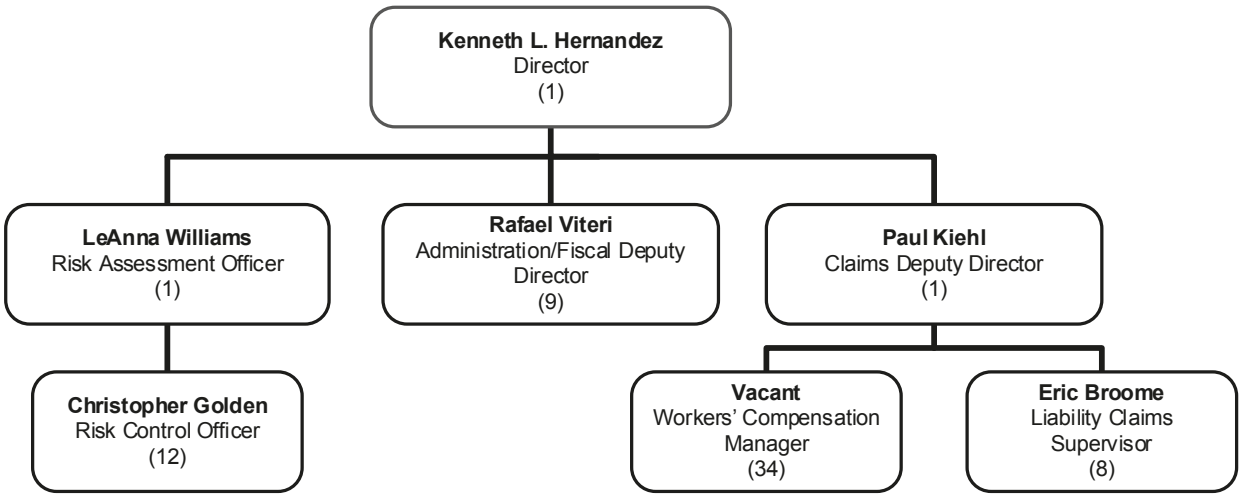
RISK MANAGEMENT
Kenneth L. Hernandez

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



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Internal Service Funds						
Operations	145,000	145,000			0	66
Insurance Programs	127,755,298	90,338,800			37,416,498	0
Total Internal Service Funds	127,900,298	90,483,800	0	0	37,416,498	66
Total - All Funds	127,900,298	90,483,800	0	0	37,416,498	66

2016-17 MAJOR ACCOMPLISHMENTS

- Continued to effectively respond to the Waterman Incident that involved Public Health (Environmental Health Division) employees. Risk Management continues to manage claims and reserves for the deceased and injured.
- Implemented a new contract for Utilization Review Services for Workers' Compensation Claims Management.
- Negotiated General Liability Insurance from a corridor based policy to a program with excess insurance purchased from CSAC-EIA (California State Association of Counties - Excess Insurance Authority) by joining their GL II program and acquiring coverage with $50.0 million limits and a self-insured retention (SIR) of $3.0 million, effective July 1, 2016.
- Implemented a new claims management system for Workers' Compensation and Liability.
- Conducted RFPs for the following services: Outside Legal Services for both Workers' Compensation and Liability, Utilization Review, Investigative Services and Court Reporting Services. Entered into agreements for these services for a period of 3 years.
- Referred 38 potential catastrophic cases to counsel for pre-litigation handling during 2016-17 which is an increase of 14 incidents and claims from 2015-16. This has allowed Risk Management to gain better control, resulting in less expensive resolutions in certain cases.
- Transferred the handling of Medical Malpractice claims from an outside Third Party Administrator to in-house staff to handle claims in a timelier manner and reduce administrative expense for each claim.
- Recovered $376,855 from parties legally liable for the loss.
- Negotiated Cal OSHA citation costs from $23,000 to $5,000.
- Offered additional driver awareness training in an effort to reduce County-related vehicle accidents, therefore reducing overall claims and costs to the County.



DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target
OBJECTIVE	**Develop a long-term budget plan which brings County operations into both fiscal and programmatic balance, including full funding of reserves for infrastructure and operating system maintenance and replacement.**	Cost of risk as a percent of County budget.	1.50%	<2%	1.83%	<2%
STRATEGY	Minimize the total cost of risk, through the optimization of insurance vs. risk retention.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Number of employees who are trained.	5,510	5,100	5,155	4,500
STRATEGY	Provide formal training courses and informal consultation targeting safety, loss control, and risk transfer needs as identified by departments.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Ensure that employees know that they and their work are valued.**	Number of days from date of receipt of claim form to mailing of initial correspondence.	8	12	5.12	12
STRATEGY	Ensure that injured employees receive timely explanation of benefits by decreasing the time it takes to mail the acceptance letter or delay notice (initial correspondence).					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of catastrophic cases referred for pre-litigation handling.	36%	25%	29%	28%
STRATEGY	Reduce the number of catastrophic/high exposure cases resulting in lawsuits by resolving these pre-litigation.					

Operations

DESCRIPTION OF MAJOR SERVICES

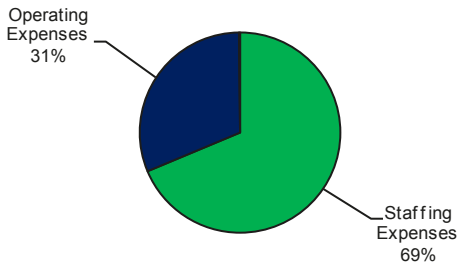
Risk Management administers the County's workers' compensation, public liability, property conservation, safety and risk reduction programs with a combination of self-insured and insured programs.

Budget at a Glance

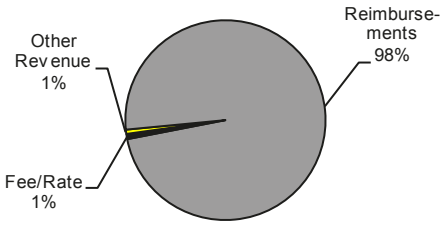
Total Requirements (Excl. Reimb.)	$9,443,938
Total Sources (Incl. Reimb.)	$9,443,938
Use of / (Contribution To) Net Position	$0
Total Staff	66

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

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

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	5,228,966	4,966,954	4,992,706	5,838,378	5,386,799	6,486,615	**648,237**
Operating Expenses	1,347,222	1,052,866	1,203,546	2,659,074	1,768,489	2,941,323	**282,249**
Capital Expenditures	0	0	0	28,000	12,114	16,000	**(12,000)**
Total Exp Authority	6,576,188	6,019,820	6,196,252	8,525,452	7,167,402	9,443,938	**918,486**
Reimbursements	(628,623)	(649,082)	(651,633)	(8,400,452)	(7,418,738)	(9,298,938)	**(898,486)**
Total Appropriation	5,947,565	5,370,738	5,544,619	125,000	(251,336)	145,000	**20,000**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	5,947,565	5,370,738	5,544,619	125,000	(251,336)	145,000	**20,000**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	387	0	0	0	**0**
Fee/Rate	93,387	83,047	91,326	85,000	67,176	80,000	**(5,000)**
Other Revenue	(626,690)	(295,806)	(630,221)	40,173	335,797	65,000	**24,827**
Total Revenue	(533,303)	(212,759)	(538,508)	125,173	402,973	145,000	**19,827**
Operating Transfers In	6,227,438	5,785,344	5,815,418	0	0	0	**0**
Total Financing Sources	5,694,135	5,572,585	5,276,910	125,173	402,973	145,000	**19,827**
Net Position							
Use of/ (Contribution to) Net Position**	253,430	(201,847)	267,709	(173)	(654,309)	0	**173**
Est. Net Position Available						193,920	
Total Est. Unrestricted Net Position						193,920	
Budgeted Staffing*	59	57	58	62	62	66	**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 2016-17 Final Budget and 2016-17 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 2017-18 ADOPTED BUDGET

Staffing Expenses of $6.5 million represent the majority of the Requirements within this budget unit and fund 66 budgeted positions which are necessary to administer the County's insurance programs.

Sources of $145,000 primarily consist of interest revenue and the Emergency Medical Services Program administrative fee authorized under SB612 and SB173 that allows the department to recover expenses to administer the program.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $20,000 partially due to an increase in Operating Expenses related to computer application charges. Staffing Expenses are increasing by $648,237 to fund the addition of four positions in the Workers' Compensation and Risk Control Divisions to reduce the claims per adjuster ratio and to allow for data analysis. Reimbursements from the insurance funds are increasing to fund the increased operations costs.

Sources are increasing by $19,827 due to an expected increase in interest revenue offset by lower projected administrative fee revenue from the Emergency Medical Services Program.

ANALYSIS OF NET POSITION

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

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Admin/Fiscal	11	0	0	0	11	0	11
Workers' Compensation	31	3	0	0	34	1	33
Liability	8	0	0	0	8	0	8
Risk Control	12	1	0	0	13	0	13
Total	62	4	0	0	66	1	65

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $6.5 million fund 66 budgeted positions, of which 65 are regular positions and 1 is a limited term position. Four regular positions have been added: 1 Supervising Workers' Compensation Adjuster, 2 Staff Analyst II's, and 1 Departmental Risk Control Specialist. The workers' compensation positions will assist with claims handling due to ongoing demands of claims related to the Waterman Incident and to reduce the claims per adjuster ratio. The Staff Analyst II positions will fill a valuable role to provide an increased level of customer service to County Departments. These Staff Analyst II positions will also analyze complex data regarding workers' compensation, safety, loss control, cost containment strategies and make appropriate recommendations to departmental leadership and others as data suggests.



Insurance Programs

DESCRIPTION OF MAJOR SERVICES

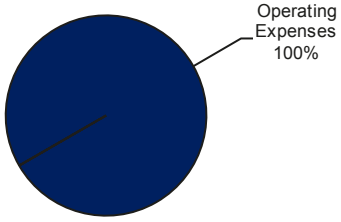
Risk Management administers the County's workers' compensation, public liability, property conservation, and safety and risk reduction programs with a combination of self-insured and insured programs. All programs are financed by charging general fund and non-general fund departments, as well as Board-Governed 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

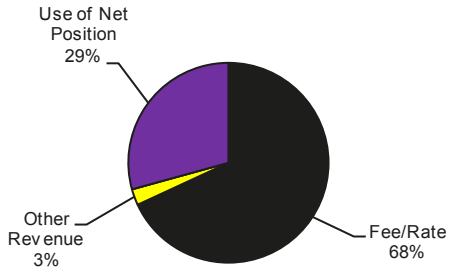
Total Requirements (Excl. Reimb.)	$127,755,298
Total Sources (Incl. Reimb.)	$90,338,800
Use of / (Contribution To) Net Position	$37,416,498
Total Staff	0

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Risk Management
FUND: Insurance Programs

BUDGET UNIT: Various
FUNCTION: General
ACTIVITY: Other General

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	68,403,173	63,043,339	72,135,101	118,780,766	102,686,623	127,755,298	**8,974,532**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	68,403,173	63,043,339	72,135,101	118,780,766	102,686,623	127,755,298	**8,974,532**
Reimbursements	0	0	0	0	(72,421)	0	**0**
Total Appropriation	68,403,173	63,043,339	72,135,101	118,780,766	102,614,202	127,755,298	**8,974,532**
Operating Transfers Out	6,262,212	5,844,503	5,815,418	0	0	0	**0**
Total Requirements	74,665,385	68,887,842	77,950,519	118,780,766	102,614,202	127,755,298	**8,974,532**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	78,441	3,750	20,000	0	20,000	**0**
Fee/Rate	84,186,876	92,984,414	103,497,542	106,309,400	102,947,624	86,977,400	**(19,332,000)**
Other Revenue	3,786,298	562,131	3,808,142	4,223,300	3,096,982	3,341,400	**(881,900)**
Total Revenue	87,973,174	93,624,986	107,309,434	110,552,700	106,044,606	90,338,800	**(20,213,900)**
Operating Transfers In	0	428	37,558	440,000	400,000	0	**(440,000)**
Total Financing Sources	87,973,174	93,625,414	107,346,992	110,992,700	106,444,606	90,338,800	**(20,653,900)**
Net Position							
Use of/ (Contribution to) Net Position**	(13,307,789)	(24,737,572)	(29,396,473)	7,788,066	(3,830,404)	37,416,498	**29,628,432**
Est. Net Position Available						24,520,434	
Total Est. Unrestricted Net Position						61,936,932	
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 2016-17 Final Budget and 2016-17 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 2017-18 ADOPTED BUDGET

Requirements of $127.8 million include judgment and settlement costs, medical treatment and expenses, temporary and permanent disability; property, general and automobile liability insurance; cyber and medical malpractice liability insurance among others, and legal defense services.

Sources of $90.3 million primarily include premiums paid by County departments, Board-Governed Special Districts, and County Service Areas, as approved by the Board of Supervisors.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $9.0 million due to an increase in settlements, liability claims experience, and increased medical claims costs in workers' compensation.

Sources are decreasing by $20.7 million primarily due to lower premiums charged to departments for Property, General Liability, Auto Liability, and Medical Malpractice Programs to maintain an 80% confidence level of funding, as determined by a yearly actuarial study.

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 $37.4 million for one-time claims' costs for unexpected judgments and settlements, and to reduce excess balances in certain insurance funds to achieve the 80% confidence level of funding.

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

2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Local Agency Formation Commission	336,528	0	336,528			0
Total General Fund	336,528	0	336,528	0	0	0
Total - All Funds	336,528	0	336,528	0	0	0

DESCRIPTION OF MAJOR SERVICES

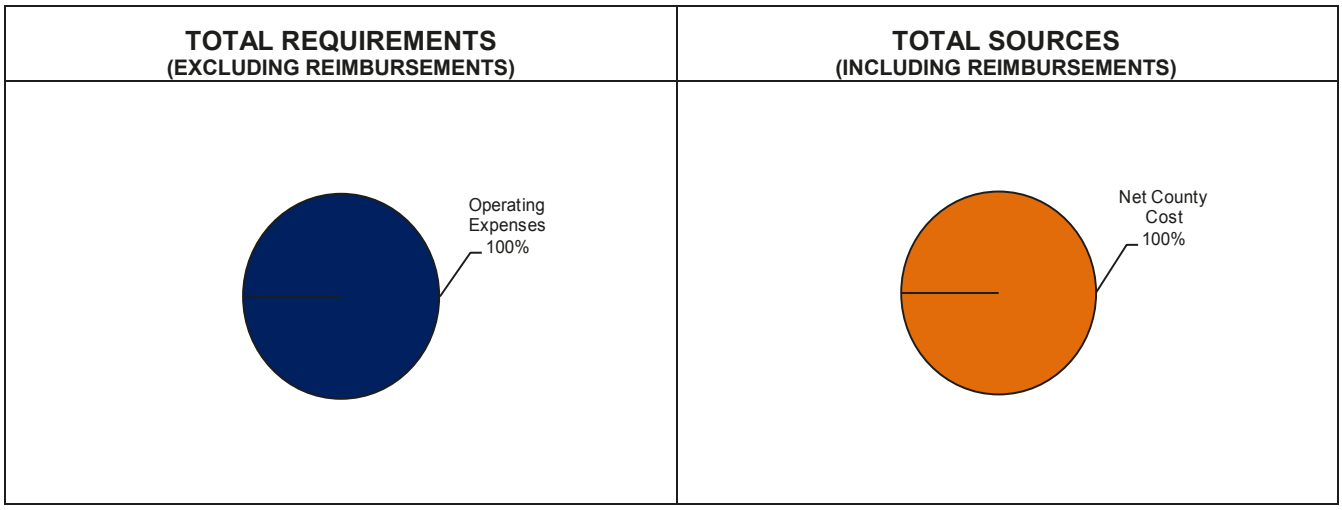
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$336,528
Total Sources (Incl. Reimb.)	$0
Net County Cost	$336,528
Total Staff	0
Funded by Net County Cost	100%

The Local Agency Formation Commission (LAFCO) is an independent regulatory body composed of two elected County supervisors selected by the Board of Supervisors, two city council members chosen by the mayors of the 24 incorporated cities, two elected special district board of directors selected by the presidents of independent special districts in the County, and one public member not associated with the County, city, or special districts who is chosen by the other six commission members. The members are charged with the responsibility to encourage the orderly growth of government agencies, to preserve agricultural lands, to discourage urban sprawl, and to ensure efficient delivery of services through local government agencies within San Bernardino County. In meeting these responsibilities, the Commission:

1. Regulates proposed boundary and sphere-of-influence changes for cities and special districts.
2. Conducts sphere-of-influence updates and municipal service reviews. The Commission also has the authority to initiate and make studies of existing government agencies and initiate proposals for consolidations, mergers, or dissolutions of special districts based upon its findings.
3. Regulates the formation and dissolution of cities and special districts.
4. Reviews contracts for the provision of services outside the boundaries of cities and special districts.

Costs incurred in this budget unit represent the County's legally mandated contribution to LAFCO, which is one-third of the operating cost that is not reimbursed by fees and other revenue.

2017-18 ADOPTED BUDGET



ANALYSIS OF 2017-18 ADOPTED BUDGET

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

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	288,274	288,274	294,039	308,741	308,741	336,528	**27,787**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	288,274	288,274	294,039	308,741	308,741	336,528	**27,787**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	288,274	288,274	294,039	308,741	308,741	336,528	**27,787**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	288,274	288,274	294,039	308,741	308,741	336,528	**27,787**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	0	0	0	0	0	0	**0**
Net County Cost	288,274	288,274	294,039	308,741	308,741	336,528	**27,787**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Requirements of $336,528 represent the County's mandated contribution of one-third of LAFCO's net operating costs, which include salaries and benefits, services and supplies, and travel-related expenses offset by revenue from fees and other revenue.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $27,787 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

2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
County Schools	3,059,628	0	3,059,628			0
Total General Fund	3,059,628	0	3,059,628	0	0	0
Total - All Funds	3,059,628	0	3,059,628	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

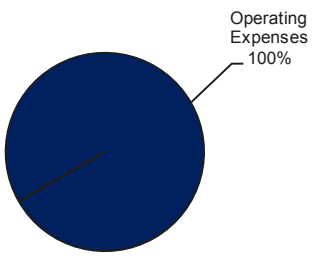
Total Requirements (Excl. Reimb.)	$3,059,628
Total Sources (Incl. Reimb.)	$0
Net County Cost	$3,059,628
Total Staff	0
Funded by Net County Cost	100%

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.

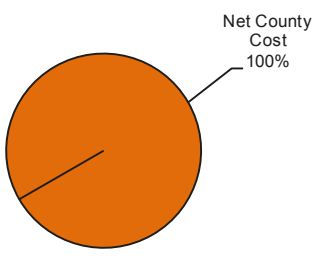
District Financial Services was established to independently perform all audits and approval functions required of the Auditor-Controller/Treasurer/Tax Collector and the Superintendent of Schools. District Financial Services is jointly responsible to those elected officials. These services include warrant 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.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: County Schools
FUND: General

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	3,090,950	2,824,794	3,003,675	3,195,672	2,975,089	3,059,628	**(136,044)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	3,090,950	2,824,794	3,003,675	3,195,672	2,975,089	3,059,628	**(136,044)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	3,090,950	2,824,794	3,003,675	3,195,672	2,975,089	3,059,628	**(136,044)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	3,090,950	2,824,794	3,003,675	3,195,672	2,975,089	3,059,628	**(136,044)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	0	0	0	0	0	0	**0**
Net County Cost	3,090,950	2,824,794	3,003,675	3,195,672	2,975,089	3,059,628	**(136,044)**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Major expenditures include payments to the Superintendent of Schools for housing costs of $532,841, data processing of $753,881, communications of $393,173, utilities of $436,292, and a reimbursement for staffing of $815,928. These payments are mandated responsibilities of the County by Title I of the California Education Codes.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $136,044 due to a reduction in 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.



ARROWHEAD REGIONAL MEDICAL CENTER

ARROWHEAD REGIONAL MEDICAL CENTER
SUMMARY

ENTERPRISE FUNDS	Page #	Requirements	Sources	Use of (Contribution to) Net Position	Staffing
ARROWHEAD REGIONAL MEDICAL CENTER	220				
ARROWHEAD REGIONAL MEDICAL CENTER	222	533,592,341	536,664,978	(3,072,637)	3,906
MEDICAL CENTER LEASE PAYMENTS	227	41,983,698	41,983,698	0	0
TOTAL ENTERPRISE FUNDS		575,576,039	578,648,676	(3,072,637)	3,906

ARROWHEAD REGIONAL MEDICAL CENTER

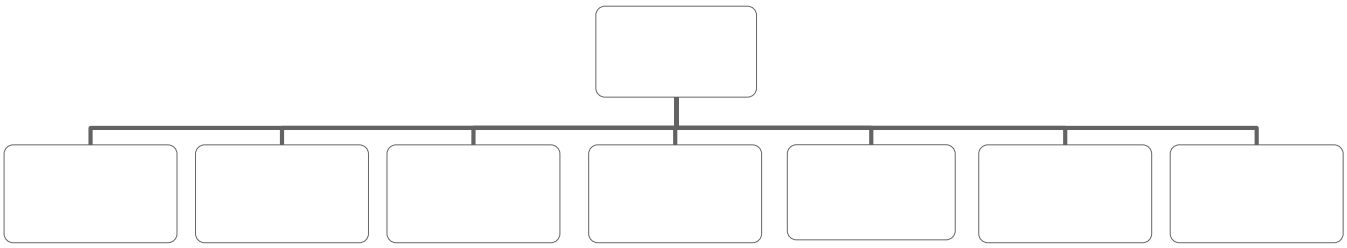
William L. Gilbert

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



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Enterprise Funds						
Arrowhead Regional Medical Center	533,592,341	536,664,978			(3,072,637)	3,906
Medical Center Lease Payments	41,983,698	41,983,698			0	0
Total Enterprise Funds	575,576,039	578,648,676	0	0	(3,072,637)	3,906
Total - All Funds	575,576,039	578,648,676	0	0	(3,072,637)	3,906

2016-17 MAJOR ACCOMPLISHMENTS

- Received accreditation from the Joint Commission, a necessary step to demonstrate Arrowhead Regional Medical Center's commitment to provide a higher standard of care.
- Graduated 49 resident physicians from ARMC core residency programs.
- Received the California Association of Public Hospital's Quality Leader Award for the High Utilization Patient Care Outreach Program.
- Expanded Cardiology services by opening new clinical space in the Medical Office Building.
- Received accreditation by the American Association of Diabetes Educators for the ARMC Diabetes Self-Management Education Program.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 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%	70%	72%
STRATEGY	Improve ARMC's CAHPS Hospital Survey (HCAHPS) score used to monitor inpatient satisfaction through the use of best practice tools involving hospital employees and medical staff.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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.	75%	80%	85%	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**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of Outcome Measures with 100% Achievement.	N/A	80%	93%	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.					

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 subspecialty clinics.

Budget at a Glance

Total Requirements (Excl. Reimb.)	$537,722,679
Total Sources (Incl. Reimb.)	$540,795,316
Use of / (Contribution To) Net Position	($3,072,637)
Total Staff	3,906

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

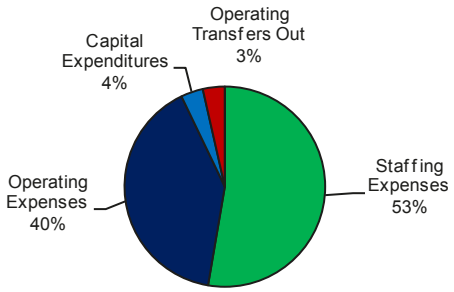
Patient care is coordinated among multiple care providers to ensure all health care needs are met from arrival to discharge, including the following:

- **Emergency Department:** ARMC's Emergency Department, with more than 92,000 patient visits each year, includes a helicopter landing area outside of the Emergency Department that can accommodate both standard medical evacuation helicopters and military helicopters.
- **Trauma Center:** ARMC's trauma center treats the most seriously injured patients and is one of the region's busiest for adult trauma care. It is the only Inland Empire Trauma Center certified by the American College of Surgeons.
- **Edward G. Hirschman Burn Center:** The center provides complete inpatient and outpatient burn care to patients of all ages and serves four counties: Inyo, San Bernardino, Riverside, and Mono.
- **Neonatal Intensive Care (NICU):** The 30-bed unit offers state-of-the-art intensive care in a nursery setting and provides care for premature infants and sick newborns requiring continuous assessment, observation, and intensive treatment.
- **Primary Care Clinics:** The Primary Care Clinics offer comprehensive primary care medical services to individuals and families in Rialto (Westside Family Center), San Bernardino (McKee Family Health Center), Fontana (Fontana Family Health Center), and Colton (ARMC Primary Care Clinic in the Medical Office Building).
- **Outpatient Specialty Care Services:** ARMC's Outpatient Care services include many different specialty services and an array of programs designed to ensure optimum health for children and adults, including: Cardiology, (interventional and cardiac rehabilitation), Coumadin Clinic, Dialysis Center, Gastroenterology Lab, Infusion Therapy, Lipid Clinic, Oncology Services, Ophthalmology, Orthopedics, Otolaryngology (ENT) and Oral, Maxillofacial Surgery, Pain Management Clinic, Pediatrics Clinic, Rehabilitation Services, Surgical Services, Women's Health Services, and Wound Care Center (Hyperbaric Oxygen Therapy).

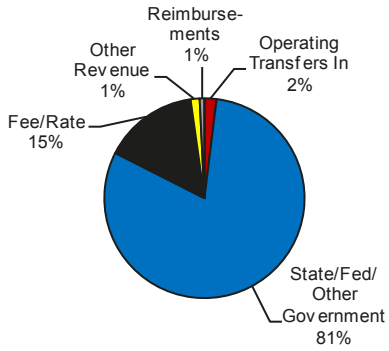


2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Arrowhead Regional Medical Center
DEPARTMENT: Medical Center
FUND: Medical Center
BUDGET UNIT: EAD MCR
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	247,431,909	243,218,079	255,754,146	270,578,350	266,730,550	283,299,381	**12,721,031**
Operating Expenses	212,957,284	202,845,498	229,917,963	225,214,750	223,614,924	216,163,149	**(9,051,601)**
Capital Expenditures	5,320,736	8,071,542	10,714,283	14,235,004	8,005,851	19,230,177	**4,995,173**
Total Exp Authority	465,709,929	454,135,119	496,386,392	510,028,104	498,351,325	518,692,707	**8,664,603**
Reimbursements	0	(1,070,640)	(4,027,995)	(4,604,362)	(4,325,638)	(4,130,338)	**474,024**
Total Appropriation	465,709,929	453,064,479	492,358,397	505,423,742	494,025,687	514,562,369	**9,138,627**
Operating Transfers Out	10,821,308	9,835,647	11,667,653	18,610,968	18,610,968	19,029,972	**419,004**
Total Requirements	476,531,237	462,900,126	504,026,050	524,034,710	512,636,655	533,592,341	**9,557,631**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	290,522,623	391,084,308	415,233,454	414,385,371	498,400,222	435,575,310	**21,189,939**
Fee/Rate	130,957,219	132,557,040	117,895,034	95,003,449	148,066,889	82,698,004	**(12,305,445)**
Other Revenue	265,723	25,794,216	20,336,601	19,286,033	(13,225,433)	7,891,664	**(11,394,369)**
Total Revenue	421,745,565	549,435,564	553,465,089	528,674,853	633,241,678	526,164,978	**(2,509,875)**
Operating Transfers In	33,739,228	595,098	824,507	11,260,897	699,216	10,500,000	**(760,897)**
Total Financing Sources	455,484,793	550,030,662	554,289,596	539,935,750	633,940,894	536,664,978	**(3,270,772)**
Net Position							
Use of/ (Contribution to) Net Position**	21,046,444	(87,130,536)	(50,263,546)	(15,901,040)	(121,304,239)	(3,072,637)	**12,828,403**
Est. Net Position Available						289,657,875	
Total Est. Unrestricted Net Position						286,585,238	
Budgeted Staffing*	3,621	3,696	3,692	3,840	3,840	3,906	**66**

*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 2016-17 Final Budget and 2016-17 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 2017-18 ADOPTED BUDGET

Staffing Expenses of $283.3 million fund 3,906 positions. Operating Expenses of $216.2 million are comprised primarily of medical supplies, physician fees, purchased medical services, insurance, utilities, and rent expense. Capital Expenditures of $19.2 million fund necessary clinical and non-clinical equipment purchases. These Requirements are offset by Reimbursements of $4.1 million for services and supplies purchased on behalf of other County departments.

Operating Transfers Out of $19.0 million include $8.0 million for costs associated with debt service and $11.0 million for construction projects, which are being managed by the Real Estate Services-Project Management Division (PMD).

Sources of $536.7 million include $435.6 million in state and federal funding primarily from Medicare and Medi-Cal; $82.7 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 $10.5 million represents the portion of Health Realignment allocated to ARMC.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $9.6 million. This is due primarily to increases in Staffing Expenses of $12.7 million related to the net addition of 66 positions, negotiated salary increases, and establishment of the Specialty Care Nurse classification. A $9.1 million decrease in Operating Expenses is primarily due to reductions in both temporary labor and outside legal counsel costs. Increases in Capital Expenditures of $5.0 million are primarily related to the purchase of clinical equipment and information technology infrastructure upgrades. A decrease of $419,004 in Operating Transfers Out is the result of a reduction in the overall cost of projects managed by PMD.

Sources are expected to decrease by $3.3 million overall. This is primarily related to Commercial Insurance revenues returning to historical levels resulting in a decrease of $12.3 million from Fee/Rate sources. Other Revenue sources are decreasing by $11.4 million, the result of receiving a one-time refund in 2016-17 for excess insurance premiums paid in previous years. Operating Transfers In are decreasing by $760,897 primarily due to a one-time allocation of Discretionary General Funding to fund employee retention incentives and allowances paid to employees in 2016-17. These decreased sources are offset by an increase of $21.2 million from State/Federal/Other Government sources due to the migration of patients from Medi-Cal Fee-For-Service to Medi-Cal Managed Care, which pays at a higher rate.

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

ANALYSIS OF NET POSITION

The budget reflects a contribution of $3.1 million to Net Position. This is a result of anticipated small volume increases and continued reimbursement under the ACA. Available Net Position will be used to fund future capital projects, electronic health record system, and fixed asset purchases as needed.



2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Administration	42	2	-2	-1	41	1	40
Patient Services	1,981	45	-5	-37	1,984	612	1,372
Primary and Specialty Clinics	286	14	-1	8	307	31	276
Medical Director	188	1	0	2	191	176	15
Strategic Planning	92	1	-1	0	92	32	60
Fiscal and Ancillary Services	791	28	-7	28	840	137	703
Quality and Performance Improvement	32	1	0	3	36	2	34
General Support and Compliance	428	1	-11	-3	415	27	388
Total	3,840	93	-27	0	3,906	1,018	2,888

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $283.3 million fund 3,906 budgeted positions of which 2,888 are regular positions and 1,018 are limited term positions. The budget includes an increase of 66 net positions (addition of 93, deletion of 27). The primary drivers of these budgeted staffing changes are related to reducing reliance on registry and overtime within the behavioral health unit and increased volume in the Obstetrics and Labor & Delivery units. Additional positions are tied to the formation of the Behavioral Health Integration and Complex Care Initiative program, the planned expansion of the Dialysis Center, and continued growth at the Primary Care Clinics.

A total of 93 positions are added to the budget (83 regular, 10 limited term) as follows:

Additions
Applications Specialist (1 regular)
ARMC Associate Chief Financial Officer (1 regular)
Business Systems Analyst II (1 regular)
Care Assistant (3 regular)
Clinic Assistant (1 regular)
Clinical Therapist I (5 regular)
Contract Clinical Therapist II (1 limited term)
Contract Health Navigator (3 limited term)
Contract Psychiatrist III (1 limited term)
Contract Registered Nurse Care Manager (2 limited term)
Cook II (1 regular)
Dialysis Technician (4 regular)
Fiscal Specialist (1 regular)
Healthcare Program Administrator (2 regular)
Hospital Unit Assistant (9 regular)
Licensed Vocational Nurse II (2 regular)
Medical Records Coder I (2 regular)
Medical Records Coder II (2 regular)
Nursing Attendant (12 regular)
Occupational Therapist II (2 regular)
Office Assistant II (2 regular)
Office Assistant III (2 regular)
Office Assistant IV (1 regular)
Psychiatric Technician I (2 regular)
Registered Nurse II-ARMC (10 regular)
Registered Nurse Care Manager (2 regular)
Social Service Practitioner IV (2 regular)
Special Procedures Radiological Technologist II (2 regular)
Specialty Care Registered Nurse (4 regular)

Additions (cont.)
Specialty Care Registered Nurse Critical Care (4 regular)
Specialty Care Registered Nurse-Per Diem (3 limited term)
Staff Analyst I (1 regular)
Supervising Social Service Practitioner (1 regular)
Ultrasound Technologist II (1 regular)

Based on an operational assessment of staffing requirements, a total of 27 positions have been deleted (6 regular, 21 limited term). Twenty-three positions are vacant and 4 limited term positions are currently filled; however, these positions will be vacated after newly added regular positions have been filled.

Deletions
Assistant Hospital Administration-Nursing Services (1 regular)
Contract Radiological Technician (1 limited term)
Contract Social Service Practitioner (2 limited term)
Contract Special Procedures Radiological Technologist (1 limited term)
Custodian I (10 limited term)
Director of Public Relations & Marketing (1 regular)
Emergency Room Technician (2 limited term)
Food Service Worker I (1 regular)
Hospital Unit Assistant (2 limited term)
Lead Occupational Therapist (1 regular)
Lead Speech Therapist (1 regular)
Licensed Vocational Nurse II–Per Diem (1 limited term)
Public Service Employee (2 limited term)
Sterile Processing Technician I (1 regular)



Medical Center Lease Payments

DESCRIPTION OF MAJOR SERVICES

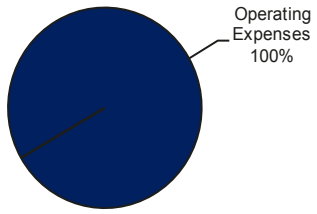
This budget unit funds the cost of long-term lease payments to the Inland Empire Public Facilities Corporation for the Arrowhead Regional Medical Center (ARMC) facility. Funding sources include state revenues from the Construction Renovation/Reimbursement Program (SB 1732). This program provides supplemental 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

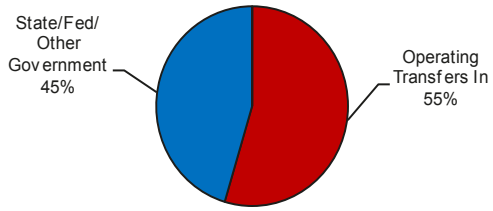
Total Requirements (Excl. Reimb.)	$41,983,698
Total Sources (Incl. Reimb.)	$41,983,698
Use of / (Contribution To) Net Position	$0
Total Staff	0

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	42,279,632	41,609,664	41,519,694	41,777,982	41,466,502	41,983,698	**205,716**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	42,279,632	41,609,664	41,519,694	41,777,982	41,466,502	41,983,698	**205,716**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	42,279,632	41,609,664	41,519,694	41,777,982	41,466,502	41,983,698	**205,716**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	42,279,632	41,609,664	41,519,694	41,777,982	41,466,502	41,983,698	**205,716**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	21,247,253	16,501,273	18,855,201	18,957,360	18,825,681	19,050,828	**93,468**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	2,887	0	16,902	0	227,723	0	**0**
Total Revenue	21,250,141	16,501,273	18,872,103	18,957,360	19,053,404	19,050,828	**93,468**
Operating Transfers In	21,029,491	25,108,391	22,647,591	22,820,622	22,413,098	22,932,870	**112,248**
Total Financing Sources	42,279,632	41,609,664	41,519,694	41,777,982	41,466,502	41,983,698	**205,716**
Net Position							
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
**Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.

Note: Unlike governmental funds, the 2016-17 Final Budget and 2016-17 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 2017-18 ADOPTED BUDGET

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

State, Federal, or Other Government revenue of $19.1 million is from the State of California's Construction Renovation/Reimbursement Program (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 $22.9 million are funded by $10.7 million of Tobacco Master Settlement Agreement monies, $4.2 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 $205,716 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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COMMUNITY DEVELOPMENT AND HOUSING AGENCY

COMMUNITY DEVELOPMENT AND HOUSING AGENCY
SUMMARY

GENERAL FUND	Page #	Requirements	Sources	Net County Cost	Staffing
COMMUNITY DEVELOPMENT AND HOUSING AGENCY	232				
OFFICE OF HOMELESS SERVICES	240	936,760	586,760	350,000	9
TOTAL GENERAL FUND		936,760	586,760	350,000	9

SPECIAL REVENUE FUNDS	Page #	Requirements	Sources	Use of (Contribution to) Fund Balance	Staffing
COMMUNITY DEVELOPMENT AND HOUSING AGENCY	233				
COMMUNITY DEVELOPMENT AND HOUSING	237	35,925,505	18,164,273	17,761,232	26
TOTAL SPECIAL REVENUE		35,925,505	18,164,273	17,761,232	26

CAPITAL PROJECTS FUNDS	Page #	Requirements	Sources	Use of (Contribution to) Fund Balance	Staffing
COMMUNITY DEVELOPMENT AND HOUSING AGENCY	233				
COMMUNITY DEVELOPMENT AND HOUSING	237	20,133,124	103,110	20,030,014	0
TOTAL SPECIAL REVENUE		20,133,124	103,110	20,030,014	0

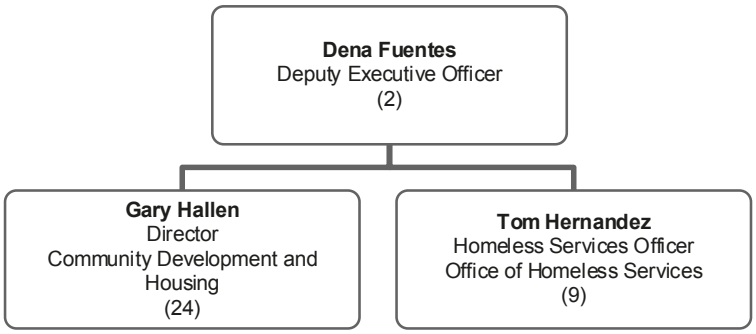
COMMUNITY DEVELOPMENT AND HOUSING AGENCY
Dena Fuentes

DEPARTMENT MISSION STATEMENT



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

ORGANIZATIONAL CHART



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Office of Homeless Services	936,760	586,760	350,000			9
Total General Fund	936,760	586,760	350,000	0	0	9
Special Revenue Funds						
Community Development and Housing	35,925,505	18,164,273		17,761,232		26
Total Special Revenue Funds	35,925,505	18,164,273	0	17,761,232	0	26
Capital Projects Funds						
Community Development and Housing	20,133,124	103,110		20,030,014		0
Total Capital Projects Funds	20,133,124	103,110	0	20,030,014	0	0
Total - All Funds	56,995,389	18,854,143	350,000	37,791,246	0	35

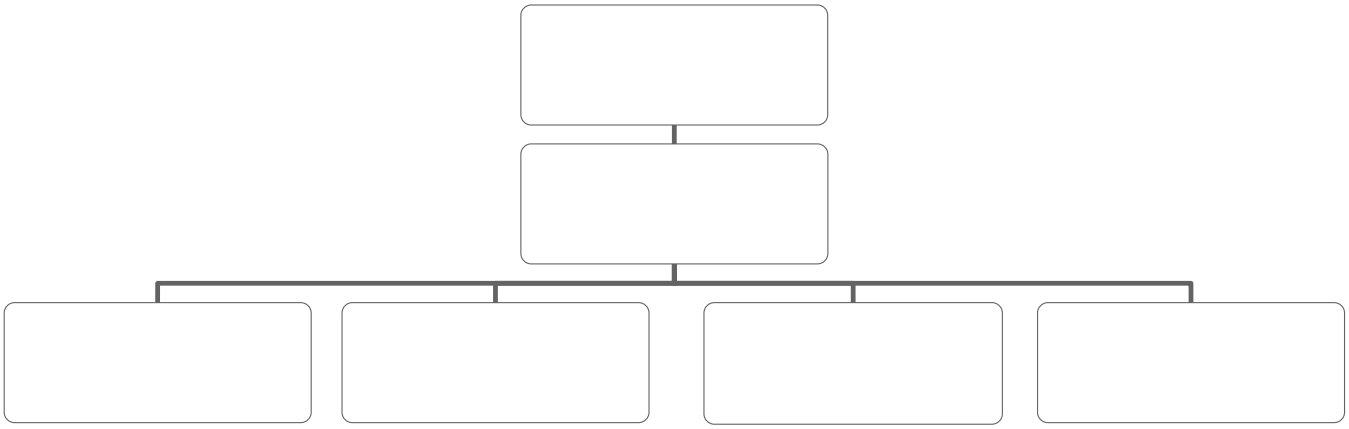
COMMUNITY DEVELOPMENT AND HOUSING
Gary Hallen

DEPARTMENT MISSION STATEMENT



The mission of the Community Development and Housing Department is to better people's lives and the communities they live in by strategically investing and leveraging limited federal, state and local resources to achieve community and neighborhood revitalization.

ORGANIZATIONAL CHART



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Office of Homeless Services	936,760	586,760	350,000			9
Total General Fund	936,760	586,760	350,000	0	0	9
Special Revenue Funds						
Community Development and Housing	35,925,505	18,164,273		17,761,232		26
Total Special Revenue Funds	35,925,505	18,164,273	0	17,761,232	0	26
Capital Projects Funds						
Community Development and Housing	20,133,124	103,110		20,030,014		0
Total Capital Projects Funds	20,133,124	103,110	0	20,030,014	0	0
Total - All Funds	56,995,389	18,854,143	350,000	37,791,246	0	35

2016-17 MAJOR ACCOMPLISHMENTS

- Completed construction of Bloomington Phase Two development which included 84 affordable housing units. Total project cost was $34.5 million, including County investment of $9.6 million.
- Completed Construction of Yucaipa Horizons Phase One development which included 50 affordable housing units for seniors and special needs residents (MHSA) in the City of Yucaipa. Total project cost was $15.8 million, which included County investment of $5.4 million of which $1.7 million were funded by MHSA.
- Commenced construction of an 88 unit Affordable Housing Development for Homeless Veterans in the City of Loma Linda. Over $2.1 million of HOME Investment Partnership Act Grant (HOME) funds were invested, which captured $37.3 million of additional investment.
- Completed construction of Needles Fire Station which benefits over 26,325 individuals within the surrounding community. Total project cost was over $5.0 million, which included $3.3 million of Community Development Block Grant (CDBG).
- Invested $3.6 million of Community Development Block Grant (CDBG) Entitlement and Program Income towards American Disabilities Act (ADA) improvement projects at Yucaipa Regional Park and Redlands Museum, rehabilitation of street, curb and gutters within Bloomington, towards the future relocation of Ayala Park, rehabilitation of George White Senior Center and funded a demolition and permit fee program for residents that were affected by the Blue Cut Fire.
- Invested Federal Community Development Block Grant (CDBG) program funds, in partnership with 13 cooperating cities, to accomplish the following: constructed or improved 16 public facilities; initiated or completed 28 infrastructure projects; completed 12,947 code enforcement inspections; demolished three substandard properties; and Graffiti Abatement programs restored 3,581 properties.
- Assisted approximately 1,500 homeless individuals using Emergency Solutions Grant (ESG) and partnered with non-profit organizations to provide homeless services.
- Continued the Homeless Veterans Housing Initiative to end veterans homelessness, housing approximately 800 veterans since program inception and leveraged funding to provide temporary housing for approximately 50 veterans as they received services leading to permanent housing.
- Coordinated and reviewed all financial actions of the 26 Oversight Boards for the County regarding the Redevelopment Dissolution Act to assist the County in overseeing the wind down of former redevelopment agencies and to secure revenue for County taxing entities.
- Sold 14.25 acres of the former San Sevaine Redevelopment Area properties for $7.8 million which resulted in additional one-time revenue as a result of the property sale proceeds for affected taxing entities of the former redevelopment area.
- Executed an economic development ordinance that was approved by the Board of Supervisors to assist in selling the remaining former redevelopment properties which will benefit all taxing entities and assist in economic revitalization.



DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Audit findings per Federal audit conducted	0	0	10	0
STRATEGY	Through collaboration with both the cities and various County departments, Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG) funds, and HOME Federal funds are leveraged to augment various social service programs, build needed infrastructure or public facilities, and construct affordable housing communities that serve low-and moderate-income persons and persons with special needs. Adherence to expenditure deadlines and compliance with federal regulations are indicative to residents receiving services, projects are meeting construction schedules, and ensures the funds are not subject to recapture.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Meet Federal requirements that the unspent CDBG grant allocation is not more than 150% of current year allocation on April 30th.	Yes	Yes	No	Yes
STRATEGY	Through collaboration with both the cities and various County departments, Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG) funds, and HOME Federal funds are leveraged to augment various social service programs, build needed infrastructure or public facilities, and construct affordable housing communities that serve low-and moderate-income persons and persons with special needs. Adherence to expenditure deadlines and compliance with federal regulations are indicative to residents receiving services, projects are meeting construction schedules, and ensures the funds are not subject to recapture.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Percentage of Housing Grant Funds Commitment Deadlines met.	100%	100%	100%	100%
STRATEGY	Through collaboration with both the cities and various County departments, Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG) funds, and HOME Federal funds are leveraged to augment various social service programs, build needed infrastructure or public facilities, and construct affordable housing communities that serve low-and moderate-income persons and persons with special needs. Adherence to expenditure deadlines and compliance with federal regulations are indicative to residents receiving services, projects are meeting construction schedules, and ensures the funds are not subject to recapture.					

DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Percentage of Federal Housing Grant funds spent by the expenditure deadline for the County.	100%	100%	100%	100%
STRATEGY	Through collaboration with both the cities and various County departments, Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG) funds, and HOME Federal funds are leveraged to augment various social service programs, build needed infrastructure or public facilities, and construct affordable housing communities that serve low-and moderate-income persons and persons with special needs. Adherence to expenditure deadlines and compliance with federal regulations are indicative to residents receiving services, projects are meeting construction schedules, and ensures the funds are not subject to recapture.					
COUNTY GOAL: IMPLEMENT THE COUNTYWIDE VISION		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Continue the County role of convening conversations on community collaboration and collective action.**	Activities, events, programs completed and delivered by the Affordable Housing Collaborative	7	8	10	8
STRATEGY	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 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.

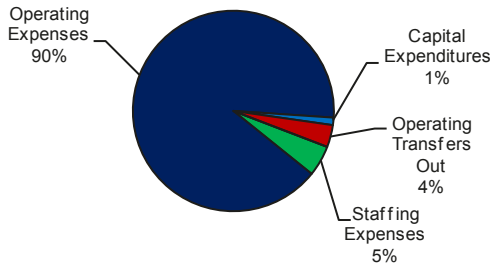
Budget at a Glance

Total Requirements (Excl. Reimb.)	$62,425,967
Total Sources (Incl. Reimb.)	$24,634,721
Use of/ (Contribution to) Fund Balance	$37,791,246
Total Staff	26

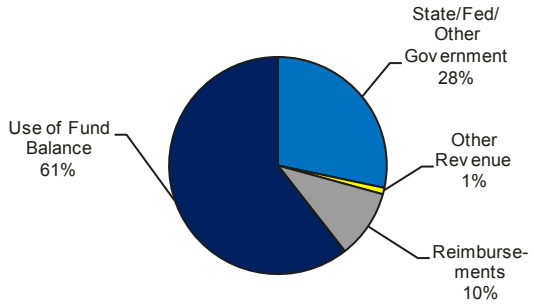
CDH is also responsible for completing the County's remaining redevelopment activities under the auspices of the County of San Bernardino's Successor Agency, Oversight Board, and Housing Successor Agency. This includes ensuring the enforceable financial obligations are retired, selling the Successor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

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

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

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	2,132,778	2,379,797	2,454,930	2,860,336	2,654,736	3,097,893	**237,557**
Operating Expenses	14,791,082	19,421,997	18,036,046	50,215,927	11,231,158	56,350,536	**6,134,609**
Capital Expenditures	1,389,791	0	0	0	0	750,660	**750,660**
Total Exp Authority	18,313,651	21,801,794	20,490,976	53,076,263	13,885,893	60,199,089	**7,122,826**
Reimbursements	(3,019,955)	(4,269,191)	(2,988,179)	(4,279,587)	(4,561,212)	(6,367,338)	**(2,087,751)**
Total Appropriation	15,293,696	17,532,603	17,502,797	48,796,676	9,324,681	53,831,751	**5,035,075**
Operating Transfers Out	1,327,983	7,354,766	2,545,903	3,692,518	1,866,677	2,226,878	**(1,465,640)**
Total Requirements	16,621,679	24,887,369	20,048,700	52,489,194	11,191,358	56,058,629	**3,569,435**
Sources							
Taxes	23,410	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	11,947,976	11,149,295	7,430,167	15,210,571	8,564,118	17,670,116	**2,459,545**
Fee/Rate	32,482	39,385	12,448	427,705	3,891	0	**(427,705)**
Other Revenue	1,820,052	26,361,274	1,773,065	1,110,972	1,884,806	597,267	**(513,705)**
Total Revenue	13,823,920	37,549,954	9,215,680	16,749,248	10,452,815	18,267,383	**1,518,135**
Operating Transfers In	824,276	0	150,100	20,000	790,880	0	**(20,000)**
Total Financing Sources	14,648,196	37,549,954	9,365,780	16,769,248	11,243,695	18,267,383	**1,498,135**
Fund Balance							
Use of / (Contribution to) Fund Balance**	1,973,483	(12,662,585)	10,682,920	35,719,946	(52,337)	37,791,246	**2,071,300**
Available Reserves				1,188,333		0	**(1,188,333)**
Total Fund Balance				36,908,279		37,791,246	**882,967**
Budgeted Staffing*	21	24	26	28	28	26	**(2)**

*Data represents final budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

DETAIL OF 2017-18 ADOPTED BUDGET

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Special Revenue Funds						
Community Development and Housing	35,925,505	18,164,273		17,761,232		26
Total Special Revenue Funds	35,925,505	18,164,273	0	17,761,232	0	26
Capital Projects Funds						
Community Development and Housing	20,133,124	103,110		20,030,014		0
Total Capital Project Funds	20,133,124	103,110	0	20,030,014	0	0
Total - All Funds	56,058,629	18,267,383	0	37,791,246	0	26

Federal and state revenues are anticipated to be $17.7 million and will fund the CDBG, HOME, and ESG activities. Principal and interest from the department's loan portfolio and interest earned on monies held in the County treasury contribute $597,267 to pay operating expenses of the activities above. In Operating Expenses, the department has budgeted $18.3 million for infrastructure improvements in the areas surrounding the former San Sevaine and Cedar Glen redevelopment project areas and $23.1 million for low-moderate income housing assistance.



BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $3.6 million as the department is anticipating large HOME funded projects and increased activities in the ESG program.

Sources are increasing by $1.5 million to reflect federal and state revenues to fund the above mentioned projects.

ANALYSIS OF FUND BALANCE

The budget reflects $37.8 million Use of Fund Balance for one-time expenditures, including infrastructure improvements and large HOME projects. The majority of departmental Fund Balance represents monies received in the last four years from the dissolution of redevelopment, representing bond and housing funds. The Fund Balance also includes revenues from the sale of property and repayment of HUD loans.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Agency Administration	4	0	-2	0	2	0	2
CDH Administration	4	0	0	0	4	2	2
Finance	5	0	0	0	5	0	5
CDBG	5	0	0	0	5	0	5
Development & Housing	4	0	0	0	4	2	2
HOME Admin, Homeless & Asset Mgmt	6	0	0	0	6	1	5
Total	28	0	-2	0	26	5	21

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $3.1 million fund 26 budgeted positions of which 21 are regular positions and 5 are limited term positions. The Community Development and Housing Agency (CDHA) was established mid-year in 2016-17, which resulted in the addition of the CDHA Deputy Executive Officer and CDH Director positions. As part of this reorganization, and due to the dissolution of the redevelopment agencies, the RDA Administrator and the RDA Deputy Director positions are no longer needed, and it is recommended they be deleted.

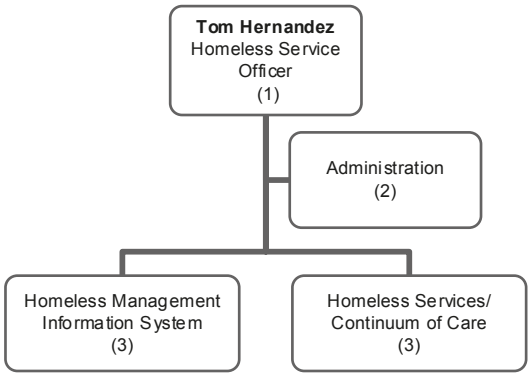
OFFICE OF HOMELESS SERVICES
Tom Hernandez

DEPARTMENT MISSION STATEMENT



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

ORGANIZATIONAL CHART



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Office of Homeless Services	936,760	586,760	350,000			9
Total General Fund	936,760	586,760	350,000	0	0	9
Total - All Funds	936,760	586,760	350,000	0	0	9

2016-17 MAJOR ACCOMPLISHMENTS

- Secured $10.3 million in Continuum of Care (CoC) Homeless Assistance Grant funding from the U.S. Department of Housing and Urban Development (HUD) to support 24 permanent supportive housing and rapid rehousing rental assistance programs throughout the County, which resulted in a total of 3,160 CoC funded beds and 3,534 households assisted as reported on the 2017 Housing Inventory Chart.
- Submitted local Homeless Management Information System (HMIS) data to HUD for use in the Annual Homeless Assessment Report (AHAR) submitted to the U.S. Congress. The AHAR provides nationwide estimates of homelessness, characteristics of homeless persons, and service use patterns.
- Achieved 100% homeless service provider participation in the HMIS.

- Increased the number of Continuum of Care Homeless Assistance Grant funded permanent housing beds designated for Chronically Homeless individuals and families to 144 countywide, which include wrap around supportive services.
- Successfully co-launched the HUD mandated Coordinated Entry System for persons experiencing homelessness with Inland Empire United Way 2-1-1.
- Coordinated two Project Connect outreach events to connect the homeless with service providers throughout the County.
- Hosted the Annual Homeless Summit which is attended by approximately 300 representatives from community and faith-based organizations, educational institutions, non-profit organizations, private industry, state, and local government representatives.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target
OBJECTIVE	**Work with Federal, State and regional governments and organizations, to ensure San Bernardino County receives its fair share of resources.**	NEW				
STRATEGY	Establish a single point of access to housing for persons at risk or those experiencing homelessness (coordinated entry system) in partnership with United Way 2-1-1, homeless service providers, and HUD Emergency Solution Grant and Continuum of Care recipients.	Percentage of Homeless Service Providers who use the Coordinated Entry System.	N/A	100%	98%	100%
STRATEGY	Amend contracts requiring all service providers receiving HUD monies for chronic homeless are utilizing the Coordinated Entry System and they are servicing prioritized chronic homeless clients (non-veteran).					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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.**	NEW				
STRATEGY	Increase and retain the number of Permanent Supportive Housing Units within the County of San Bernardino.	Percentage of Continuum of Care Grant funds spent.	N/A	100%	91%	100%
STRATEGY	Prioritize HUD recommendations about the allocation of Continuum of Care resources based on local priorities to maximum Continuum of Care grant award.					
STRATEGY	Utilize HUD program target outcomes for evaluation purposes to ensure outcomes are achieved and all resources are effectively utilized; conduct monthly data review and project monitoring to evaluate both system wide and individual program performance on established goals.					

DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target
		NEW				
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Percentage of local data captured in the Annual Homeless Assistance Report to Congress.	100%	100%	100%	100%
STRATEGY	Continue to increase the expertise and efficiency of the local Homeless Management Information System (HMIS). A strong HMIS will provide data at the Federal level regarding the demographics and service needs of the homeless or those at risk of homelessness in our Continuum of Care.					

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target
		NEW				
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Percentage of local data captured in the Annual Homeless Assistance Report to Congress.	N/A	100%	100%	100%
STRATEGY	Strategically leverage housing resources to address the Homeless Initiatives as set by the Board of Supervisors, Housing Authority of the County of San Bernardino and the Interagency Council on Homelessness to house homeless Veterans and the Chronically homeless; specifically chronically homeless youth and chronically homeless unaccompanied women.					



Office of Homeless Services

DESCRIPTION OF MAJOR SERVICES

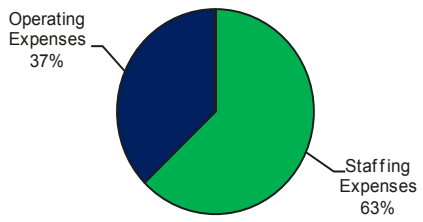
The Office of Homeless Services (OHS) was created in September 2007 by the San Bernardino County Board of Supervisors. OHS serves as the administrative arm of the Homeless Partnership. In addition to its supportive function, OHS strives to develop a countywide public and private partnership that coordinates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

Budget at a Glance

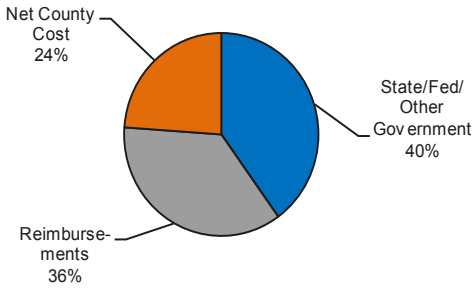
Total Requirements (Excl. Reimb.)	$1,465,335
Total Sources (Incl. Reimb.)	$1,115,335
Net County Cost	$350,000
Total Staff	9
Funded by Net County Cost	24%

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Housing
DEPARTMENT: Office of Homeless Services
FUND: General

BUDGET UNIT: AAA ECD
FUNCTION: Public Assistance
ACTIVITY: Other Assistance

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	501,335	342,709	920,151	**418,816**
Operating Expenses	0	0	0	198,092	72,039	545,184	**347,092**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	0	699,427	414,748	1,465,335	**765,908**
Reimbursements	0	0	0	(101,578)	(105,431)	(528,575)	**(426,997)**
Total Appropriation	0	0	0	597,849	309,317	936,760	**338,911**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	0	597,849	309,317	936,760	**338,911**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	586,760	**586,760**
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	586,760	**586,760**
Operating Transfers In	0	0	0	366,848	69,317	0	**(366,848)**
Total Financing Sources	0	0	0	366,848	69,317	586,760	**219,912**
Net County Cost	0	0	0	231,001	240,000	350,000	**118,999**
Budgeted Staffing*	0	0	0	9	9	9	**0**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Staffing Expenses of $920,151 represent the majority of this budget and fund 9 positions. Operating Expenses of $545,184 is to be used primarily for consulting and other professional services in support of the CoC Grant administration and planning functions. Sources of $586,760 are provided by HMIS and CoC grants.

BUDGET CHANGES AND OPERATIONAL IMPACT

The Office of Homeless Services (OHS) was transferred from the Department of Behavioral Health to the Community Development and Housing Agency mid-year in 2016-17. Increases to Requirements and Sources reflect full-year funding of OHS.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Administration	3	0	0	0	3	0	3
Homeless Mgmt Information System	3	0	0	0	3	0	3
Homeless Services/Continuum of Care	3	0	0	0	3	0	3
Total	9	0	0	0	9	0	9

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $920,151 fund 9 budgeted positions of which all are regular positions.

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ECONOMIC DEVELOPMENT AGENCY

ECONOMIC DEVELOPMENT AGENCY
SUMMARY

GENERAL FUND	Page #	Requirements	Sources	Net County Cost	Staffing
ECONOMIC DEVELOPMENT AGENCY	248				
ECONOMIC DEVELOPMENT SUMMARY	249				
ECONOMIC DEVELOPMENT	253	3,505,907	200,000	3,305,907	12
TOTAL GENERAL FUND		3,505,907	200,000	3,305,907	12

SPECIAL REVENUE FUNDS	Page #	Requirements	Sources	Use of (Contribution to) Fund Balance	Staffing
ECONOMIC DEVELOPMENT					
WORKFORCE DEVELOPMENT	256	27,928,333	29,541,647	(1,613,314)	116
TOTAL SPECIAL REVENUE		27,928,333	29,541,647	(1,613,314)	116

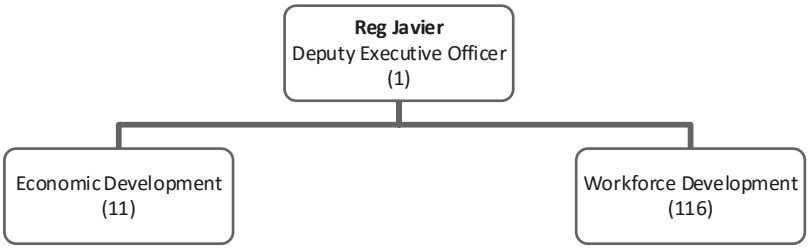
ECONOMIC DEVELOPMENT AGENCY
Reg Javier



DEPARTMENT MISSION STATEMENT

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

ORGANIZATIONAL CHART



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Economic Development	3,505,907	200,000	3,305,907			12
Total General Fund	3,505,907	200,000	3,305,907	0	0	12
Special Revenue Funds						
Workforce Development	27,928,333	29,541,647		(1,613,314)		116
Total Special Revenue Funds	27,928,333	29,541,647	0	(1,613,314)	0	116
Other Agencies						
Economic and Community Development Corp.	43	0		43		0
County Industrial Development Authority	57,546	200		57,346		0
Total Other Agencies	57,589	200	0	57,389	0	0
Total - All Funds	31,491,829	29,741,847	3,305,907	(1,555,925)	0	128

NOTE: Economic and Community Development Corp. and County Industrial Development Authority are reported in the 'Other Agencies' section of this budget document.

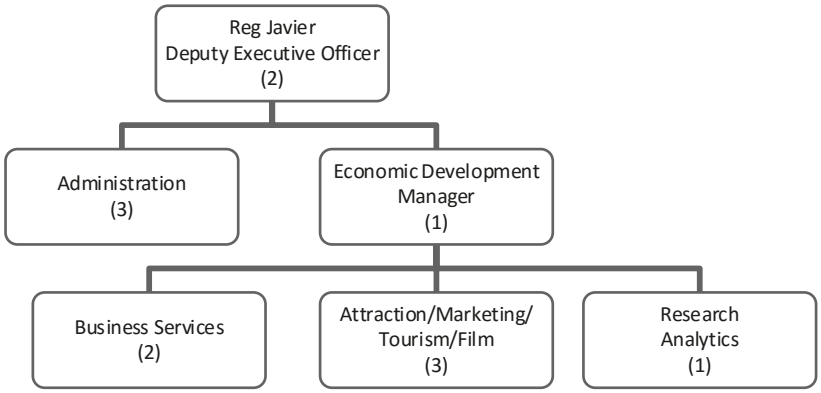
ECONOMIC DEVELOPMENT
Reg Javier

DEPARTMENT MISSION STATEMENT

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



ORGANIZATIONAL CHART



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Economic Development	3,505,907	200,000	3,305,907			12
Total General Fund	3,505,907	200,000	3,305,907	0	0	12
Total - All Funds	3,505,907	200,000	3,305,907	0	0	12

2016-17 MAJOR ACCOMPLISHMENTS

- Business Attraction and Expansion
  - Launched a countywide competitiveness study through contractual services with Newmark Grubb Knight Frank, a global site selection consulting firm, with the goal of identifying the County's key strengths to create an actionable strategic plan for the attraction of local and global businesses.
  - Executed "Manufacturing Succeeds Here", a business attraction campaign, targeting the manufacturing industry. Through multiple outreach efforts, contact was made to over 150 businesses and more than 720 industry brokers via business visits, phone, email, and postcard mailings.
  - Participated in over 25 corporate real estate and key industry events, including presentations to major brokerage firms, to share information on incentives; explain the various county departments' areas of expertise; and, provide resources and contact information related to primary county departments engaged in the processes of site selection, expansion and permitting assistance.
  - Provided over 1,000 direct services to businesses and organizations conducting business in the county, or, interested in San Bernardino County as a location for business.
  - Generated over $14 million in local sales and use tax over the last two fiscal years (15/16 and 16/17.)
  - Organized, marketed and produced the State of the County event in March 2017. Attendance was 1,123, which included representation from local businesses, government leadership, and non-profits in the region; and a NAIOP panel presentation by experts discussing retail, industrial and office trends in today's economy.

- Workforce and Education Initiatives
  - Led in a regional collaborative with the International Facilities Management Association (IFMA) and Chaffey Community College to start classes for industry recognized certifications in Facilities Management, made available through the IFMA Foundation's Educational programs.
  - Served on the Linked Learning Hub of Excellence Executive and Operational Boards to support countywide education pathways (K-14) to prepare students for jobs in high-skill, high-wage careers and/or to prepare for college.
  - Participated in the newly formed High Desert Manufacturers Council. The purpose of the council is to explore options and available resources in order to bridge employment skills gaps and address attrition due to an aging and exiting workforce.

- Events and Marketing
  - Raised $215,000 in sponsorship and ticket sales for the State of the County event as a means of cost-recovery to the general fund.
  - Presentations were held at seven local Chambers of Commerce. Audiences included business owners, realtors, and community leaders. Staff presented information about the Economic Development Agency departments' services, programs and incentives.

- International Trade and Investment
  - Executed two Memoranda of Understanding (MOU) in the cities of Wuxi, Jiangsu, China and Taoyuan, Taiwan, R.O.C., which included economic development related objectives and activities to promote trade and investment.
  - Organized and executed an investment and trade promotion delegation to Greater China from February 16-25, 2017. The delegation's primary objectives were to:
    - Promote the Ontario International Airport as an economic development asset for air/ground transportation, land development, and commerce;
    - Conduct meetings with Chinese government officials and businesses to promote bi-lateral trade and investment; and
    - Finalize the ceremonial and official signing of the two MOUs, as mentioned above.
  - Formed and convened a new Ad Hoc Advisory Committee composed of local businesses, attorneys, and finance representatives with expertise in international trade and investment.
  - Provided one-on-one education and counseling sessions with 15 local businesses.

- Through presentations and panel discussions, promoted the County as a prime U.S. destination for new business. Audiences included representatives of foreign commerce of Chile, Mexico, China, Taiwan, Hong Kong, and Australia.

- Film and Tourism
  - Processed over 125 film and photography permits – estimated economic impact – over $8 million.
  - Expanded the California Outdoor Playground branding campaign to include:
    - Prime-time television advertising on channel 4 NBC featuring Snow Valley with total impressions of 3.2 million and 105,120 Facebook live views.
    - Advertising space on Pandora radio for a total of 653,407 banner ad impressions and 698,426 audio/visual impressions.
    - Print advertising in the Sunset Magazine Digital Newsletter with 138,026 impressions resulting in 190 clicks.
    - Increased visitorship resulting in an increase of 3.7% in total visitor spending which lead to a 1.9% increase of County direct travel generated employment.
    - Joshua Tree National Park saw a record number of visitors in the calendar year 2016 which resulted in more than 2.5M visitors – this is more than 500,000 up from 2015 calendar year.
  - Produced and released a new tourism video for online use through multiple media sources.
  - Hosted and sponsored the San Bernardino County Tourism Summit focused on a strategic marketing plan to promote destination tourism in the county.
  - Hosted and organized two Familiarization Tours highlighting Lake Arrowhead, Big Bear, Joshua Tree, 29 Palms, Needles, Barstow and Redlands.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**	Number of jobs resulting from County Economic Development attraction and expansion efforts.	3,890	1,800	2,670	1,800
OBJECTIVE	**Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.**					
STRATEGY	The department invests in marketing its services to generate private investment and foster job growth, in part by developing strong local, regional, national and international business relationships.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**	Number of business contacts reached through County Economic Development efforts.	2,102	2,000	1,567	2,000
OBJECTIVE	**Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.**					
STRATEGY	The department's attraction efforts are designed to increase awareness of countywide programs and opportunities in order to meet the needs of the clients.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Compete globally, regionally and locally for businesses and investment.**	Number of assists, such as research, demographic and site information and site tours by County Economic Development staff.	1,210	1,000	1,128	1,000
OBJECTIVE	**Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.**					
STRATEGY	The department supports the brokerage community and County entities by providing research, demographic and site information, and coordinating tours.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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.	7.30%	3%	-6.98%	3%
STRATEGY	The department engages in a strategic tourism marketing program that incorporates branding and advertising to incrase awareness of the County as a tourism destination.					

Economic Development

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$3,717,228
Total Sources (Incl. Reimb.)	$411,321
Net County Cost	$3,305,907
Total Staff	12
Funded by Net County Cost	89%

The Department of Economic Development's (ED) major goals are to 1) foster job creation; 2) increase private investment: and 3) enhance county revenues through strategically executed countywide economic development efforts. The primary focus of the department is to maximize the standard of living for the County's residents; provide economic opportunities for the County's businesses; promote a competitive business-friendly environment and position the county as a highly competitive region for business opportunities. The department emphasizes working with industry sectors of high-growth potential which can offer high-skilled, high-paying jobs and executes a comprehensive media/marketing strategy to raise awareness and showcase the County and its assets.

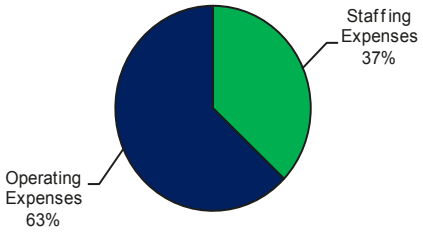
Leading initiatives for local, national and international economic impact, the department's staff builds and maintains internal and external strategic partnerships with key public and private sector organizations. These organizations include, but are not limited to: local, state and federal agencies, trade associations, international offices of foreign trade, non-profit development corporations, developers, brokers, site selectors, corporate real estate executives and tenant representatives.

Successful economic growth is dependent on designing, creating, developing, and maintaining the necessary support structures to cultivate a positive, creative and expanding business climate. The department offers a wide array of economic development programs and services, including, but not limited to, the following:

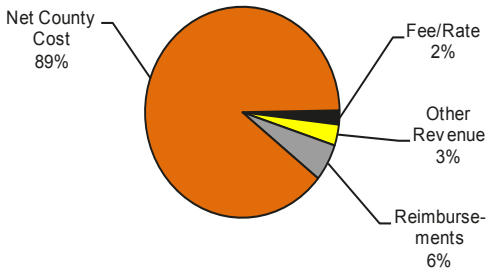
- Site Selection Assistance
- Market Analysis and Demographics
- Permitting Assistance
- Incentive Programs
- Film Office Showcasing Natural and Fixed Assets
- Facilitating Connectivity to Countywide Services and Resources
- Small Business Assistance and Technical Support
- Technical Assistance – for County cities, County departments, and Economic Development stakeholders
- Marketing Support – for County cities and regional economic development stakeholders
- Tourism Attraction – through creative campaigns resulting in positive economic impact regionally
- International Trade and Investment Programs and Consulting Services

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Economic Development
DEPARTMENT: Economic Development
FUND: General

BUDGET UNIT: AAA EDF
FUNCTION: Public Assistance
ACTIVITY: Other Assistance

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	1,582,904	1,221,575	662,413	898,375	864,352	1,377,557	**479,182**
Operating Expenses	1,822,709	1,995,604	2,322,713	3,004,400	2,903,313	2,339,671	**(664,729)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	3,405,613	3,217,179	2,985,126	3,902,775	3,767,665	3,717,228	**(185,547)**
Reimbursements	(873,311)	(466,765)	(70,503)	(278,582)	(150,463)	(211,321)	**67,261**
Total Appropriation	2,532,302	2,750,414	2,914,623	3,624,193	3,617,202	3,505,907	**(118,286)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,532,302	2,750,414	2,914,623	3,624,193	3,617,202	3,505,907	**(118,286)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	13,500	0	0	0	0	**0**
Fee/Rate	35,686	149,509	46,766	100,000	36,586	80,000	**(20,000)**
Other Revenue	150,000	158,806	255,468	120,000	223,243	120,000	**0**
Total Revenue	185,686	321,815	302,234	220,000	259,829	200,000	**(20,000)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	185,686	321,815	302,234	220,000	259,829	200,000	**(20,000)**
Net County Cost	2,346,616	2,428,599	2,612,389	3,404,193	3,357,373	3,305,907	**(98,286)**
Budgeted Staffing*	13	10	12	8	8	12	**4**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Operating Expenses of $2.3 million include costs of various Economic Development programs (real estate related trade shows, advertising, public relations, and tourism), travel, and internal transfers out (County Counsel charges, Facilities, etc.). Staffing Expenses of $1.4 million fund 12 positions for managing economic development programs and administrations.

Reimbursements of $211,321 represent the cost allocation to other Agency departments for Economic Development Agency staff.

Sources of $200,000 represent registration fees and sponsorships for the State of the County event planned for the spring of 2018.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $118,286 primarily due to savings in Operating Expenses (i.e. computer hardware, general office expense, and special departmental expense).

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Executive Office	2	0	0	0	2	0	2
Administration	1	2	0	0	3	0	3
Economic Development	1	0	0	0	1	0	1
Business Services	2	0	0	0	2	1	1
Attraction/Marketing/Tourism/Film	2	1	0	0	3	2	1
Research Analytics	0	1	0	0	1	0	1
Total	8	4	0	0	12	3	9

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $1.4 million fund 12 budgeted positions of which 9 are regular positions and 3 are limited term. The department is adding 1 Staff Analyst II position to manage departmental contracts, leverage funding resources, and provide program administration. Three Public Service Employees are also being added to the 2017-18 budget.

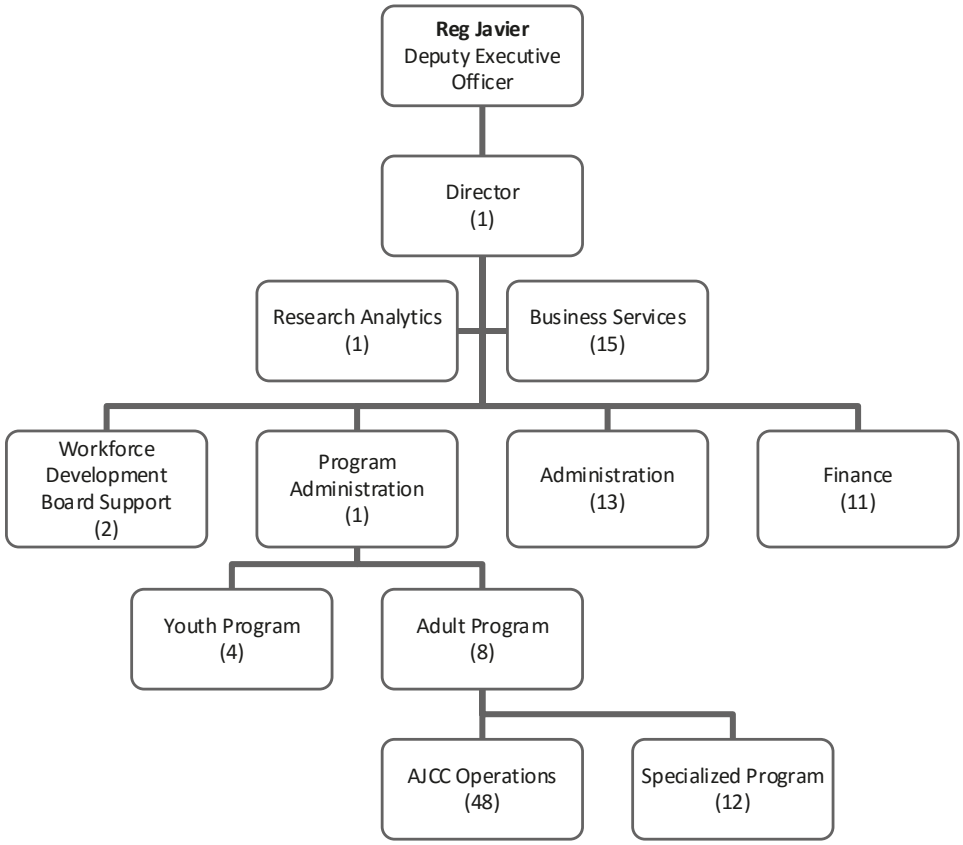
WORKFORCE DEVELOPMENT
Reg Javier

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



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Special Revenue Funds						
Workforce Development	27,928,333	29,541,647		(1,613,314)		116
Total Special Revenue Funds	27,928,333	29,541,647	0	(1,613,314)	0	116
Total - All Funds	27,928,333	29,541,647	0	(1,613,314)	0	116

2016-17 MAJOR ACCOMPLISHMENTS

- Met or exceeded all Federal and State performance measures under the Workforce Innovation and Opportunity Act (WIOA).
- Received seven achievement awards from the National Association of Counties (NACo), the California Workforce Association and the International Association of Workforce Professionals.
- Collaborated with key stakeholders and businesses, including 26 WIOA partners, Riverside County Workforce Development Board, and Fresno Regional Workforce Development Board to provide aligned employment services and to build the workforce ecosystem in San Bernardino County.
- Provided over 17,000 employment services, served 540 at-risk youth with job readiness training, work experience and education services, and helped 125 parolees become employed.
- Hosted 330 business recruitments to fill over 5,100 jobs and assisted 1,650 individuals affected by layoffs.
- Partnered with the Transitional Assistance Department on the CalWORKs employment programs, which provided over 600 low-income youth and adult with paid work experience.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 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	79,891	70,000	68,722	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 American Job Centers of California. Service levels (Resource room, Career Services, Training) provided are determined by each participating customer.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Focus on training, education, employment and support services for the unemployed and underemployed, developing a more highly-educated and trained workforce.**	Meet Federal and State mandated performance measures for customers enrolled in WIOA as reported by the State in the current year. (Entered Employment, median wages, Job Retention)	Yes	Yes	Yes	Yes
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**					
STRATEGY	Ensure that performance measures are met by emphasizing job placement, median wages, and job retention outcomes for customers enrolled in WIOA services.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Focus on training, education, employment and support services for the unemployed and underemployed, developing a more highly-educated and trained workforce.**	Customers who choose to enroll in Career Services.	5,583	6,000	5,507	5,300
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**					
STRATEGY	Provide Intensive Employment Services to customers in the America's Job Centers. Intensive Services include Career Counseling, Job Placement, Assessments, etc.					

DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target
OBJECTIVE	**Focus on training, education, employment and support services for the unemployed and underemployed, developing a more highly-educated and trained workforce.**	Customers receiving training services.	1,686	1,600	1,616	1,600
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**					
STRATEGY	Train customers to gain employment in the in-demand occupations in San Bernardino County.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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.	560	540	548	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**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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.	Actual 356	350	Est. 346	350
STRATEGY	Provide work experience opportunities for at-risk youth.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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.	Actual 267	320	Est. 262	320
STRATEGY	Assist at-risk youth in obtaining a GED, High School Diploma, Training Certificate or Associates Degree.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.**	Business visits.	7,901	7,600	7,868	7,600
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**					
STRATEGY	Provide the business community with resources that help them grow.					

DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target
OBJECTIVE	**Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.**	Businesses served through layoff aversion consulting services.	26	20	20	23
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**					
STRATEGY	Identify at-risk businesses and provide resources to avert potential layoffs.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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.	323	320	238	240
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**					
STRATEGY	Identify at-risk businesses and provide resources to avert potential layoffs.					

Workforce Development

DESCRIPTION OF MAJOR SERVICES

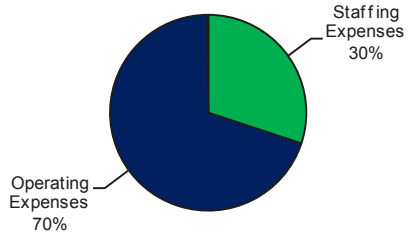
The Workforce Development Department (WDD) provides training and employment services to job seekers and incumbent workers through America's Job Centers of California, youth through a network of providers and businesses through a Business Services Unit which serves the local business community to support the retention of jobs and maintains employment opportunities for customers on behalf of the Workforce Development Board (WDB). The WDB is composed of private business representatives, labor organizations, and public sector partners who have been appointed by the Board of Supervisors.

Budget at a Glance

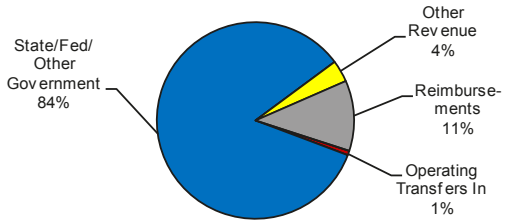
Total Requirements (Excl. Reimb.)	$31,794,158
Total Sources (Incl. Reimb.)	$33,407,472
Use of/ (Contribution to) Fund Balance	$ (1,613,314)
Total Staff	116

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Economic Development
DEPARTMENT: Workforce Development
FUND: Workforce Development

BUDGET UNIT: SAC JOB
FUNCTION: Public Assistance
ACTIVITY: Other Assistance

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	6,872,047	6,604,130	7,041,874	9,041,396	7,395,526	9,567,761	**526,365**
Operating Expenses	11,159,658	12,582,726	15,140,023	23,168,242	16,727,719	22,176,397	**(991,845)**
Capital Expenditures	0	0	0	50,000	0	50,000	**0**
Total Exp Authority	18,031,705	19,186,856	22,181,897	32,259,638	24,123,245	31,794,158	**(465,480)**
Reimbursements	(817,940)	(2,980,155)	(3,490,879)	(5,566,425)	(4,006,464)	(3,865,825)	**1,700,600**
Total Appropriation	17,213,765	16,206,701	18,691,018	26,693,213	20,116,781	27,928,333	**1,235,120**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	17,213,765	16,206,701	18,691,018	26,693,213	20,116,781	27,928,333	**1,235,120**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	15,023,397	14,578,325	17,746,675	26,252,739	18,347,191	28,092,188	**1,839,449**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	1,251,109	1,044,854	1,461,167	1,601,682	1,033,550	1,200,289	**(401,393)**
Total Revenue	16,274,506	15,623,179	19,207,842	27,854,421	19,380,741	29,292,477	**1,438,056**
Operating Transfers In	16	151,876	213,754	232,746	201,565	249,170	**16,424**
Total Financing Sources	16,274,522	15,775,055	19,421,596	28,087,167	19,582,306	29,541,647	**1,454,480**
Fund Balance							
Use of / (Contribution to) Fund Balance**	939,243	431,646	(730,578)	(1,393,954)	534,475	(1,613,314)	**(219,360)**
Available Reserves				1,779,100		2,102,611	**323,511**
Total Fund Balance				385,146		489,297	**104,151**
Budgeted Staffing*	104	105	109	117	117	116	**(1)**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Operating Expenses of $22.2 million include costs associated with the department's three America's Job Centers of California, such as rent, including $16.3 million in direct services to job seekers and business customers, including vocational training, On-the-Job training, supportive services, business consulting and workshops.

Reimbursements of $3.9 million represent payments from other departments for program services provided through various Memoranda of Understanding.

Sources of $29.5 million represent funding from various state and federal grants, primarily the Workforce Innovation and Opportunity Act (WIOA).

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $1.2 million primarily due to a net decrease in Reimbursements from the Transitional Assistance Department to more accurately reflect actual program expenditures. Sources are increasing by $1.5 million due to an anticipated increase in WIOA reimbursements.

ANALYSIS OF FUND BALANCE

The department expects to contribute $1.6 million to Fund Balance in 2017-18. This is consistent with the two-year federal funding cycle for WIOA programs.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Director	1	0	0	0	1	0	1
Workforce Development Board Support	2	0	0	0	2	1	1
Administration	13	1	0	0	14	0	14
Finance	9	2	0	0	11	0	11
Program	76	0	-4	0	72	10	62
Business Services	15	0	0	0	15	0	15
Research Analytics	1	0	0	0	1	0	1
Total	117	3	-4	0	116	11	105

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staff Expenses of $9.6 million fund 116 budgeted positions of which 105 are regular positions and 11 are limited term positions. The budget includes a net decrease of 1 position (addition of 3 regular positions and deletion of 4 contract positions). Due to the implementation of new WIOA laws, state and local program plans, and leveraged resources requirements, the department is restructuring its divisions for meeting program and administrative requirements effectively. To provide better training and employment services for San Bernardino County residents, obtain existing programs, and seek future funding opportunities, WDD added 2 Administrative Managers and 1 Staff Analyst II in the Finance and Administration divisions to provide complex funding and administrative support in the areas of audit compliance, grant and contract management, research of funding opportunities, fiscal and procurement operations.



FISCAL

FISCAL SUMMARY

GENERAL FUND	Page #	Requirements	Sources	Net County Cost	Staffing
ASSESSOR/RECORDER/COUNTY CLERK	264	24,764,802	10,435,901	14,328,901	236
AUDITOR-CONTROLLER/TREASURER/ TAX COLLECTOR	273	40,522,614	27,919,132	12,603,482	320
TOTAL GENERAL FUND		65,287,416	38,355,033	26,932,383	556

SPECIAL REVENUE FUNDS	Page #	Requirements	Sources	Use of (Contribution to) Fund Balance	Staffing
ASSESSOR/RECORDER/COUNTY CLERK: SPECIAL REVENUE FUNDS - CONSOLIDATED	269	4,126,432	3,945,500	180,932	10
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR: REDEMPTION RESTITUTION MAINTENANCE	279	200,000	232,000	(32,000)	0
TOTAL SPECIAL REVENUE FUNDS		4,326,432	4,177,500	148,932	10

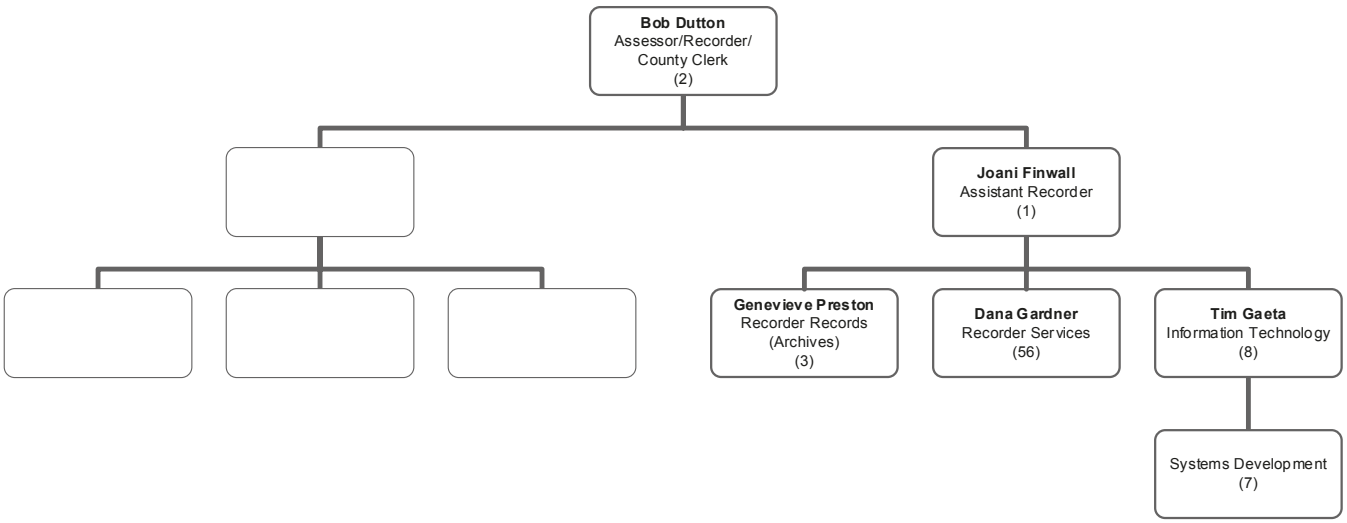
ASSESSOR/RECORDER/COUNTY CLERK
Bob Dutton

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



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Assessor/Recorder/County Clerk	24,764,802	10,435,901	14,328,901			236
Total General Fund	24,764,802	10,435,901	14,328,901	0	0	236
Special Revenue Funds						
Recorder Special Revenue Funds - Consolidated	4,126,432	3,945,500		180,932		10
Total Special Revenue Funds	4,126,432	3,945,500	0	180,932	0	10
Total - All Funds	28,891,234	14,381,401	14,328,901	180,932	0	246

FISCAL

2016-17 MAJOR ACCOMPLISHMENTS

- Expanded Recorder and County Clerk services to Joshua Tree with the use of existing technology, County infrastructure, and staff, resulting in Morongo Basin community members driving fewer miles to record documents; request copies of birth, death, and marriage certificates; and schedule marriage ceremonies.
- Enhanced the design of the department's website and created a more user-friendly format that provides up-to-date information, forms, and resources and created a new mobile version that clearly displays information formatted to the end user's device.
- Collaborated with local colleges to implement an intern program that gives students interested in a public administration career an opportunity to gain valuable experience by working in the Valuations and Information Technology Divisions of the department.
- Developed a resolution adopted by the Board of Supervisors exempting unsecured property having a taxable value of $7,500 or less from property tax beginning in 2017-18, which is anticipated to result in cost savings of approximately $40,000 per year based on the findings that the cost of assessing and collecting property taxes on these properties would exceed the amount of total taxes, special assessments, and applicable subventions collected.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 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.	93.5%	95%	93%	95%
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**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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.	99.6%	99%	99.8%	98%
STRATEGY	Process annual 571L Business Property Statements by the close of the roll year to optimize tax revenues.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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.	98%	99%	98%	99%
STRATEGY	Process changes of ownership to ensure values are enrolled by the close of the roll year.					

Assessor/Recorder/County Clerk

DESCRIPTION OF MAJOR SERVICES

Under California law, the Assessor/Recorder/County Clerk establishes a value for all locally taxable property including residential, commercial, business and personal property. The Assessor/Recorder/County Clerk's Office maintains current records on approximately 758,449 parcels of real property, 27,177 business property accounts and 31,757 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.

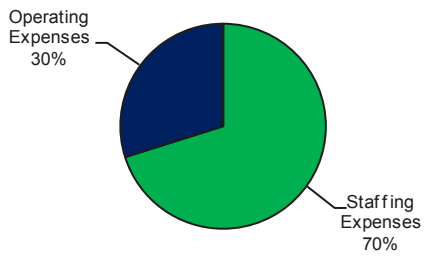
Budget at a Glance

Total Requirements (Excl. Reimb.)	$26,727,339
Total Sources (Incl. Reimb.)	$12,398,438
Net County Cost	$14,328,901
Total Staff	236
Funded by Net County Cost	54%

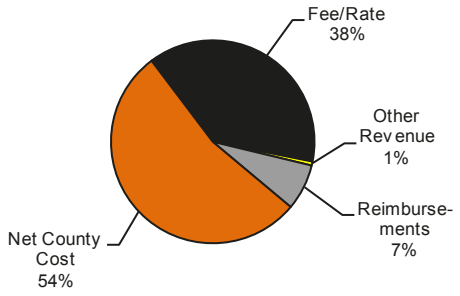
The Valuations Division is responsible for real, personal, business and special property valuations and assessment appeals. District offices provide public assistance regarding questions of ownership, mailing addresses, parcel numbers and assessed values. The Assessment Services Division provides mapping, change of ownership, change of address, data entry services, and public information services. The Information Technology Division provides computer systems maintenance and development. The Administrative Services Division provides fiscal, payroll, mail services, and facility support. The Recorder Services Division accepts all documents for recording that comply with applicable recording laws. Official records are maintained evidencing ownership and encumbrances of real and personal property and other miscellaneous records. The Recorder Services Division is also responsible for County Archives and County Clerk functions. County Archives maintains historical records for the County. County Clerk maintains records as they relate to vital statistics, fictitious business names, and other records that are required by the state to be filed with the County Clerk.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



FISCAL

ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Fiscal
DEPARTMENT: Assessor/Recorder/County Clerk
FUND: General

BUDGET UNIT: AAA ASR
FUNCTION: General
ACTIVITY: Finance

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	17,191,240	16,758,507	16,479,199	18,000,191	16,785,374	18,740,866	**740,675**
Operating Expenses	5,580,041	6,215,198	6,943,358	7,323,510	7,195,056	7,986,473	**662,963**
Capital Expenditures	10,823	0	122,263	6,400	6,273	0	**(6,400)**
Total Exp Authority	22,782,104	22,973,705	23,544,820	25,330,101	23,986,703	26,727,339	**1,397,238**
Reimbursements	(306,260)	(364,746)	(337,934)	(1,528,124)	(528,521)	(1,962,537)	**(434,413)**
Total Appropriation	22,475,844	22,608,959	23,206,886	23,801,977	23,458,182	24,764,802	**962,825**
Operating Transfers Out	28,869	73,274	0	0	0	0	**0**
Total Requirements	22,504,713	22,682,233	23,206,886	23,801,977	23,458,182	24,764,802	**962,825**
Sources							
Taxes	18,662	21,913	17,092	20,000	9,954	18,000	**(2,000)**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	60	0	0	0	**0**
Fee/Rate	6,760,539	7,530,379	7,263,470	9,597,500	11,778,197	10,246,901	**649,401**
Other Revenue	211,243	245,204	247,921	257,500	215,601	171,000	**(86,500)**
Total Revenue	6,990,444	7,797,496	7,528,543	9,875,000	12,003,752	10,435,901	**560,901**
Operating Transfers In	1,169	0	0	0	0	0	**0**
Total Financing Sources	6,991,613	7,797,496	7,528,543	9,875,000	12,003,752	10,435,901	**560,901**
Net County Cost	15,513,100	14,884,737	15,678,344	13,926,977	11,454,430	14,328,901	**401,924**
Budgeted Staffing*	222	222	224	235	235	236	**1**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Staffing Expenses of $18.7 million represent the majority of this budget unit and fund 236 positions. Operating Expenses of $8.0 million primarily consist of printing and taxpayer notice mailing costs, COWCAP, and systems development charges for the Property Information Management System. Reimbursements of $2.0 million are primarily from Recorder special revenue funds for administrative and information technology costs.

Sources of $10.4 million include fees for recording and County Clerk services, special assessments, transfers of ownership, and data sales.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $962,825 primarily due to increases in general office expenses, data processing, and negotiated salary increases.

Sources are increasing by $560,901 primarily due to an increase in revenue from special assessments and recorded documents, partially offset by a reduction in revenue from vital records activities and data sales due to a decrease in volume.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Management	4	0	0	0	4	0	4
Administrative Services	9	0	0	0	9	0	9
Assessment Services	39	0	0	0	39	0	39
Valuations	119	1	0	0	120	5	115
Recorder Services	56	0	0	0	56	2	54
Information Technology	8	1	-1	0	8	0	8
Total	235	2	-1	0	236	7	229

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $18.7 million fund 236 budgeted positions of which 229 are regular positions and 7 are limited term positions. Staffing changes include an increase of 1 net budgeted position. An employment contract for an Assessor Property Tax Appeal Consultant position was approved by the Board in May 2016 to prepare staff for Assessment Appeals Board hearings, and is now being added to the budget. One Automated Systems Analyst II is deleted from the Systems Development Special Revenue Fund (SDW) and added to this budget unit, and 1 Automated Systems Analyst I is deleted from this budget unit and added to the Systems Development Special Revenue Fund (SDW) to correct an error made in the 2016-17 first quarter budget report.

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.)	$4,623,186
Total Sources (Incl. Reimb.)	$4,442,254
Use of/ (Contribution to) Fund Balance	$180,932
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.

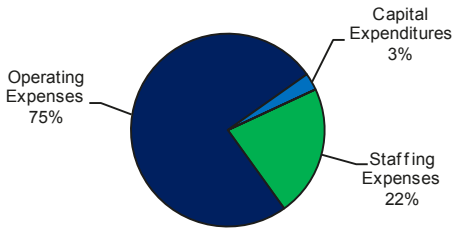
Electronic Recording was established by Government Code Section 27279.1 to authorize the County of San Bernardino to accept electronic transmission of recordable documents and the Recorder has been recording electronic documents since 2004. Government Code Section 27397 authorized all California counties 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 the JPA. Sources include fees collected pursuant to Government Code Section 27397 regarding electronic recording delivery systems such as official records evidencing ownership and encumbrances of real and personal property, and other miscellaneous records. There is no staffing associated with this budget unit.

Recorder Records was established to defray the cost of storing, restoring, and imaging the County Recorder's documents. The primary service provided by this budget unit is the maintenance, repair and imaging digitization of the County Recorder's documents. Sources include fees collected pursuant to Government Code Section 27361 on legal documents.

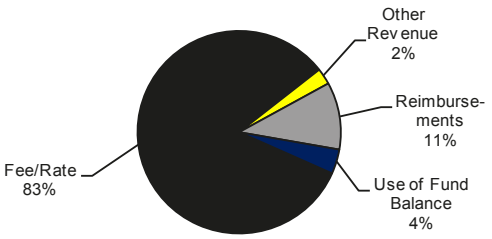
Social Security Number Truncation was established to defray the cost of implementing Government Code Section 27301 which requires local governments to truncate the first five digits of social security numbers (SSN) that appear in records that may be disclosed to the public. The law requires the Recorder to implement the SSN truncation program for all records back to 1980. The primary service provided by this budget unit is the review of all recorded documents, flagging of high-value personal information, truncation of the first five digits of the SSN, and the creation of a separate index and images for public view. Sources include fees collected pursuant to Government Code Section 27301. There is no staffing associated with this budget unit.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Fiscal
DEPARTMENT: Assessor/Recorder/County Clerk
FUND: Recorder Special Revenue Funds - Consolidated

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	1,077,801	830,848	906,955	1,035,820	1,006,495	1,019,274	**(16,546)**
Operating Expenses	1,787,635	2,387,785	1,328,126	3,334,123	1,405,179	3,471,412	**137,289**
Capital Expenditures	134,879	21,571	146,742	58,000	50,564	132,500	**74,500**
Total Exp Authority	3,000,315	3,240,204	2,381,823	4,427,943	2,462,238	4,623,186	**195,243**
Reimbursements	(53,218)	0	(61,551)	(10,000)	(491,320)	(496,754)	**(486,754)**
Total Appropriation	2,947,097	3,240,204	2,320,272	4,417,943	1,970,918	4,126,432	**(291,511)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,947,097	3,240,204	2,320,272	4,417,943	1,970,918	4,126,432	**(291,511)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	3,589,381	3,563,403	3,443,878	3,210,500	3,796,881	3,825,500	**615,000**
Other Revenue	90,296	95,640	105,328	102,400	125,555	120,000	**17,600**
Total Revenue	3,679,677	3,659,043	3,549,206	3,312,900	3,922,436	3,945,500	**632,600**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	3,679,677	3,659,043	3,549,206	3,312,900	3,922,436	3,945,500	**632,600**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(732,580)	(418,839)	(1,228,934)	1,105,043	(1,951,518)	180,932	**(924,111)**
Available Reserves				10,452,044		14,468,483	**4,016,439**
Total Fund Balance				11,557,087		14,649,415	**3,092,328**
Budgeted Staffing*	11	10	10	10	10	10	**0**

*Data represents final budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

FISCAL

DETAIL OF 2017-18 ADOPTED BUDGET

	2017-18				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
Systems Development (Fund SDW)	2,839,296	2,325,500	513,796	6,442,331	7
Vital Records (Fund SDX)	143,689	175,000	(31,311)	1,438,355	0
Electronic Recording (Fund SIW)	340,553	462,000	(121,447)	1,771,360	0
Recorder Records (Fund SIX)	457,955	458,000	(45)	954,324	3
Social Security Number Truncation (Fund SST)	344,939	525,000	(180,061)	3,862,113	0
Total Special Revenue Funds	4,126,432	3,945,500	180,932	14,468,483	10

Systems Development includes $2.8 million in Requirements to fund 7 positions, costs for document indexing/imaging, computer hardware, software and associated maintenance. Sources of $2.3 million are from Recorder modernization fees. Fund Balance of $513,796 is being used to support ongoing costs related to the modernization of Recorder systems. The department is reviewing operations in an effort to make adjustments to programs to reduce the reliance on Fund Balance in future years.

Vital Records includes $143,689 in Requirements for computer software, printing and other professional services. Sources of $175,000 are from vital and health statistic fees. Contribution to Fund Balance of $31,311 will fund future vital records system improvements.

Electronic Recording includes $340,553 in Requirements for computer hardware and CeRTNA related expenses. Sources of $462,000 are from electronic recording fees and anticipated interest earnings. Contribution to Fund Balance of $121,447 will fund future electronic recording system improvements.

Recorder Records includes $457,955 in Requirements to fund 3 positions and costs associated with preservation efforts. Sources of $458,000 are from records fees and anticipated interest earnings. Contribution to Fund Balance is $45.

Social Security Number Truncation includes $344,939 in Requirements to fund the cost of truncating records as required by law. Sources of $525,000 are from redaction fees and anticipated interest earnings. Contribution to Fund Balance of $180,061 will fund future social security number truncation system improvements.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $291,511 primarily due to decreases in budgeted maintenance costs and increases to Reimbursements. Sources are increasing by $632,600 primarily due to an increase 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 increased during years of strong revenues in all Recorder special revenue funds. In 2017-18, the department anticipates the Use of $513,796 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.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Systems Development	7	1	-1	0	7	0	7
Recorder Records (Archives)	3	0	0	0	3	0	3
Total	10	1	-1	0	10	0	10

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $1.0 million fund 10 budgeted regular positions. One Automated Systems Analyst II is deleted from the Systems Development Special Revenue Fund (SDW) and added to the department's General Fund budget unit, and 1 Automated Systems Analyst I is deleted from the department's General Fund budget unit and added to the Systems Development Special Revenue Fund (SDW) to correct an error made in the 2016-17 first quarter budget report.

AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR

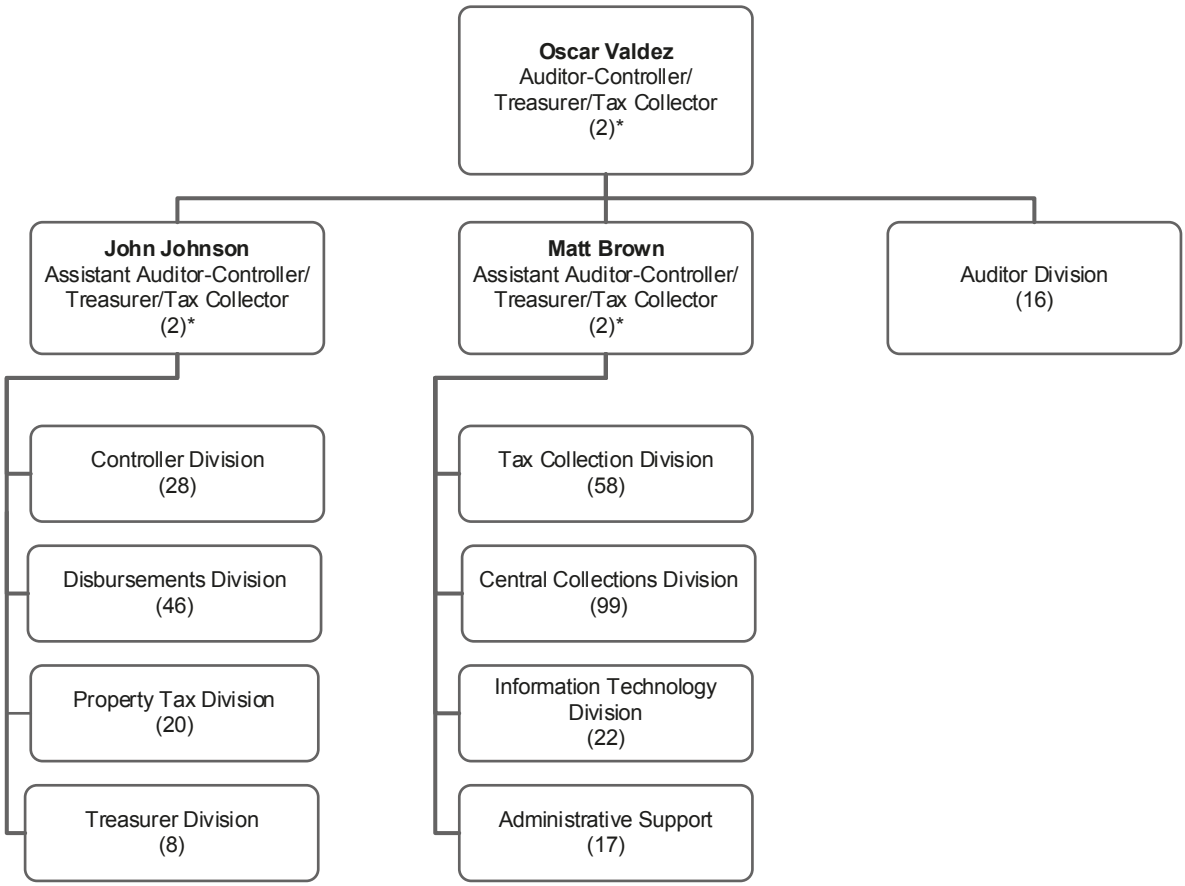
Oscar Valdez

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

2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Auditor-Controller/Treasurer/Tax Collector	40,522,614	27,919,132	12,603,482			320
Total General Fund	40,522,614	27,919,132	12,603,482	0	0	320
Special Revenue Funds						
Redemption Restitution Maintenance	200,000	232,000		(32,000)		0
Total Special Revenue Funds	200,000	232,000	0	(32,000)	0	0
Total - All Funds	40,722,614	28,151,132	12,603,482	(32,000)	0	320

2016-17 MAJOR ACCOMPLISHMENTS

- Prepared and filed the Countywide Cost Allocation Plan (COWCAP) in accordance with the new Office of Management and Budget (OMB) 2 CFR 200 guidelines, to convert the previously accepted use allowance method into the newly required OMB depreciation method for recovering the costs of buildings and equipment.
- Disbursed over $3.0 billion in payments to vendors, consisting of 30,000 electronic fund transfers and 179,000 County warrants.
- Distributed over $3.0 billion of property tax revenue, including secured, unsecured, supplemental bills, and other charges to County departments, special districts, school districts, cities, and former RDA successor agencies.
- Established offsite Storage Area Network (SAN-to-SAN) data replication for disaster recovery purposes.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target
OBJECTIVE	**Continue to develop and maintain consistent messaging for the organization.**	Receive the GFOA Certificate of Achievement for Excellence in Financial Reporting.	Yes	Yes	Yes	Yes
STRATEGY	Maintain the financial accounting system in accordance with generally accepted accounting standards and the Government Finance Officers Association (GFOA) to achieve the highest standards in government accounting and financial reporting.					
COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Maintain close working relationships with cities, tribes and other governmental agencies.**	Percentage of apportionments completed by the third week of the following fiscal year.	100%	100%	100%	100%
STRATEGY	Complete the final property tax apportionment by the third week following the end of the fiscal year.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.**	County investment pool rating.	Fitch - AAA	Fitch - AAA	Fitch - AAA	Fitch - AAA
STRATEGY	Maintain the highest possible credit rating for the County investment pool.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.**	Percentage of annual tax charge collected.	98%	96%	99.89%	96%
STRATEGY	Maintain collection of property taxes at 96% or higher, which are used to fund key public services including education, police and fire protection, social and health services.					

Auditor-Controller/Treasurer/Tax Collector

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$41,101,564
Total Sources (Incl. Reimb.)	$28,498,082
Net County Cost	$12,603,482
Total Staff	320
Funded by Net County Cost	31%

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 and payroll services. The Property Tax Section is separating from the Disbursements Division and becoming its own division. The new Property Tax Division is responsible for implementing new legislation regarding the tax apportionment process; compiling property tax rates; transferring tax base between jurisdictions and tax rate areas for mandated jurisdictional changes; processing tax bill/roll corrections and changes; processing certain refunds to tax payers; disbursing revenue to taxing agencies; managing pass-through agreements; performing pass-through calculations; and administering the Redevelopment Property Tax Trust Fund for the entire County, which was previously managed by the Redevelopment Agencies. 2015 California Senate Bill 107 requires that the 26 Oversight Boards of the 26 Successor agencies be combined into one Oversight Board by July 2018, and ATC in collaboration with the Economic Development Agency will staff the Board.

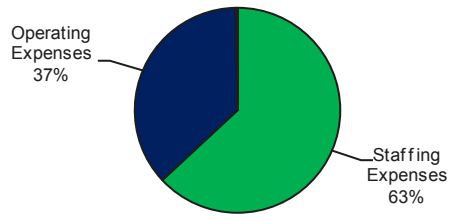
The Treasurer Division performs the County's treasury function, including the investment of all County and School District funds within the County investment pool and associated banking services. The Treasurer currently manages assets of $5.3 to $6.6 billion. The Tax Collector Division collects property taxes for all County taxing entities and collected over $2.4 billion in secured property taxes and other fees in 2016-17.

The Central Collections Division provides collection services for the County and Superior Court, and collected $47.4 million for the year ending June 30, 2017, consisting of $27.3 million for collection of court-ordered payments and $20.1 million for Arrowhead Regional Medical Center's delinquent accounts receivable.

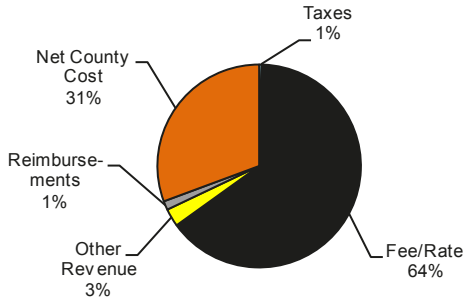
The Auditor Division performs operational and financial audits of departments, agencies, and special districts; evaluates internal controls for operational improvement; and operates the Fraud, Waste, and Abuse Hotline.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Fiscal
DEPARTMENT: Auditor-Controller/Treasurer/Tax Collector
FUND: General
BUDGET UNIT: AAA ATX
FUNCTION: General
ACTIVITY: Finance

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	22,924,596	21,811,815	22,730,495	25,576,779	22,405,679	25,921,371	**344,592**
Operating Expenses	11,882,362	11,696,888	13,080,972	14,178,812	10,711,833	15,076,693	**897,881**
Capital Expenditures	123,796	112,130	97,909	134,460	123,812	103,500	**(30,960)**
Total Exp Authority	34,930,754	33,620,833	35,909,376	39,890,051	33,241,324	41,101,564	**1,211,513**
Reimbursements	(323,835)	(261,835)	(368,030)	(537,351)	(386,556)	(578,950)	**(41,599)**
Total Appropriation	34,606,919	33,358,998	35,541,346	39,352,700	32,854,768	40,522,614	**1,169,914**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	34,606,919	33,358,998	35,541,346	39,352,700	32,854,768	40,522,614	**1,169,914**
Sources							
Taxes	289,460	272,730	271,160	180,000	184,110	180,000	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	75,605	211,806	138,588	131,703	132,429	91,329	**(40,374)**
Fee/Rate	19,538,898	19,171,973	23,308,389	25,524,648	22,091,200	26,471,506	**946,858**
Other Revenue	4,869,125	4,019,786	1,350,867	1,324,037	1,327,677	1,176,297	**(147,740)**
Total Revenue	24,773,088	23,676,295	25,069,004	27,160,388	23,735,416	27,919,132	**758,744**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	24,773,088	23,676,295	25,069,004	27,160,388	23,735,416	27,919,132	**758,744**
Net County Cost	9,833,831	9,682,703	10,472,342	12,192,312	9,119,352	12,603,482	**411,170**
Budgeted Staffing*	295	297	315	317	317	320	**3**

*Data represents final budgeted staffing

Note: Auditor-Controller/Treasurer/Tax Collector is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County's operating departments, central service departments do not pay COWCAP charges. Not included in this budget is $184,584, which represents Auditor-Controller/Treasurer/Tax Collector's share of costs of other central service departments, such as Human Resources.

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Staffing Expenses of $25.9 million represent the majority of Requirements in this budget unit and fund 320 budgeted positions that are necessary to provide accounting, auditing, collections, and investment services to County departments and constituents. Sources primarily represent Fee/Rate and cost-reimbursement revenue generated by services provided.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $1.2 million, primarily due to an increase in Operating Expenses due to increased data processing costs and costs associated with collection services. Staffing Expenses are increasing primarily due to 2 new positions to expand and separate the Property Tax Division, and negotiated MOU increases. Sources are increasing by $758,744, primarily due to an increase in Fee/Rate revenue generated by services provided.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Management	6	0	0	0	6	0	6
Administrative Support	18	0	-1	0	17	10	7
Information Technology Division	22	1	-1	0	22	0	22
Auditor Division	16	0	0	0	16	0	16
Controller Division	28	0	0	0	28	4	24
Disbursements Division	65	0	-1	-18	46	3	43
Property Tax Division	0	2	0	18	20	3	17
Treasurer Division	8	0	0	0	8	0	8
Tax Collector Division	58	0	0	0	58	1	57
Central Collections Division	96	4	-1	0	99	0	99
Total	317	7	-4	0	320	21	299

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $25.9 million fund 320 budgeted positions of which 299 are regular positions and 21 are limited term positions. The budget includes an increase of 3 net budgeted positions.

Four positions are deleted, including 1 Director of Central Collections (regular), 1 Contract Business Applications Manager (limited term), 1 ATC Building Coordinator (regular), and 1 Contract Accountant III (limited term).

Four positions are added to Central Collections, including: 1 Accounting Technician to assist with increased workload related to the Court's new case management system; 2 Fiscal Specialists to perform advanced level work and be a resource to staff as subject matter experts; and 1 Secretary II to assist with increased workload of complex tasks. The Information Technology budget unit is adding 1 Departmental IS Administrator, as the position is no longer necessary in the Automated Systems Development budget unit (AAP).

A reorganization of the Disbursements Division has transitioned 18 Property Tax staff to the new Property Tax Division. Two positions are being added to the new Division: 1 Auditor-Controller Division Chief and 1 Auditor-Controller Manager. This reorganization and additional staff are necessary due to the complexity and additional workload relating to the dissolution of the Redevelopment Agencies and the creation of the single Oversight Board.

Redemption Restitution Maintenance

DESCRIPTION OF MAJOR SERVICES

The Redemption Restitution Maintenance budget unit consists of revenue received from tax sales and the State of California for the Victim Restitution Rebate.

Budget at a Glance

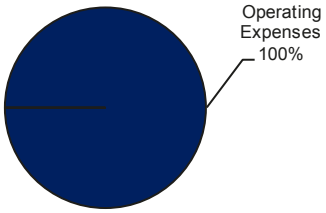
Total Requirements (Excl. Reimb.)	$200,000
Total Sources (Incl. Reimb.)	$232,000
Use of/ (Contribution to) Fund Balance	($32,000)
Total Staff	0

Redemption Maintenance accounts for revenue received from tax sales to defray the costs of maintaining the redemption and tax defaulted files, and the costs of administering and processing the claims for excess tax sale proceeds. Revenue includes unclaimed excess tax sale proceeds collected pursuant to Revenue and Taxation Code 4674.

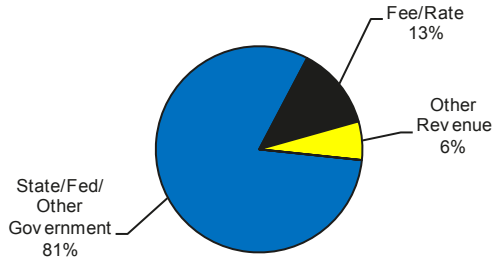
Restitution Maintenance accounts for rebate revenue received from the State of California for collecting and submitting Victim Restitution funds timely to the State, per Government Code 13963(f). Additionally, the rebate revenue received is used to further collection efforts.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



FISCAL

ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Fiscal
DEPARTMENT: Auditor-Controller/Treasurer/Tax Collector
FUND: Redemption Restitution Maintenance

BUDGET UNIT: SDQ TTX
FUNCTION: General
ACTIVITY: Finance

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
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**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	175,355	226,573	182,607	200,000	210,281	188,000	**(12,000)**
Fee/Rate	0	0	0	30,000	0	30,000	**0**
Other Revenue	3,690	5,490	9,087	7,500	15,439	14,000	**6,500**
Total Revenue	179,045	232,063	191,694	237,500	225,720	232,000	**(5,500)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	179,045	232,063	191,694	237,500	225,720	232,000	**(5,500)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(179,045)	(232,063)	(191,694)	(37,500)	(225,720)	(32,000)	**5,500**
Available Reserves				1,850,807		2,071,027	**220,220**
Total Fund Balance				1,813,307		2,039,027	**225,720**
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 2017-18 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 $232,000 represent revenue from the State of California and anticipated interest earnings.

BUDGET CHANGES AND OPERATIONAL IMPACT

Sources are decreasing by $5,500 due to a decrease in the anticipated rebate revenue on restitution orders.

ANALYSIS OF FUND BALANCE

No Use of Fund Balance is anticipated. A Contribution to Fund Balance of $32,000 is anticipated in 2017-18 as Sources are expected to exceed Requirements. In future years, Fund Balance can be used for processing tax sale excess proceeds and to further collection efforts for victim restitution.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



HUMAN SERVICES

HUMAN SERVICES SUMMARY

	Page #	Requirements	Sources	Net County Cost	Staffing
GENERAL FUND					
HUMAN SERVICES	282				
HEALTH ADMINISTRATION	284				
HEALTH ADMINISTRATION	285	140,367,772	125,367,772	15,000,000	0
BEHAVIORAL HEALTH	290				
BEHAVIORAL HEALTH	292	216,011,698	214,168,945	1,842,753	581
ALCOHOL AND DRUG SERVICES	296	17,222,370	17,072,912	149,458	86
PUBLIC HEALTH	306				
PUBLIC HEALTH	309	84,844,944	80,230,569	4,614,375	749
CALIFORNIA CHILDREN'S SERVICES	312	22,760,505	18,292,112	4,468,393	179
INDIGENT AMBULANCE	315	472,501	0	472,501	0
HUMAN SERVICES ADMINISTRATIVE CLAIM	320	559,390,030	533,807,849	25,582,181	4,655
HUMAN SERVICES - SUBSISTENCE PAYMENTS:					
SUBSISTENCE FUNDS - CONSOLIDATED	331	563,190,096	527,500,785	35,689,311	0
AGING AND ADULT SERVICES	340				
AGING AND ADULT SERVICES	342	9,671,269	9,671,269	0	41
PUBLIC GUARDIAN-CONSERVATOR	345	1,330,141	455,000	875,141	27
CHILD SUPPORT SERVICES	348	40,215,180	40,215,180	0	415
VETERANS AFFAIRS	361	2,212,568	602,000	1,610,568	21
TOTAL GENERAL FUND		1,657,689,074	1,567,384,393	90,304,681	6,754

	Page #	Requirements	Sources	Use of (Contribution to) Fund Balance	Staffing
SPECIAL REVENUE FUNDS					
HEALTH ADMINISTRATION:					
MASTER SETTLEMENT AGREEMENT	288	17,000,000	17,168,838	(168,838)	0
BEHAVIORAL HEALTH:					
MENTAL HEALTH SERVICES ACT	299	244,338,802	180,848,614	63,490,188	648
SPECIAL REVENUE FUNDS - CONSOLIDATED	303	11,934,008	11,110,862	823,146	0
PUBLIC HEALTH:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	317	3,888,438	3,996,902	(108,464)	0
HUMAN SERVICES ADMINISTRATION:					
WRAPAROUND REINVESTMENT FUND	337	10,387,029	7,025,000	3,362,029	0
PRESCHOOL SERVICES	354	57,832,797	58,138,087	(305,290)	841
TOTAL SPECIAL REVENUE FUNDS		345,381,074	278,288,303	67,092,771	1,489

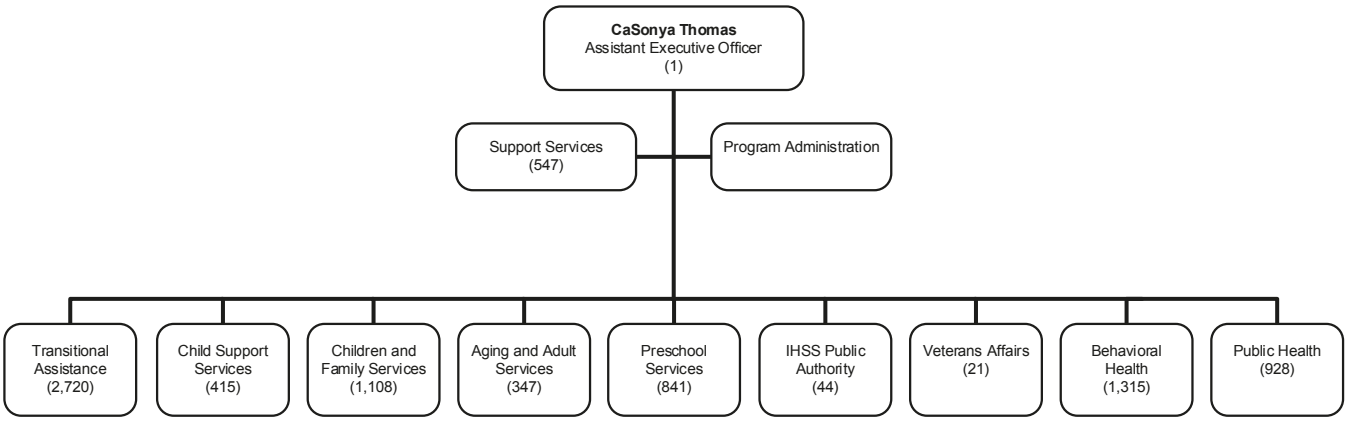
HUMAN SERVICES
CaSonya Thomas

DEPARTMENT MISSION STATEMENT



Human Services works to build a healthy community by strengthening individuals and families, enhancing quality of life, and valuing people.

ORGANIZATIONAL CHART



2017-18 SUMMARY OF HEALTH BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Health Administration	140,367,772	125,367,772	15,000,000			0
Behavioral Health	216,011,698	214,168,945	1,842,753			581
Alcohol and Drug Services	17,222,370	17,072,912	149,458			86
Public Health	84,844,944	80,230,569	4,614,375			749
California Children's Services	22,760,505	18,292,112	4,468,393			179
Indigent Ambulance	472,501	0	472,501			0
Total General Fund	481,679,790	455,132,310	26,547,480	0	0	1,595
Special Revenue Funds						
Master Settlement Agreement	17,000,000	17,168,838		(168,838)		0
Mental Health Services Act	244,338,802	180,848,614		63,490,188		648
BH-Special Revenue Funds - Consolidated	11,934,008	11,110,862		823,146		0
PH-Special Revenue Funds - Consolidated	3,888,438	3,996,902		(108,464)		0
Total Special Revenue Funds	277,161,248	213,125,216	0	64,036,032	0	648
Total - All Funds	758,841,038	668,257,526	26,547,480	64,036,032	0	2,243

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.

2017-18 SUMMARY OF HUMAN SERVICES BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Human Services Administrative Claim	559,390,030	533,807,849	25,582,181			4,655
Human Services Subsistence - Consolidated	563,190,096	527,500,785	35,689,311			0
Aging and Adult Services - Aging Programs	9,671,269	9,671,269				41
Public Guardian - Conservator	1,330,141	455,000	875,141			27
Child Support Services	40,215,180	40,215,180	0			415
Veterans Affairs	2,212,568	602,000	1,610,568			21
Total General Fund	1,176,009,284	1,112,252,083	63,757,201	0	0	5,159
Special Revenue Funds						
Wraparound Reinvestment Fund	10,387,029	7,025,000		3,362,029		0
Preschool Services	57,832,797	58,138,087		(305,290)		841
Total Special Revenue Funds	68,219,826	65,163,087	0	3,056,739	0	841
Other Agencies						
IHSS Public Authority	7,863,985	7,863,985		0		44
Total Other Agencies	7,863,985	7,863,985	0	0	0	44
Total - All Funds	1,252,093,095	1,185,279,155	63,757,201	3,056,739	0	6,044

NOTE: IHSS Public Authority is reported in the 'Other Agencies' section of this budget document.

In total, 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). Children's Network, a separate agency, also works in conjunction with the core Human Services departments. 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.

2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Health Administration	140,367,772	125,367,772	15,000,000			0
Total General Fund	140,367,772	125,367,772	15,000,000	0	0	0
Special Revenue Funds						
Master Settlement Agreement	17,000,000	17,168,838		(168,838)		0
Total Special Revenue Funds	17,000,000	17,168,838	0	(168,838)	0	0
Total - All Funds	157,367,772	142,536,610	15,000,000	(168,838)	0	0

Health Administration

DESCRIPTION OF MAJOR SERVICES

The role of the Health Administration budget unit is to seek and support opportunities to foster collaboration among the 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

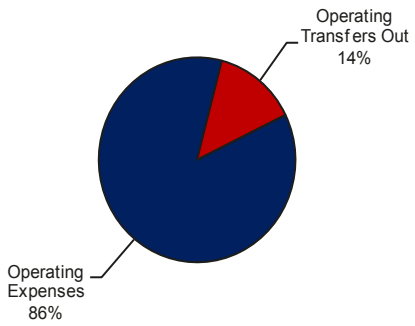
Total Requirements (Excl. Reimb.)	$140,367,772
Total Sources (Incl. Reimb.)	$125,367,772
Net County Cost	$15,000,000
Total Staff	0
Funded by Net County Cost	11%

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.

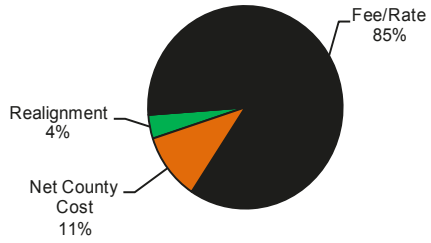
Medi-Cal managed care payments provide for maximum reimbursement under the allowable rate range. PRIME funding is tied to results and is based on meeting metrics and project objectives set to national standards. GPP funding is tied to treating remaining uninsured through non-traditional or complementary 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.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Health Administration
FUND: General

BUDGET UNIT: AAA HCC
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	323,696	145,471	161,109	180,002	179,821	0	**(180,002)**
Operating Expenses	152,789,252	63,253,366	55,613,368	121,054,073	119,955,820	121,118,223	**64,150**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	153,112,948	63,398,837	55,774,478	121,234,075	120,135,641	121,118,223	**(115,852)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	153,112,948	63,398,837	55,774,478	121,234,075	120,135,641	121,118,223	**(115,852)**
Operating Transfers Out	17,346,170	21,425,070	18,964,270	19,137,301	18,729,777	19,249,549	**112,248**
Total Requirements	170,459,118	84,823,907	74,738,748	140,371,376	138,865,418	140,367,772	**(3,604)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	3,376,654	7,399,844	4,999,836	5,371,376	4,788,977	5,367,772	**(3,604)**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	152,082,554	62,423,991	54,738,912	120,000,000	119,076,441	120,000,000	**0**
Other Revenue	0	72	0	0	0	0	**0**
Total Revenue	155,459,209	69,823,907	59,738,748	125,371,376	123,865,418	125,367,772	**(3,604)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	155,459,209	69,823,907	59,738,748	125,371,376	123,865,418	125,367,772	**(3,604)**
Net County Cost	14,999,909	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	**0**
Budgeted Staffing*	2	1	1	1	1	0	**(1)**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Major Requirements 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 ARMC. The major revenue source is the matching funds received from the state.

County General Fund support and realignment funds totaling $20.4 million are used to pay a portion of the ARMC debt service ($14.9 million), Realignment AB 8 match of $4.3 million, 2-1-1 San Bernardino Program, 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 8.34%;
- Social Services at 1.14%;
- Health at 90.52% (which also covers debt service payments).

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $3,604 due to decreased administrative and debt service costs, which results in a decrease in Sources needed to meet Requirements.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Health Administration	1	0	-1	0	0	0	0
Total	1	0	-1	0	0	0	0

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit as the Administrative Analyst III position has been deleted from this budget unit and added to the Human Services budget unit.

Master Settlement Agreement

DESCRIPTION OF MAJOR SERVICES

This budget unit accounts for proceeds received from the tobacco lawsuit Master Settlement Agreement (MSA). In late 1998, a settlement was reached in a lawsuit filed by states against the tobacco industry. In California, the proceeds of the settlement are divided equally between the state and local governments who partnered in the lawsuit. Payments to local governments are based on a formula involving total tobacco sales and each local entity's population.

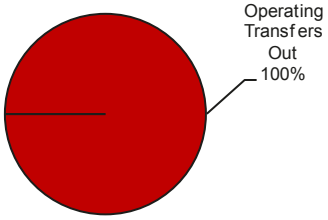
Budget at a Glance

Total Requirements (Excl. Reimb.)	$17,000,000
Total Sources (Incl. Reimb.)	$17,168,838
Use of/ (Contribution to) Fund Balance	($168,838)
Total Staff	0

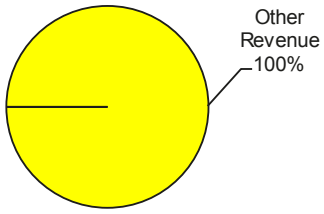
A majority of the County's total proceeds are used each year to fund a portion of the Arrowhead Regional Medical Center (ARMC) debt.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Health Administration
FUND: Master Settlement Agreement

BUDGET UNIT: RSM MSA
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	0	0	0	0	0	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
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	19,200,000	35,300,000	17,000,000	17,000,000	17,000,000	**0**
Total Requirements	17,000,000	19,200,000	35,300,000	17,000,000	17,000,000	17,000,000	**0**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	17,994,675	17,836,962	17,684,044	17,381,156	18,104,074	17,168,838	**(212,318)**
Total Revenue	17,994,675	17,836,962	17,684,044	17,381,156	18,104,074	17,168,838	**(212,318)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	17,994,675	17,836,962	17,684,044	17,381,156	18,104,074	17,168,838	**(212,318)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(994,675)	1,363,038	17,615,956	(381,156)	(1,104,074)	(168,838)	**212,318**
Available Reserves				2,851,674		3,743,430	**891,756**
Total Fund Balance				2,470,518		3,574,592	**1,104,074**
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 2017-18 ADOPTED BUDGET

Operating Transfers Out of $17.0 million reflect a transfer to the General Fund to fund the Net County Cost within the Health Administration budget unit and to offset increased health care costs within the Department of Public Health. Health Administration uses that Net County Cost to fund the $4.3 million local match requirement for 1991 Health Realignment and $10.7 million of debt service for ARMC.

BUDGET CHANGES AND OPERATIONAL IMPACT

Sources are decreasing $212,318 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.

ANALYSIS OF FUND BALANCE

Fund Balance is expected to increase by $168,838 based on the continued trend of revenues exceeding the base expenditure.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

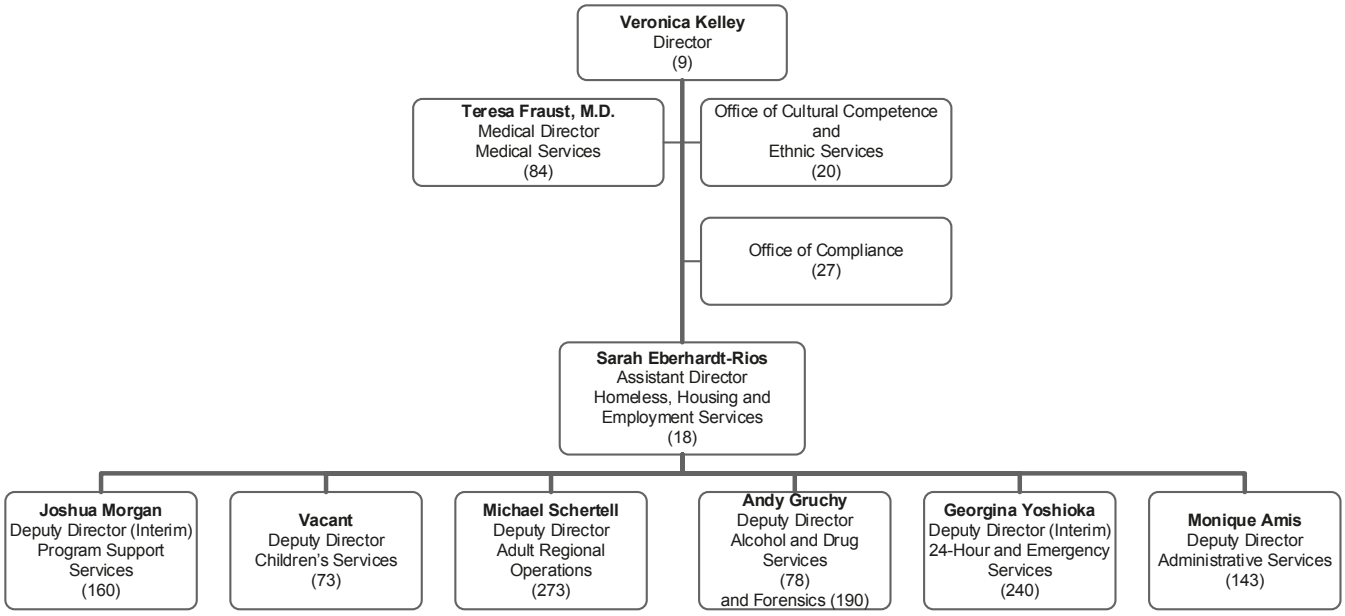
BEHAVIORAL HEALTH
Veronica Kelley

DEPARTMENT MISSION STATEMENT



The County of San Bernardino Behavioral Health Programs strive to be recognized as a progressive system of seamless, accessible, and effective services that promote prevention, intervention, recovery and resiliency for individuals, families and communities.

ORGANIZATIONAL CHART



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Behavioral Health	216,011,698	214,168,945	1,842,753			581
Alcohol and Drug Services	17,222,370	17,072,912	149,458			86
Total General Fund	233,234,068	231,241,857	1,992,211	0	0	667
Special Revenue Funds						
Mental Health Serivces Act	244,338,802	180,848,614		63,490,188		648
Special Revenue Funds - Consolidated	11,934,008	11,110,862		823,146		0
Total Special Revenue Funds	256,272,810	191,959,476	0	64,313,334	0	648
Total - All Funds	489,506,878	423,201,333	1,992,211	64,313,334	0	1,315

2016-17 MAJOR ACCOMPLISHMENTS

- Managed, administered, and evaluated over $100 million of Mental Health Services Act (MHSA) funded programs serving over 190,000 children, adults, and families in San Bernardino County.
- Implemented the American Society of Addiction Medicine (ASAM) residential substance use and/or addictive disorder (SUD) treatment services.
- Continued to maintain 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 82 behavioral health first responders to the community affected by the Blue Cut Fire.
- Initiated program and system changes to respond to the statewide Continuum of Care Reform and Presumptive Transfer mandates, including education for clinical staff and community partners about the foundational changes.
- Expanded services by providing wraparound and homeless supportive services to 112 chronically homeless County residents with behavioral health conditions.
- Expanded residential services for adults with serious mental illness, providing high-level care in a homelike setting that helps residents utilize community resources for ongoing care.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 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.	41,326	46,000	44,433	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**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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.	150,922	160,000	192,883	163,400
STRATEGY	Increase access to services funded by the Mental Health Services Act (MHSA), including early access to prevention and early intervention services.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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.**	**NEW** Percentage of satisfied attendees	N/A	N/A	N/A	75%
STRATEGY	DBH holds stakeholder engagement through DBH's Community Program Planning (CPP) by providing a variety of regular stakeholder and education meetings.					

Behavioral Health

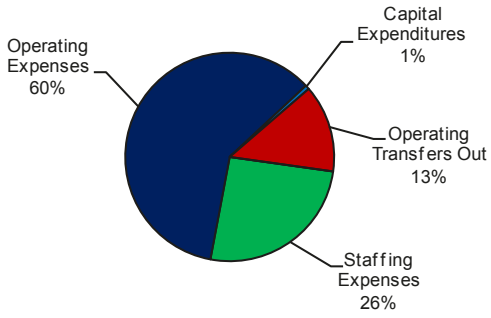
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$236,131,158
Total Sources (Incl. Reimb.)	$234,288,405
Net County Cost	$1,842,753
Total Staff	581
Funded by Net County Cost	1%

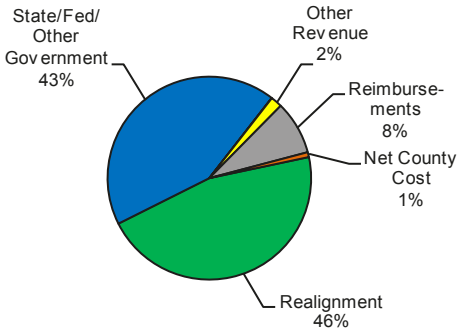
The Department of Behavioral Health is responsible for providing mental health services to County residents who are either unable to afford treatment or do not live in proximity to private services. Treatment is provided to all age groups, with primary emphasis placed on treating children, families and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

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Behavioral Health
FUND: General

BUDGET UNIT: AAA MLH
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	44,413,480	40,821,208	43,033,201	60,364,902	45,784,629	60,784,064	**419,162**
Operating Expenses	101,646,103	102,472,423	111,418,261	140,478,534	126,905,514	141,800,814	**1,322,280**
Capital Expenditures	208,681	138,186	116,556	1,883,770	188,444	1,536,676	**(347,094)**
Total Exp Authority	146,268,264	143,431,817	154,568,018	202,727,206	172,878,587	204,121,554	**1,394,348**
Reimbursements	(16,810,633)	(10,296,556)	(11,377,266)	(23,556,472)	(11,173,206)	(20,119,460)	**3,437,012**
Total Appropriation	129,457,631	133,135,261	143,190,752	179,170,734	161,705,381	184,002,094	**4,831,360**
Operating Transfers Out	1,842,753	10,997,371	14,589,303	29,379,355	22,262,766	32,009,604	**2,630,249**
Total Requirements	131,300,384	144,132,632	157,780,055	208,550,089	183,968,147	216,011,698	**7,461,609**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	77,179,544	85,748,439	96,878,562	105,633,843	108,446,306	108,446,306	**2,812,463**
State/Fed/Other Government	49,781,312	53,516,598	55,588,073	97,251,590	70,359,224	101,298,740	**4,047,150**
Fee/Rate	234,515	181,760	81,875	101,459	87,734	101,459	**0**
Other Revenue	2,275,131	2,306,056	3,648,207	3,710,662	3,232,130	4,322,440	**611,778**
Total Revenue	129,470,502	141,752,853	156,196,717	206,697,554	182,125,394	214,168,945	**7,471,391**
Operating Transfers In	0	538,131	(259,415)	0	0	0	**0**
Total Financing Sources	129,470,502	142,290,984	155,937,302	206,697,554	182,125,394	214,168,945	**7,471,391**
Net County Cost	1,829,882	1,841,648	1,842,753	1,852,535	1,842,753	1,842,753	**(9,782)**
Budgeted Staffing*	511	513	584	584	584	581	**(3)**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Staffing Expenses of $60.8 million fund 581 positions. Operating Expenses of $141.8 million are primarily for $85.1 million in contracted and specialized services. Capital Expenditures of $1.5 million include the purchase of fixed assets related to the expansion of the Hesperia Outpatient Clinic and the East Valley Outpatient 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 $32.0 million include $12.9 million for a new facility for the Children and Youth Collaborative Service (CYCS) program, as well as transfers of 2011 Realignment funds, which is necessary to secure federal and state matching funding, to the Mental Health Services Act (MHSA) budget unit.

Reimbursements of $20.1 million include $10.6 million from the MHSA and Alcohol and Drug budget units for administrative and staffing support, $5.4 million from the MHSA budget unit for the new CYCS facility, and $4.1 million in Reimbursements from other County departments for program staffing expenses, CalWORKs, rents, and other program operations.

Realignment sources of $108.4 million consist of 1991 Realignment and 2011 Realignment revenue, including Public Safety Realignment. State, Federal, and Other Government sources of $101.3 million include Medi-Cal Federal Financial Participation, Affordable Care Act (ACA), and the Mental Health Block Grant. Other Revenue of $4.3 million includes payments from the Social Security Administration, reflecting Medicare indigent care for the disabled, and other agencies.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $7.5 million due in part to an increase of $1.3 million in Operating Expenses, which reflects an increase of $4.5 million for service provider contracts for crisis services at the Arrowhead Regional Medical Center (ARMC) Behavioral Health Center, an increase of $1.1 million in payments to independent contractor psychiatrists to provide increased clinical services, and offset by a reduction of $2.2 million in fee for service contract costs and a reduction of $2.0 million for Therapeutic Based services costs. Operating Transfers Out is increasing by $2.6 million primarily due to an increase in transfers to the MHSA budget unit for increased Early and Periodic Screening, Diagnosis, and Treatment (EPSDT) services. Changes in Requirements also include an increase in Staffing Expenses of $419,162 which reflects negotiated MOU increases. Capital Expenditures are decreasing $347,094 due to decreasing requests for IT and furniture expenditures following relocation of multiple department facilities. Reimbursements are decreasing by $3.4 million due to a $2.2 million decrease from the MHSA budget unit reflecting a change in services provided and a $1.2 million decrease due to a revised MOU with the Sheriff's Department whereby jail clinicians are no longer provided by the Department of Behavioral Health.

Sources are increasing by $7.5 million primarily due to an increase in 2011 Realignment of $2.8 million and an increase of $4.1 million in State, Federal, and Other Government sources which includes an increase in Medi-Cal revenue related to program expansion, increased service capacity, and expanded eligibility under ACA.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
24-Hour and Emergency Services	29	1	0	-1	29	0	29
Administrative Services	60	1	0	0	61	2	59
Office of Compliance	18	1	0	0	19	0	19
Director	6	3	0	0	9	0	9
Homeless, Housing and Employment Services	5	0	0	-2	3	0	3
Medical Services	106	11	-15	-28	74	25	49
Program Support Services	53	1	0	-1	53	1	52
Forensic and Alcohol and Drug Services	93	8	-5	33	129	0	129
Childrens Services	18	0	0	0	18	2	16
Adult Regional Operations	196	4	-13	-1	186	0	186
Total	584	30	-33	0	581	30	551

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $60.8 million fund 581 budgeted positions of which 551 are regular positions and 30 are limited term positions. The budget reflects a net decrease of 3 positions. The budget includes 30 new positions (4 limited term and 26 regular) and 33 deletions (15 limited term and 18 regular), of which 18 regular positions were moved to the MHSA budget unit to align staffing with programmatic needs. The new positions include 29 which are necessary due to the expansion of support services for regional clinics and expansion of the Juvenile Justice program, and the addition of 1 Clinical Therapist I that was deleted in the 2016-17 First Quarter Budget Report in error.

Additions

1 Case Review Specialist
3 Child Psychiatrist
2 Clinic Assistant
4 Clinical Therapist I *
1 Clinical Therapist I- Psychologist
1 Cont Automated System Analyst II
2 Cont Licensed Physician

1 Cont Psychiatrist LicPhysician
1 Deputy Director BH Prog Services
1 Licensed Vocational Nurse II
1 Mental Health Nurse II
2 Mental Health Program Mgr I
1 Mental Health Clinic Supervisor
1 Psychiatric Technician I
3 Psychiatrist II
1 Psychiatrist III
1 Social Worker II
3 Staff Analyst II

* Includes 1 Clinical Therapist I to correct position deleted in the 2016-17 First Quarter Budget Report in error.

Deletions
2 Cont Adult Psychiatrist
1 Cont Child Psychiatrist
1 Cont Child Psychiatrist Brd Cert
1 Cont F/T Adult Psychiatrist
1 Cont P/T Adult Psychiatrist
1 Cont Psychiatrist II
1 Cont Psychiatrist IV
3 Cont FT Adult Psychiatrist BrdCert
4 Cont PT Adult Psychiatrist BrdCert
9 Clinical Therapist I**
1 Clinical Therapist II**
1 General Services Worker II **
3 Mental Health Specialists **
1 Office Assistant II **
1 Office Assistant III **
1 Psychiatric Technician I **
1 Social Worker II **

** These positions are moved to the MHSA budget unit.

Alcohol and Drug Services

DESCRIPTION OF MAJOR SERVICES

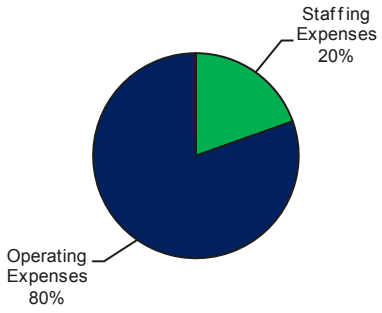
The Department of Behavioral Health - Alcohol and Drug Services (ADS) provides comprehensive Substance Use Disorder (SUD) services through various substance abuse prevention and treatment programs to County residents. Services include outpatient, residential and narcotic treatment services, prevention, and transitional supportive housing.

Budget at a Glance

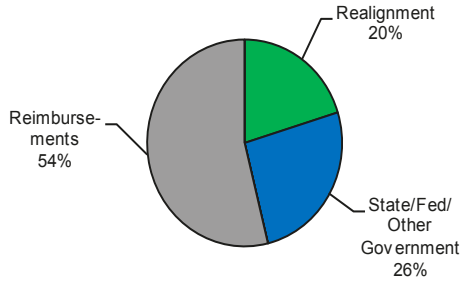
Total Requirements (Excl. Reimb.)	$37,135,971
Total Sources (Incl. Reimb.)	$36,986,513
Net County Cost	$149,458
Total Staff	86
Funded by Net County Cost	0%

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Alcohol and Drug Services
FUND: General

BUDGET UNIT: AAA ADS
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	4,225,175	4,365,811	4,924,939	7,054,166	4,798,101	7,266,216	**212,050**
Operating Expenses	18,460,802	23,362,138	23,504,377	27,510,753	25,150,084	29,817,155	**2,306,402**
Capital Expenditures	4,866	6,163	0	69,200	1,305	52,600	**(16,600)**
Total Exp Authority	22,690,843	27,734,112	28,429,316	34,634,119	29,949,490	37,135,971	**2,501,852**
Reimbursements	(13,024,531)	(16,761,292)	(13,462,018)	(19,874,456)	(15,375,063)	(19,913,601)	**(39,145)**
Total Appropriation	9,666,312	10,972,820	14,967,298	14,759,663	14,574,427	17,222,370	**2,462,707**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	9,666,312	10,972,820	14,967,298	14,759,663	14,574,427	17,222,370	**2,462,707**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	6,484,752	5,922,210	7,529,756	6,634,042	7,720,680	7,481,778	**847,736**
State/Fed/Other Government	3,043,180	4,900,174	6,270,345	7,975,863	6,726,170	9,590,834	**1,614,971**
Fee/Rate	489	200	0	300	0	300	**0**
Other Revenue	(5,776)	578	37,007	0	25,569	0	**0**
Total Revenue	9,522,645	10,823,162	13,837,108	14,610,205	14,472,419	17,072,912	**2,462,707**
Operating Transfers In	0	0	980,732	0	0	0	**0**
Total Financing Sources	9,522,645	10,823,162	14,817,840	14,610,205	14,472,419	17,072,912	**2,462,707**
Net County Cost	143,667	149,658	149,458	149,458	102,008	149,458	**0**
Budgeted Staffing*	53	75	90	85	85	86	**1**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Staffing Expenses of $7.3 million fund 86 budgeted positions. Operating Expenses of $29.8 million are comprised primarily of $25.4 million in professionally contracted services and interdepartmental transfers ($3.2 million) for prevention services, contracted emergency physician services, rents, facility charges, and Behavioral Health General Fund administrative support. Capital Expenditures of $52,600 fund improvements to structures and the purchase of equipment for the expansion of the Hesperia and Highland (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 $19.9 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 $17.1 million include federal and state funds: Drug Medi-Cal (DMC), Affordable Care Act Drug Medi-Cal, Substance Abuse Prevention and Treatment Block Grant. Sources also include 2011 Realignment, and Public Safety Realignment.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $2.5 million due to an increase in Operating Expenses of $2.3 million primarily related to the increased use of contract behavioral health clinics to provide additional narcotic treatment services to homeless and other SUD clients. An increase of $212,050 in Staffing Expenses is primarily related to the addition of one position and negotiated MOU increases.

Sources are increasing by $2.5 million due to an increase in Realignment of $847,736, and additional State/Federal/Other Governmental revenue of $1.6 million related to DMC revenue generated from additional services provided to clients in the Narcotics Treatment Program (NTP) and Outpatient programs.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Office of Compliance	1	0	0	0	1	0	1
Administrative Services	7	0	0	0	7	0	7
Forensic and Alcohol and Drug Services	77	1	0	0	78	3	75
Total	85	1	0	0	86	3	83

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $7.3 million fund 86 budgeted positions of which 83 are regular positions and 3 are limited term positions. The budget includes the addition of 1 Social Worker II position, which is required to monitor performance of the contract behavioral health clinics noted above and to ensure compliance with federal, state, and County policies.

Mental Health Services Act

DESCRIPTION OF MAJOR SERVICES

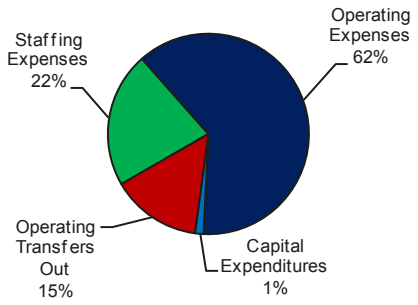
On November 2, 2004, voters passed Proposition 63, which established a state personal income tax surcharge of one percent on the portion of taxpayers' annual taxable income that exceeds $1.0 million. The proposition was enacted into law as the Mental Health Services Act (MHSA), effective January 1, 2005. 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 ensure that all funds are expended in the most cost effective manner and to ensure accountability to taxpayers and to the public."

Budget at a Glance

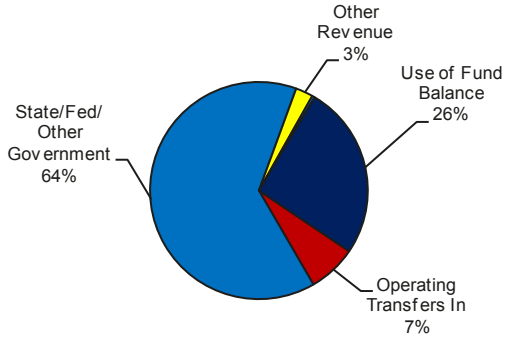
Total Requirements (Excl. Reimb.)	$245,334,626
Total Sources (Incl. Reimb.)	$181,844,438
Use of/ (Contribution to) Fund Balance	$63,490,188
Total Staff	648

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Behavioral Health
FUND: Mental Health Services Act

BUDGET UNIT: RCT MLH
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	28,693,789	31,128,037	36,206,510	49,944,274	40,617,843	53,557,605	**3,613,331**
Operating Expenses	84,169,768	79,997,020	79,330,400	119,798,130	99,654,999	152,764,196	**32,966,066**
Capital Expenditures	1,672,047	813,629	194,818	3,720,660	793,864	3,387,487	**(333,173)**
Total Exp Authority	114,535,604	111,938,686	115,731,728	173,463,064	141,066,706	209,709,288	**36,246,224**
Reimbursements	(498,499)	(712,960)	(2,200,724)	(1,129,185)	(930,237)	(995,824)	**133,361**
Total Appropriation	114,037,105	111,225,726	113,531,004	172,333,879	140,136,469	208,713,464	**36,379,585**
Operating Transfers Out	6,668	125,003	2,141,765	38,595,177	10,652,897	35,625,338	**(2,969,839)**
Total Requirements	114,043,773	111,350,729	115,672,769	210,929,056	150,789,366	244,338,802	**33,409,746**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	5,827,284	0	0	0	0	0	**0**
State/Fed/Other Government	85,061,754	123,572,346	109,684,216	155,034,217	145,407,494	156,806,038	**1,771,821**
Fee/Rate	100	(128)	573	0	1,208	0	**0**
Other Revenue	4,847,877	4,810,783	5,655,978	6,286,482	4,975,757	6,357,072	**70,590**
Total Revenue	95,737,015	128,383,001	115,340,767	161,320,699	150,384,459	163,163,110	**1,842,411**
Operating Transfers In	0	9,154,618	12,259,711	14,662,214	20,424,111	17,685,504	**3,023,290**
Total Financing Sources	95,737,015	137,537,618	127,600,478	175,982,913	170,808,570	180,848,614	**4,865,701**
Fund Balance							
Use of / (Contribution to) Fund Balance**	18,306,758	(26,186,889)	(11,927,709)	34,946,143	(20,019,204)	63,490,188	**28,544,045**
Available Reserves				75,043,239		68,898,573	**(6,144,666)**
Total Fund Balance				109,989,382		132,388,761	**22,399,379**
Budgeted Staffing*	459	517	567	618	618	648	**30**

*Data represents final budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Staffing Expenses of $53.6 million fund 648 positions. Operating Expenses of $152.8 million are primarily for $113.1 million in contracted and specialized services and $21.6 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 recommended MHSA Plan.

Capital Expenditures of $3.4 million and Operating Transfers Out of $35.6 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 $1.0 million include support from the Behavioral Health (BH) General Fund budget unit and the Alcohol and Drug Services (ADS) General Fund budget unit for program related salary and rent reimbursements.

State, Federal and Other Government sources in the amount of $156.8 million include revenue from the Mental Health Services Act, Medi-Cal Federal Financial Participation and Affordable Care Act, and Senate Bill 82 Investment in Mental Health Wellness Act of 2013 (SB82) Grants. Other Revenue of $6.4 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 $17.7 million consist primarily of 2011 Realignment for Early and Periodic Screening, Diagnosis and Treatment (EPSDT) Services, and Public Safety Realignment for mental health services provided to probationers.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $33.4 million, primarily due to an increase in Operating Expenses of $33.0 million, reflecting increased costs 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. These additional services will allow the department to increase the number of consumers served. Staffing Expenses are increasing by $3.6 million due to the addition of 30 positions and negotiated MOU increases. Operating Transfers Out are decreasing by $3.0 million related to partial completion of two CSUs located in the East Valley and West Valley and completion of two CRT Centers in the West Valley and Morongo Basin.

Sources are increasing by $4.9 million. Medi-Cal revenue is increasing by $16.4 million due to increasing service capacity. MHSA revenue is decreasing by $1.7 million based on the state's projections. State grant funding is decreasing by $12.9 million due to the elimination of the one-time SB82 grant revenue from the California Health Facilities Financing Authority (CHFFA), elimination of the Department of Housing and Urban Development Continuum of Care grants associated with the Office of Homeless Services upon its transfer to the Community Development and Housing Agency in 2016-17, and the elimination of the SB82 Triage grant from the Mental Health Services Oversight and Accountability Commission. Operating Transfers In are increasing by $3.0 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

The use of $63.5 million of Fund Balance includes the use of $32.4 million related to one-time expenditures primarily 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 Record system, and other one-time capital expenditures. Other one-time uses for construction include $5.4 million to fund a portion of the new Children and Youth Collaborative Services facility. $25.7 million of Fund Balance is used for ongoing expenses, primarily increases in Children and Youth Services, CSU, and CRT contracts. DBH has begun an internal review of sources and requirements in conjunction with program needs to reduce the ongoing use of fund balance.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
24-Hour and Emergency Services	210	2	0	-1	211	0	211
Administrative Services	73	3	0	-1	75	5	70
Office of Compliance	7	0	0	0	7	0	7
Office of Cultural & Ethnic Services	20	0	0	0	20	0	20
Homeless, Housing and Employment Services	14	0	0	1	15	0	15
Medical Services	6	4	0	0	10	3	7
Program Support Services	107	2	0	-2	107	30	77
Forensic and Alcohol and Drug Services	56	5	-2	2	61	0	61
Children's Services	49	5	-1	2	55	0	55
Adult Regional Operations	76	13	-1	-1	87	0	87
Total	618	34	-4	0	648	38	610

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $53.6 million fund 648 budgeted positions of which 610 are regular positions and 38 are limited term positions. The budget reflects a net increase of 30 positions. The budget includes 34 new positions (31 regular and 3 limited term) and 4 deletions which consist of 3 deleted regular positions which were moved to the BH General Fund budget unit and 1 Clinical Therapist I added in the 2016-17 First Quarter Budget Report in error. These position changes are to better service County residents through the expansion of services to meet the requirements of the children's Continuum of Care Reform and other administrative support services.

Additions
1 Business Systems Analyst I
10 Clinical Therapist I
3 Clinical Therapist II
2 Cont Clinical Therapist
1 Cont Office Assistant III
1 General Services Worker II
1 Internal Review Accountant IV
3 Mental Health Specialist
1 Office Assistant II
3 Office Assistant III
1 Process Improvement Coordinator
1 Program Specialist I
1 Program Specialist II
1 Psychiatric Technician I
2 Social Worker II
1 Staff Analyst I
1 Staff Analyst II

Deletions
1 Licensed Vocational Nurse II
1 Staff Analyst II
1 Clinical Therapist I - Psychologist
1 Clinical Therapist I *

* Corrects a position added in the 2016-17 First Quarter Budget Report in error.

Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$11,934,008
Total Sources (Incl. Reimb.)	$11,110,862
Use of/ (Contribution to) Fund Balance	$823,146
Total Staff	0

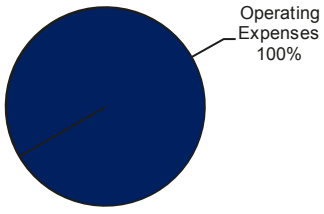
Block Grant Carryover Program are funds utilized by Alcohol and Drug Services (ADS) received from the State Department of Health Care Services (DHCS) under a multi-year cost reimbursement contract that allows the County to retain unused federal Substance Abuse Prevention and Treatment (SAPT) funds for 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.

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 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.

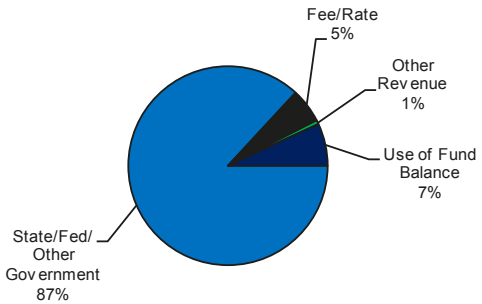
Driving Under the Influence Program as per Title 9, Division 4, Chapter 3, 9878 (m) of the State regulations and Health and Safety Code 11837.8 (a), the Department of Behavioral Health charges fees to privately owned and operated vendors for monitoring Penal Code (PC) 1000 and DUI programs. The County 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 the special revenue budget unit. Funds are then transferred to the Alcohol and Drug Services budget unit, as needed, to meet the costs of staff assigned to this function. These funds can only be used for the cost of monitoring PC 1000 and DUI programs.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Behavioral Health
FUND: Consolidated Special Revenue

BUDGET UNIT: Various
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	10,307,147	13,543,756	8,926,172	12,158,303	10,474,788	11,934,008	**(224,295)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	10,307,147	13,543,756	8,926,172	12,158,303	10,474,788	11,934,008	**(224,295)**
Reimbursements	(11,054)	0	0	0	0	0	**0**
Total Appropriation	10,296,093	13,543,756	8,926,172	12,158,303	10,474,788	11,934,008	**(224,295)**
Operating Transfers Out	0	538,131	0	0	0	0	**0**
Total Requirements	10,296,093	14,081,887	8,926,172	12,158,303	10,474,788	11,934,008	**(224,295)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	64,957	0	0	0	0	0	**0**
State/Fed/Other Government	8,348,706	9,906,395	10,061,327	10,131,718	10,250,665	10,367,299	**235,581**
Fee/Rate	653,947	637,458	587,082	557,659	694,121	667,197	**109,538**
Other Revenue	50,541	27,479	73,106	41,636	97,871	76,366	**34,730**
Total Revenue	9,118,151	10,571,332	10,721,515	10,731,013	11,042,657	11,110,862	**379,849**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	9,118,151	10,571,332	10,721,515	10,731,013	11,042,657	11,110,862	**379,849**
Fund Balance							
Use of / (Contribution to) Fund Balance**	1,177,942	3,510,555	(1,795,343)	1,427,290	(567,869)	823,146	**(604,144)**
Available Reserves				7,480,738		9,862,445	**2,381,707**
Total Fund Balance				8,908,028		10,685,591	**1,777,563**
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 2017-18 ADOPTED BUDGET

	2017-18				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
Block Grant Carry Over Program (SDH)	11,093,971	10,422,032	671,939	6,685,641	0
Court Alcohol & Drug Program (SDI)	661,277	510,070	151,207	2,570,802	0
Driving Under the influence Program (SDC)	178,760	178,760	0	606,002	0
Total Special Revenue Funds	11,934,008	11,110,862	823,146	9,862,445	0

Block Grant Carryover Program has Requirements of $11.1 million for Operating Expenses which consist primarily 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 $10.4 million are primarily from federal aid received through DHCS and anticipated interest revenue. Use of Fund Balance of $671,939 will be used for transfers to the ADS General Fund budget unit to fund the expansion of Substance Use Disorder (SUD) treatment services.

Court Alcohol and Drug Program has Requirements of $661,277 for Operating Expenses to fund SUD Program costs that are paid in the ADS General Fund budget unit. Sources of $510,070 include fines collected from DUI offenders and anticipated interest. Fund Balance of $151,207 will be used to expand a new diversion program.

Driving Under the Influence Program has Requirements of $178,760 for Operating Expenses to fund salaries and benefits and other expenditures in the ADS General Fund budget unit incurred in monitoring the DUI/Deferred for Entry of Judgment programs. Sources of $178,760 include DUI fees paid by program providers and anticipated interest revenue. There will be no contribution to or use of Fund Balance.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $224,295. Operating Expenses consisting of transfers to the ADS budget unit have decreased primarily due to termination of HIV services and equipment purchases from the reallocation of Administrative staff.

Sources are increasing by $379,849 due to an increase of $235,581 in the federal block grant award, an increase of $109,538 in fee revenue collected based on current receipts, and an increase of $34,730 in interest revenue.

ANALYSIS OF FUND BALANCE

The federal SAPT Block Grant award is available to the County for two fiscal years. Any balances from the first fiscal year are rolled over and can be used in the next fiscal year. Consequently, the fund balance primarily consists of these roll over balances and current deposits from the federal award to fund ongoing expenses. The primary reason for the Use of Fund Balance is additional costs associated with the new diversion program for substance use disorder consumers and the expansion in contracts for current SUD treatment services. In future years, Drug Medi-Cal funding and State General Funds 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.

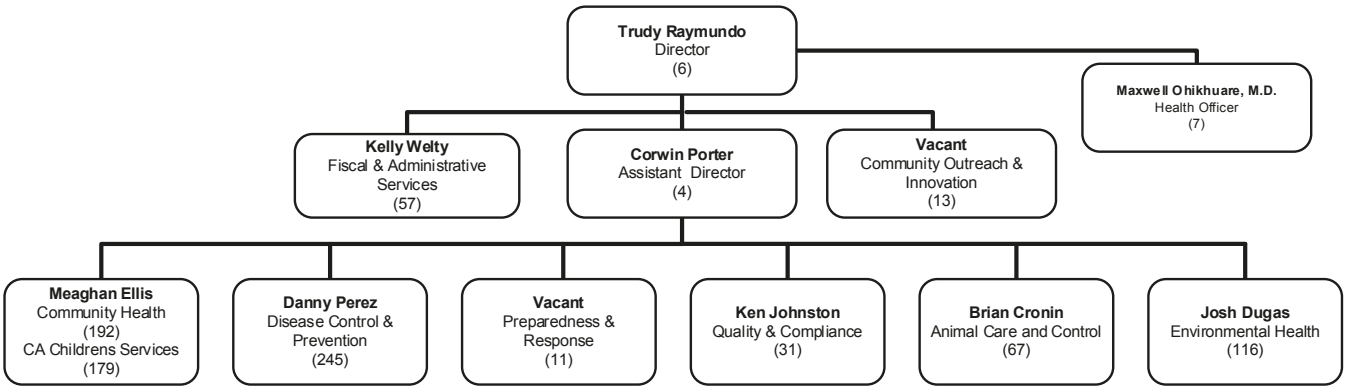
PUBLIC HEALTH
Trudy Raymundo

DEPARTMENT MISSION STATEMENT



Working in partnership to promote and improve health, wellness, safety and quality of life in San Bernardino County.

ORGANIZATIONAL CHART



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Public Health	84,844,944	80,230,569	4,614,375			749
California Children's Services	22,760,505	18,292,112	4,468,393			179
Indigent Ambulance	472,501	0	472,501			0
Total General Fund	108,077,950	98,522,681	9,555,269	0	0	928
Special Revenue Funds						
Special Revenue Funds - Consolidated	3,888,438	3,996,902		(108,464)		0
Total Special Revenue Funds	3,888,438	3,996,902	0	(108,464)	0	0
Total - All Funds	111,966,388	102,519,583	9,555,269	(108,464)		928

2016-17 MAJOR ACCOMPLISHMENTS

- Presented the Community Vital Signs (CVS) Implementation Action Plan work activities and overview of the CVS Open Data Portal to the community at the 2017 National Innovative Communities Conference.
- Submitted application for national accreditation to the Public Health Accreditation Board (PHAB).
- Implemented a department-wide quality improvement (QI) program and completed over 50 QI cycles resulting in a number of enhancements, such as increased revenue, improved accuracy and reduced processing time.
- Coordinated department-wide efforts to support implementation of the department's Strategic Plan through staff engagement activities.
- Successfully moved the CHEMPACK to Arrowhead Regional Medical Center (ARMC) to reduce response time for lifesaving medications if a chemical incident occurs.
- Conducted mass vaccination clinic exercises at five new point of dispensing (POD) sites during flu season.
- Established a POD site memorandum of understanding (MOU) and a mobile pod trailer MOU with the Twenty-Nine Palms Band of Mission Indians, increasing capacity to serve tribal members.
- Assisted residents and pets evacuated during the Blue Cut Fire by establishing three emergency evacuation animal shelters and caring for over 1,100 displaced/evacuated animals.
- Determined medical eligibility for 83% of children referred to California Children's Services within five days of receipt of all necessary documentation.
- Replicated domestic violence integration and behavioral health integration programs at the Ontario and San Bernardino Health Centers.
- Received a National Association of Counties (NACo) award for collaboration with Children and Family Services (CFS) and the Department of Behavioral Health (DBH) on the psychotropic medication process.
- Received a grant to deliver free child safety seats and safety helmets to families in need through a collaborative effort with First 5 and San Bernardino Unified School District.
- Mobilized staff response to emerging Zika disease outbreak and facilitated local testing of over 500 cases.
- Received additional funding to support a Regional Breastfeeding Liaison to assist in implementing a department-wide lactation accommodation policy.
- Conducted 18 trainings to various prenatal providers on the Babies Optimal Nutrition Ultimate Support (BONUS) program to support breastfeeding.
- Implemented Aedes Mosquito Surveillance Abatement Program.
- Implemented risk-based inspection program for food facilities that meet elevated food risk criteria.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPLEMENT THE COUNTYWIDE VISION		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target
OBJECTIVE	**Continue to promote the Countywide Vision and support the Element Groups.**	1. Complete the Implementation Action plan to support the Community Transformation Plan's (CTP) four Priority Areas. 2. Conduct evaluation and progress tracking of the Implementation Action Plan 3. Evaluate progress of community partner activities that support the goals and strategies of the CTP 4. Launch the CVS Open Performance Site to highlight performance metrics and strategies of the four Priority Areas 5. Develop workplan to continuously update the Community Vital Signs 2013 Final Report (Community Heath Assessment), including broadening of community partnerships and more detailed descriptions of the community issues and Priority Areas.	90%	100%	95%	100%
STRATEGY	Public Health serves as the staff liaison to the Countywide Vision Project's Wellness Element Group which has initiated a multi-year community-driven process to identify priority areas for improving health and wellness. The department will continue to support and facilitate the development, implementation, and evaluation of the Community Transformation Plan.					

DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 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: - One cohort of staff complete the Mentoring program - 50% of interested staff have created an Individualized Professional Development Plan (IPDP) with supervisory input.	100%	100%	85%	100%
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**					
STRATEGY	Implement high-quality Public Health leadership training to achieve an essential element of Public Health accreditation and ensure stable department leadership into the future.					

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of current year accreditation activities completed: - Submit required documentation to PHAB - Resolve gaps in required PHAB documentation - Continue accreditation marketing efforts to all staff - Continue to provide accreditation updates/trainings.	95%	100%	75%	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 capacity to deliver the three core public health functions and ten essential services.					

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	**NEW** Complete at least three quality improvement projects with measurable outcomes.	N/A	N/A	N/A	100%
STRATEGY	Implement quality improvement projects that support the DPH Strategic Plan objectives.					

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	**NEW** Number of food facilities completing a voluntary HELP inspection.	N/A	N/A	N/A	40
STRATEGY	Conduct voluntary Health Education Liaison Program (HELP) collaborative inspections at food facilities to assist operators in complying with food regulations and developing strategies to improve food safety.					

COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target
OBJECTIVE	**Maintain close working relationships with cities, tribes and other governmental agencies.**	Number of rescue group partners (RGPs).	416	441	449	463
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	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target
OBJECTIVE	**Support County employees affected by the December 2, 2015 terrorist attack.**	**NEW** Host five resiliency training sessions.	N/A	N/A	N/A	100%
STRATEGY	Provide Public Health staff with training on long-term coping strategies to build resiliency.					

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.

Budget at a Glance

Total Requirements (Excl. Reimb.)	$94,330,279
Total Sources (Incl. Reimb.)	$89,715,904
Net County Cost	$4,614,375
Total Staff	749
Funded by Net County Cost	5%

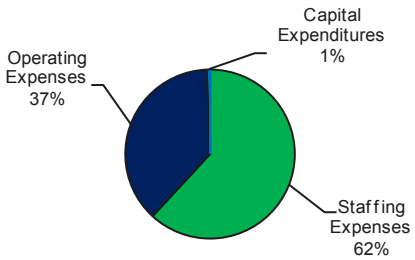
Key delivery areas include Community Health, Disease Control and Prevention, Environmental Health, Animal Care and Control, and Community Outreach and Innovation. Community Health provides health care services that promote and improve the health of County residents and visitors, and assures the quality and accessibility of health care services to the public by providing clinical services through a network of Federally Qualified Health Centers (FQHCs) 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.

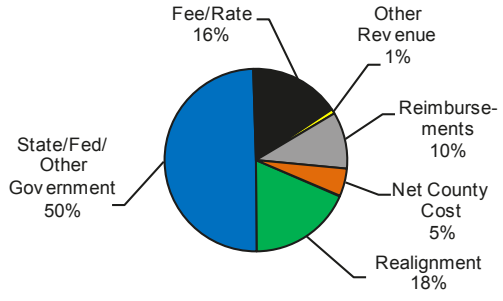
The Department of Public Health is currently in the process of seeking national accreditation. Public Health accreditation measures performance against a set of nationally recognized standards that focus on accountability, efficiency, effectiveness, and outcomes. This includes using deliberate and defined continuous quality improvement processes that are responsive to community needs and improving community health.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Public Health
FUND: General

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	51,399,550	47,967,081	46,550,614	57,092,941	49,492,752	58,352,272	**1,259,331**
Operating Expenses	26,870,635	27,874,098	30,579,785	36,510,784	32,047,772	35,397,817	**(1,112,967)**
Capital Expenditures	223,783	345,030	528,870	1,615,841	692,244	580,190	**(1,035,651)**
Total Exp Authority	78,493,968	76,186,209	77,659,269	95,219,566	82,232,767	94,330,279	**(889,287)**
Reimbursements	(9,392,706)	(8,338,724)	(8,032,056)	(10,082,976)	(7,784,616)	(9,485,335)	**597,641**
Total Appropriation	69,101,262	67,847,485	69,627,213	85,136,590	74,448,151	84,844,944	**(291,646)**
Operating Transfers Out	0	2,465,108	602,225	65,478	64,559	0	**(65,478)**
Total Requirements	69,101,262	70,312,593	70,229,438	85,202,068	74,512,710	84,844,944	**(357,124)**
Sources							
Taxes	585	0	0	0	0	0	**0**
Realignment	14,250,797	12,404,341	12,239,775	17,341,655	14,360,711	17,321,474	**(20,181)**
State/Fed/Other Government	34,309,986	37,209,584	36,195,506	45,043,210	36,999,999	46,825,627	**1,782,417**
Fee/Rate	14,939,918	14,954,669	14,535,008	15,185,781	15,402,016	15,188,547	**2,766**
Other Revenue	1,225,085	1,294,316	1,405,794	1,480,645	2,159,298	769,921	**(710,724)**
Total Revenue	64,726,371	65,862,910	64,376,083	79,051,291	68,922,024	80,105,569	**1,054,278**
Operating Transfers In	136,913	68,321	107,101	142,893	126,113	125,000	**(17,893)**
Total Financing Sources	64,863,284	65,931,231	64,483,184	79,194,184	69,048,137	80,230,569	**1,036,385**
Net County Cost	4,237,978	4,381,362	5,746,254	6,007,884	5,464,573	4,614,375	**(1,393,509)**
Budgeted Staffing*	713	715	736	751	751	749	**(2)**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Staffing Expenses of $58.4 million fund 749 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 $35.4 million include services and supplies, travel, and transfers to other County departments. Capital Expenditures of $580,190 are primarily for electronic health record (EHR) system implementation costs. Reimbursements of $9.5 million include payments from other County departments for services provided by Public Health.

Sources of $80.2 million include $46.8 million in state and federal funding primarily from grants and Medi-Cal; $15.2 million in Fee/Rate revenue primarily from license/permits and fees for service; $769,921 in other grant revenue; $125,000 in Operating Transfers In from County Fire which reflects Homeland Security Grant funding of a Medical Emergency Planning Specialist position; and $17.3 million in Realignment revenue.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $357,124 primarily due to reduced expenditures in temporary help to support the Division of Environmental Health Services (EHS) and the elimination of one-time capital expenditures for the electronic health record system, offset by increased Staffing Expenses as a result of negotiated MOU increases.

Sources are increasing by $1.0 million primarily due to new grant funding for the Reentry Program (Prop 47 funding pass-through from the Probation Department, paid out in turn to outside service providers), partially offset by decreases in other existing grants. Net County Cost is being reduced by $1.4 million due to anticipated reduced expenditures in temporary help for EHS.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Director	7	1	0	-2	6	0	6
Health Officer	7	0	0	0	7	1	6
Assistant Director	4	0	0	0	4	1	3
Community Health	192	5	-4	-1	192	2	190
Disease Control & Prevention	245	3	-5	2	245	1	244
Fiscal and Administrative Services	52	0	0	5	57	5	52
Quality & Compliance	28	2	-2	3	31	0	31
Animal Care and Control	67	0	-1	1	67	0	67
Environmental Health	124	3	-6	-5	116	18	98
Preparedness & Response	13	1	-2	-1	11	0	11
Community Outreach & Innovation	12	3	0	-2	13	0	13
Total	751	18	-20	0	749	28	721

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $58.4 million fund 749 budgeted positions of which 721 are regular positions and 28 are limited term positions. There is a net decrease of two budgeted positions, with the addition of 16 new regular positions and 2 limited-term positions offset by the deletion of 13 vacant regular positions and 7 vacant limited-term positions). The department made staffing adjustments to limited term positions through separate mid-year board agenda items, however, it is through the annual budget process that these positions are added to the budget. These staffing changes are needed to address changes in grant funding, operational needs, quality improvement, and to increase efficiency in operations.

Additions
1 Environmental Health Specialist II (Job Share)
2 Health Education Specialist II
1 Medical Emergency Planning Specialist
1 Office Assistant III
1 Registered Nurse II
1 Staff Analyst II
1 Statistical Analyst
1 Supervising Public Health Nurse
1 Public Health Dental Hygienist
3 Public Health Dental Assistant
1 Staff Analyst I
1 Automated Systems Technician
1 Program Specialist II
1 Contract Wellness Coordinator
1 Contract Supervising Office Assistant

Deletions
6 Environmental Health Specialist II
2 Health Education Specialist I
4 Health Services Assistant I
1 Office Assistant III
1 Public Health Epidemiologist
1 Secretary I
1 Social Services Practitioner IV
1 Contract Inland Empire HIV Planning Counsel Liaison
1 Automated Systems Analyst I
1 Business Systems Analyst III
1 Public Health Microbiologist III

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.)	$22,760,505
Total Sources (Incl. Reimb.)	$18,292,112
Net County Cost	$4,468,393
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). Effective 2016-17, County CCS Program Administrative funding allocations are assigned by the state based on prior fiscal year allocations and adjusted to include increases and decreases in CCS Program appropriations in the current year Budget Act.

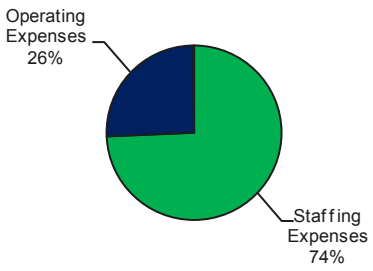
   Caseload percentages are currently as follows:

   - Medi-Cal is 83.3% of the caseload. Federal and state funds reimburse CCS for 100% of the costs.
   - OTLICP (Optional Targeted Low Income Children's Program) accounts for 10.7% 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 accounts for approximately 6% of the caseload. Federal and state funds pay for 50% of the costs associated with treating this clientele. The remaining 50% is split equally between Social Services Realignment (25%) and County General Fund support (25%).

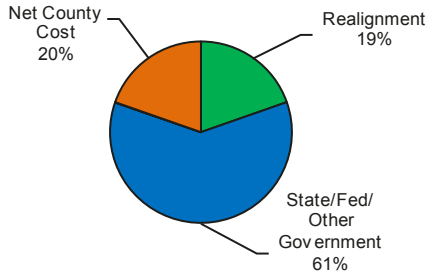
2. Medical Therapy Component – This component provides physical therapy, occupational therapy and medical therapy conference services. Licensed physical therapists and certified occupational therapists provide evaluation, treatment, consultation services and case management. The state reimburses the 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 80% of the caseload in the medical therapy component is Medi-Cal eligible. The state also reimburses approximately $80,000 for 100% of personnel costs while attending individualized educational programs per California AB3632.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	13,805,909	12,853,404	13,116,192	15,948,864	13,202,478	16,917,020	**968,156**
Operating Expenses	4,151,263	3,994,077	4,185,827	5,087,294	4,237,304	5,815,516	**728,222**
Capital Expenditures	0	0	0	27,969	0	27,969	**0**
Total Exp Authority	17,957,172	16,847,481	17,302,019	21,064,127	17,439,782	22,760,505	**1,696,378**
Reimbursements	0	(1,549)	(1,468)	0	(1,178)	0	**0**
Total Appropriation	17,957,172	16,845,932	17,300,551	21,064,127	17,438,604	22,760,505	**1,696,378**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	17,957,172	16,845,932	17,300,551	21,064,127	17,438,604	22,760,505	**1,696,378**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	2,624,095	2,298,641	2,902,216	4,303,802	2,438,575	4,468,393	**164,591**
State/Fed/Other Government	12,545,014	12,221,961	11,285,856	12,427,817	12,323,833	13,809,119	**1,381,302**
Fee/Rate	14,779	7,645	11,754	14,000	6,345	14,000	**0**
Other Revenue	149,189	18,752	70,241	600	228,881	600	**0**
Total Revenue	15,333,077	14,546,999	14,270,067	16,746,219	14,997,633	18,292,112	**1,545,893**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	15,333,077	14,546,999	14,270,067	16,746,219	14,997,633	18,292,112	**1,545,893**
Net County Cost	2,624,095	2,298,933	3,030,484	4,317,908	2,440,971	4,468,393	**150,485**
Budgeted Staffing*	166	174	179	179	179	179	**0**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Staffing Expenses of $16.9 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 $18.3 million primarily consist of state and federal aid of $13.8 million and $4.5 million in Realignment funding.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $1.7 million primarily due to increased salaries and benefits associated with negotiated MOU increases, increased payments to OTLICP (Optional Targeted Low Income Children's Program) for medical services, and increased payments to the Public Health budget unit for indirect overhead costs.

Sources are increasing by $1.5 million primarily due to an increase in federal and state grant funding. This increase funds the cost of MOU increases noted above and is not expected to have an operational impact to this program.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
California Children's Services	179	1	-1	0	179	0	179
Total	179	1	-1	0	179	0	179

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $16.9 million fund 179 budgeted regular positions. The budget includes the addition of 1 Supervising Pediatric Rehabilitation Therapist I, who will provide an appropriate level of supervisory oversight to staff rehabilitation therapists in light of a planned expansion of services at a Medical Therapy Unit. The budget also includes the deletion of 1 Supervising Social Worker. The program has transitioned from Social Workers to Social Service Practitioners. This supervisory position was no longer necessary; no operational impact will arise from this deletion.

Indigent Ambulance

DESCRIPTION OF MAJOR SERVICES

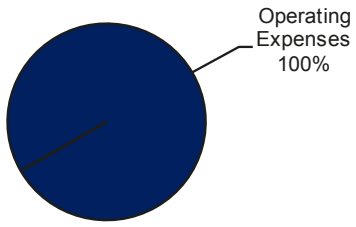
This budget unit provides funding for ambulance contractors who transport indigents to the Arrowhead Regional Medical Center or the closest hospital under certain life-threatening situations. Up to the extent of available appropriation, the fund also pays for the Sheriff/Coroner/Public Administrator's cost of transportation of inmates for medical treatment. The requirements in this budget unit are maintained at a constant level.

Budget at a Glance

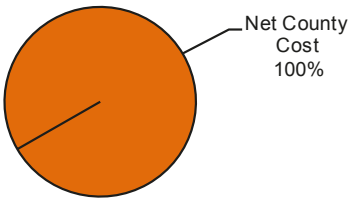
Total Requirements (Excl. Reimb.)	$472,501
Total Sources (Incl. Reimb.)	$0
Net County Cost	$472,501
Total Staff	0
Funded by Net County Cost	100%

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Public Health
FUND: General

BUDGET UNIT: AAA EMC
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	472,501	472,501	472,501	472,501	472,501	472,501	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	472,501	472,501	472,501	472,501	472,501	472,501	**0**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	472,501	472,501	472,501	472,501	472,501	472,501	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	472,501	472,501	472,501	472,501	472,501	472,501	**0**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/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 2017-18 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

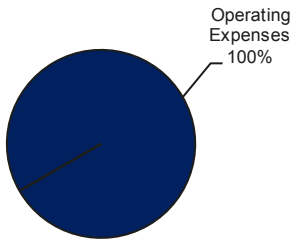
Total Requirements (Excl. Reimb.)	$3,888,438
Total Sources (Incl. Reimb.)	$3,996,902
Use of/ (Contribution to) Fund Balance	($108,464)
Total Staff	0

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.

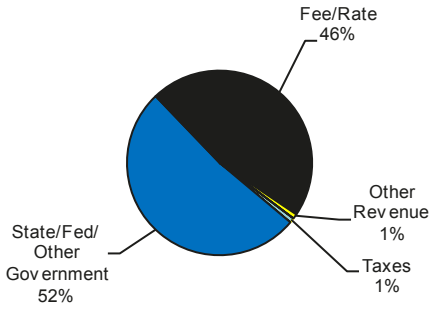
Vector Control Assessments funding is received via the property tax roll and is dedicated for vector control services. The assessments are levied against parcels within the unincorporated areas of the County and the amount assessed depends upon the level of improvement on a given parcel. Services provided 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.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Public Health
FUND: Consolidated Special Revenue

BUDGET UNIT: Various
FUNCTION: Health & Sanitation
ACTIVITY: Health

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	4,220,178	3,616,916	3,442,130	4,250,658	3,485,863	3,888,438	**(362,220)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	4,220,178	3,616,916	3,442,130	4,250,658	3,485,863	3,888,438	**(362,220)**
Reimbursements	0	(75,643)	0	0	0	0	**0**
Total Appropriation	4,220,178	3,541,273	3,442,130	4,250,658	3,485,863	3,888,438	**(362,220)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	4,220,178	3,541,273	3,442,130	4,250,658	3,485,863	3,888,438	**(362,220)**
Sources							
Taxes	36,707	39,079	34,086	33,670	33,042	34,686	**1,016**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	2,439,939	1,903,716	2,003,440	2,390,824	1,878,553	2,066,946	**(323,878)**
Fee/Rate	1,815,628	1,832,572	1,842,494	1,854,462	1,785,634	1,861,547	**7,085**
Other Revenue	13,576	17,228	24,729	19,004	43,735	33,723	**14,719**
Total Revenue	4,305,850	3,792,595	3,904,749	4,297,960	3,740,965	3,996,902	**(301,058)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	4,305,850	3,792,595	3,904,749	4,297,960	3,740,965	3,996,902	**(301,058)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(85,672)	(251,322)	(462,619)	(47,302)	(255,102)	(108,464)	**(61,162)**
Available Reserves				4,492,412		4,808,677	**316,265**
Total Fund Balance				4,445,110		4,700,213	**255,103**
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 2017-18 ADOPTED BUDGET

	2017-18				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
Bioterrorism Preparedness	2,068,701	2,068,584	117	4,083	0
Vital Statistics State Fees	126,072	181,743	(55,671)	967,967	0
Vector Control Assessments	1,693,665	1,746,575	(52,910)	3,836,627	0
Total Special Revenue Funds	3,888,438	3,996,902	(108,464)	4,808,677	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 $126,072 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 $181,743 are primarily from collection of vital statistics fees set by the State.

Vector Control Assessments: 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 $362,220 primarily due to the reduction in one-time expenses related to the use of public health emergency preparedness carryover funds.

ANALYSIS OF FUND BALANCE

The Net Contribution to Fund Balance of $108,464 primarily represents a Contribution to Fund Balance of $55,671 in the Vital Statistics Special Revenue fund and $52,910 in the Vector Control Assessments Special Revenue fund. Inflows into these funds consist of vital records fees (which are set by statute) and property tax assessments, respectively, and are transferred out to meet departmental operating expenses.

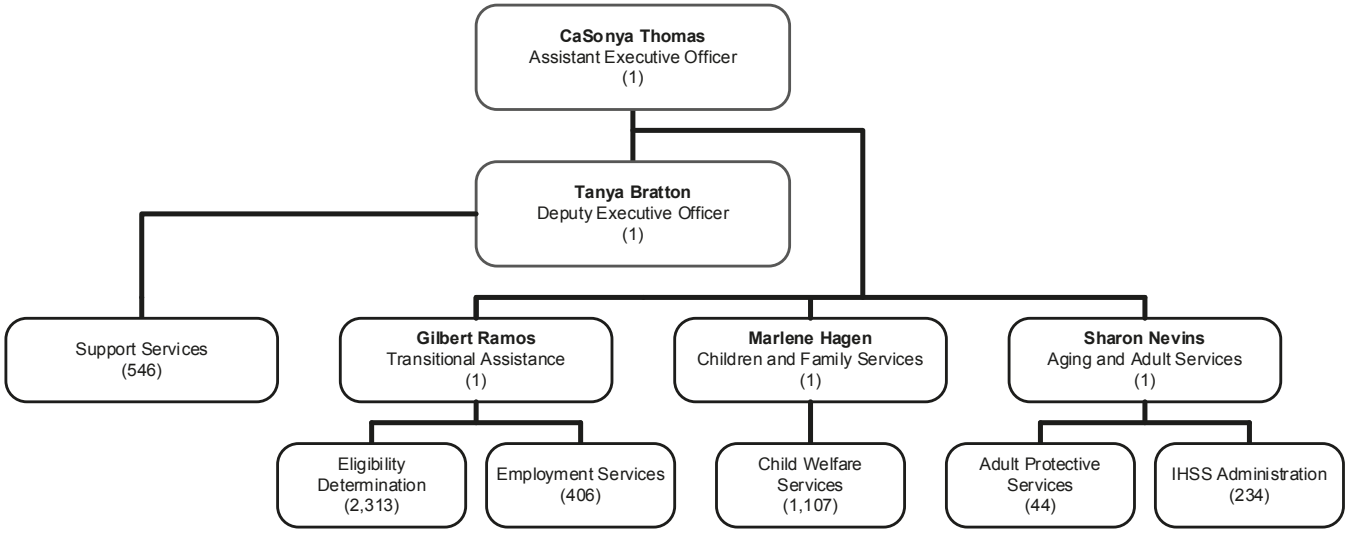
The Net Contributions to Fund Balance noted above are offset by a Use of Fund Balance of $117 in the Bioterrorism Preparedness Special Revenue fund.

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
CaSonya Thomas

ORGANIZATIONAL CHART



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Human Services Administrative Claim	559,390,030	533,807,849	25,582,181			4,655
Human Services Subsistence Funds - Consolidated	563,190,096	527,500,785	35,689,311			0
Total General Fund	1,122,580,126	1,061,308,634	61,271,492	0	0	4,655
Special Revenue Funds						
Wraparound Reinvestment Fund	10,387,029	7,025,000		3,362,029		0
Total Special Revenue Funds	10,387,029	7,025,000	0	3,362,029	0	0
Total - All Funds	1,132,967,155	1,068,333,634	61,271,492	3,362,029	0	4,655

2016-17 MAJOR ACCOMPLISHMENTS

Transitional Assistance Department (TAD)

- Processed 1.2 million phone requests (average of 98,000 calls per month) related to CalWORKs, CalFresh and Medi-Cal cases through the Customer Service Center (CSC). Also provided timely responses to County residents for Health Care Reform, handling the transferred calls from Covered CA Service Centers in 30 seconds or less, as mandated by the MOU signed by Consortia/DHCS/Covered CA. The average time to answer was 10 seconds.
- Collaborated with Workforce Development Department (WDD) and placed 425 CalWORKs customers into subsidized employment.
- Processed CalFresh cases at a 97.9% accuracy rate.
- Processed over $30.0 million in federal and state tax refunds and served more than 18,823 taxpayers in communities throughout San Bernardino County through the Volunteer Income Tax Assistance (VITA) program. These refunds stimulate economic activity in addition to fighting poverty and leading to increased self-sufficiency.

Children and Family Services (CFS)

- Opened the After-Hours Response Center (ARC) to provide optimal emergency response services to children and families throughout the County 24/7. ARC locates emergency placement for children after normal business hours.
- Received National Association of Counties (NACo) Achievement Awards for Child Mental Health: A Comprehensive Collaborative Strategy, Parent Partner Program and Services, Meeting Kinship Needs through a Resource Portal, and Psychotropic Medication Protocol (in collaboration with the Department of Public Health).
- Assessed 21,941 child abuse and neglect referrals encompassing over 24,664 children.
- Provided case management services to 9,889 children and young adults.
- Reunited 1,029 children with their families.
- Achieved permanency for 786 children through adoption and guardianship.

Department of Aging and Adult Services (DAAS)

- Received National Association of Counties (NACo) Achievement Awards for In-Home Supportive Services Program Integrity Initiatives, Stakeholder Engagement and Interagency Coordination and Support Groups for Families of Conservatees.
- Provided In-Home Support Services to over 28,000 aged, blind and/or disabled County residents who were able to remain safely in their homes because of services provided.
- Processed 22,934 calls and referrals at the 24-hour Adult Protective Services hotline.
- Provided 318,133 congregate and 360,617 home-delivered meals to eligible seniors and their spouses.

DEPARTMENT PERFORMANCE MEASURES

Transitional Assistance Department (TAD)

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 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	96.1%	80%	95.5%	80%
STRATEGY	Provide timely responses to calls from County residents for Health Care Reform (HCR) from Customer Service Center (CSC) as mandated by the MOU signed by Consortia/DHCS/Covered CA.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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	44.7%	50%	52.2%	50%
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**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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	1.3%	3.0%	2.1%	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**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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	17,262	15,179	18,823	15,634
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	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Number of families involved with a Parent Partner	1,654	1,260	1,380	1,400
STRATEGY	Increase and enhance the role of Parent Partners (a resource to help parents navigate the complex child welfare system). Parent Partners are parents who have successfully navigated the child welfare system, successfully reunified with their children and now work as para-professionals for Children and Family Services. Engagement with a Parent Partner leads to earlier reunification for families.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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 newly approved resource family homes	115	145	93	300
STRATEGY	Utilize Foster and Relative Caregiver Recruitment, Retention and Support (FPRRS) strategies to increase the availability of Resource Family Homes (RFH). RFHs provide family-like living arrangements for our children in foster care as an alternative to higher levels of care.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Number of children impacted	2,224	2,000	3,038	2,250
STRATEGY	Utilize Team Decision Making (TDM) meetings, which include the child and family. These meetings are collaborative processes involving the family and their community support systems who know and care about the child(ren). They are also designed to make the best informed decisions concerning a child(ren)'s safety and living environment, as well as, identify and address their mental health needs.					

Administrative Claim

DESCRIPTION OF MAJOR SERVICES

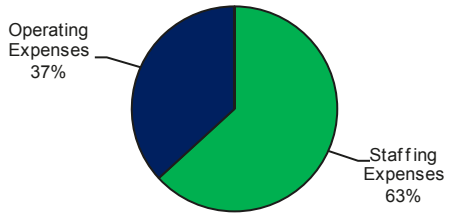
This budget unit represents the administrative claim made by the County for social services programs under applicable mandatory federal and state regulations. Transitional Assistance Department (TAD), Children and Family Services (CFS), Adult Services programs of the Department of Aging and Adult Services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

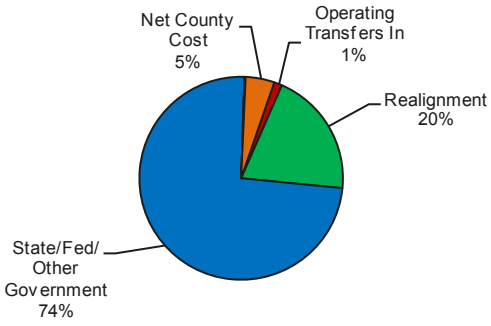
Total Requirements (Excl. Reimb.)	$561,556,762
Total Sources (Incl. Reimb.)	$535,974,581
Net County Cost	$25,582,181
Total Staff	4,655
Funded by Net County Cost	5%

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Administrative Claim
FUND: General

BUDGET UNIT: AAA DPA
FUNCTION: Public Assistance
ACTIVITY: Public Assistance Admin

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	316,484,173	309,808,520	333,910,995	348,280,251	343,572,231	352,623,068	**4,342,817**
Operating Expenses	154,473,527	161,814,570	187,722,536	216,888,460	177,469,054	205,355,459	**(11,533,001)**
Capital Expenditures	1,468,740	2,010,248	1,314,996	2,875,610	942,956	2,459,400	**(416,210)**
Total Exp Authority	472,426,440	473,633,338	522,948,527	568,044,321	521,984,241	560,437,927	**(7,606,394)**
Reimbursements	(2,844,080)	(2,643,873)	(2,928,451)	(2,136,582)	(2,482,618)	(2,166,732)	**(30,150)**
Total Appropriation	469,582,360	470,989,465	520,020,075	565,907,739	519,501,624	558,271,195	**(7,636,544)**
Operating Transfers Out	221,641	1,009,125	1,044,444	1,081,000	1,081,000	1,118,835	**37,835**
Total Requirements	469,804,001	471,998,590	521,064,519	566,988,739	520,582,624	559,390,030	**(7,598,709)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	94,447,214	95,630,342	100,526,436	108,399,045	104,183,372	111,891,450	**3,492,405**
State/Fed/Other Government	356,872,932	359,435,407	400,978,217	428,613,203	389,614,066	413,686,748	**(14,926,455)**
Fee/Rate	547,878	606,761	637,234	503,360	587,333	470,000	**(33,360)**
Other Revenue	783,293	1,010,420	1,194,344	1,046,870	1,275,421	598,622	**(448,248)**
Total Revenue	452,651,317	456,682,930	503,336,231	538,562,478	495,660,191	526,646,820	**(11,915,658)**
Operating Transfers In	185,877	823,248	1,044,444	7,161,029	3,851,085	7,161,029	**0**
Total Financing Sources	452,837,194	457,506,177	504,380,675	545,723,507	499,511,276	533,807,849	**(11,915,658)**
Net County Cost	16,966,807	14,492,413	16,683,845	21,265,232	21,071,347	25,582,181	**4,316,949**
Budgeted Staffing*	4,612	4,707	4,854	4,859	4,859	4,655	**(204)**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Major requirements include the following:

- Staffing Expenses of $352.6 million fund 4,655 positions.
- Operating Expenses of $205.4 million represent expenses for County services, computer hardware and software, office supplies, insurance, mail services, professional services, communications, training, security, furniture, travel, goods and services for clients, facility leases, transfers out and miscellaneous operating costs.
- Capital Expenditures of $2.5 million include expenses for fixed asset equipment, capitalized software and vehicles.
- Reimbursements of $2.2 million include payments from other County departments to HS for administrative support services as requested.
- Operating Transfers Out of $1.1 million provide the required local share of cost to the IHSS Public Authority.

Major sources include the following:

- Realignment revenue of $111.9 million is used to match available federal funding and replace state funding for programs that have been realigned.
- Federal and state funding of $413.7 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 enables Children and Family Services to maintain current service levels despite increasing costs.

BUDGET CHANGES AND OPERATIONAL IMPACT

The latest projection of available sources for social services programs include funding and mandated program changes as addressed in the 2017-18 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 stagnant or decreased allocations across many social services programs, the ongoing availability of statewide revenue and realignment revenue is uncertain. Because of this, HS continues to plan for the maximum possible available funding to effectively take advantage of potential funding increases, yet remains prepared for unexpected funding decreases. To prepare for possible future funding challenges, HS will continue to monitor developments at the state and federal levels in an effort to maintain mandated public services at appropriate levels while utilizing all available funding.

Plans for significant expenditures, whether for staff, services and supplies, equipment, or services to clients will be monitored closely and necessary adjustments will be made as future changes to the state budget are known. Any significant differences between this budget and actual allocations received from the state will be addressed through the County's quarterly budget adjustment process.

Overall, Sources within this budget unit are expected to decrease by 2.2%. Reductions in available federal/state sources and increased use of realignment funds result in a net Requirements decrease of $7.6 million as follows:

- Staffing Expenses are increasing by $4.3 million. This is primarily due to negotiated salary and benefit increases. Savings realized from reductions in TAD staffing are offset by increases in CFS staffing and DAAS Staffing resulting in a net staffing decrease of 204 positions.
- Operating Expenses are decreasing by $11.5 million. Changes are due to decreases in C-IV related computer expense, insurance, postage, office supplies and direct services provided to clients. These decreases are partially offset by increases in County services, data processing, and application maintenance services.
- Capital Expenditures are decreasing by $416,210, which is primarily due to reductions in computer and capitalized software purchases.
- Reimbursements are increasing by $30,150, which reflects an increase in the salary costs for HS administrative support.

Sources are decreasing by $11.9 million as follows:

- Realignment usage is increasing by $3.5 million and is possible because of increased realignment collections. This increase is required to fund increased program expenditures for CFS programs ($2.0 million) and the mandated 3.5% IHSS MOE increase ($1.5 million).
- Federal and state funding available for HS programs is decreasing a net $14.9 million primarily due to decreased CalWORKs funding.

NET COUNTY COST

Most HS programs are state and/or federal mandates. The County share of funding is either mandated as a percentage of total program costs or as a fixed maintenance of effort. County share is comprised of a combination of Net County Cost and revenue from realignment funds. Realignment funds were created by two distinct and separate state realignment processes to offset the costs that were shifted to the County from the state for realigned programs. Their use is limited to designated social services programs.

Changes to HS County share needs are as follows:

History of Social Services Realignment and Net County Cost
HS Administrative Budget
(In Millions)

	ACTUALS				2016-17 Final Budget	2017-18 Budget	Increase/ (decrease)
	2013-14	2014-15	2015-16	2016-17			
Administrative Budget (DPA)							
1991 Realignment	13.9	12.8	12.6	10.2	14.9	14.0	**(0.9)**
2011 Realignment	39.8	40.6	44.2	48.8	48.5	51.3	**2.7**
Net County Cost	17.0	14.5	16.7	21.1	21.3	25.6	**4.3**
IHSS MOE (DPA)							
1991 Realignment	40.8	42.2	43.7	45.2	45.0	46.6	**1.6**
Total 1991 Realignment	**54.7**	**55.0**	**56.3**	**55.4**	**59.9**	**60.6**	**0.7**
Total 2011 Realignment	**39.8**	**40.6**	**44.2**	**48.8**	**48.5**	**51.3**	**2.7**
Grand Total Realignment	**94.5**	**95.6**	**100.5**	**104.2**	**108.4**	**111.9**	**3.5**
Total Net County Cost	**17.0**	**14.5**	**16.7**	**21.1**	**21.3**	**25.6**	**4.3**

In aggregate, the HS Administrative Claim (DPA) budget unit includes a $4.3 million net increase to Net County Cost. $500,000 of this increase is the local share requested by CFS for staffing increases necessary to enhance services to an increasing number of County families in need. $1.4 million is the local share required for HS to access the federal and state funding required to fund increased salary, IT and COWCAP costs. $2.4 million is the local share required to fund the County share of the stepped reduction of enhanced state CalFresh Administration funding that has been available since 2010.

The incremental increase of $2.4 million in Discretionary General Funding (Net County Cost) for CalFresh Administration, represents funding necessary to maintain current staffing levels in the final year of the CalFresh waiver. This represents a reduction of $1.0 million of one-time funding and an increase of $3.4 million ongoing. This brings the current year match to $4.9 million for CalFresh Administration. Future funding requests will be based on workload requirements and the department will continue to evaluate staffing needs based on caseload change.

Net County Cost figures are estimates and are dependent upon actual expenditures and use of available funding sources. HS will closely manage changes arising from the state budget, grant funding and available realignment revenue. Significant changes will be addressed through the County's quarterly budget update process, as needed.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Transitional Assistance Department	2,950	0	-230	0	2,720	0	2,720
Children and Family Services	1,094	16	-2	0	1,108	14	1,094
Department of Aging and Adult Services	270	9	0	0	279	1	278
HS Administration and Support Services	545	4	-1	0	548	3	545
Total	4,859	29	-233	0	4,655	18	4,637

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $352.6 million fund 4,655 budgeted positions of which 4,637 are regular positions and 18 are limited term positions.

TRANSITIONAL ASSISTANCE DEPARTMENT (TAD)

A significant decrease in TAD CalWORKs funding is expected and a reduction of eligibility staffing is required. The stepped reduction of enhanced state CalFresh Administration funding would also require the reduction of eligibility staffing if not for the provision of additional Discretionary General Funding (Net County Cost). As a result, TAD has identified the need to make the following changes to current unfilled positions and future vacated positions:

Deletions
205 Eligibility Worker II
11 Employment Services Specialist
14 Employment Services Specialist Trainee

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 a net increase of 14 budgeted positions (addition of 16, deletion of 2) staffing additions as follows:

Deletions
1 Child Welfare Services Manager
1 Social Services Practitioner

Additions
10 Social Service Practitioner
2 Social Worker II
2 Child Welfare Services Manager
2 Supervising Office Assistant

DEPARTMENT OF AGING AND ADULT 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 by 3.5% each year. This structure allows DAAS to increase social worker and support staffing to the levels necessary to effectively service IHSS clients. Available funding provides for staffing additions as follows:

Additions
4 Social Worker II
2 Social Service Practitioner
2 Supervising Social Service Practitioner
1 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 adjustments within the Administration and Support Divisions. Staffing changes include an increase of 3 net positions (addition of 4, deletion of 1) as follows:

Additions	
1 Training & Development Specialist	Performance Education and Resource Center
1 Appeals Specialist	Program Integrity Division
1 Administrative Analyst III	Administrative Support Division – from Health Administration Budget
1 Staff Analyst I	Personnel – from Veterans Affairs Budget
Deletions	Human Services Administration
1 Staff Analyst II	

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

		Revenue							Local Share						
Transitional Assistance Department (TAD)	Appropriation	Federal	% Federal	State	% State	Other	% Other	Total Federal/State/Other	Realignment	% Realignment	Net County Cost (NCC)	% NCC	Total Local Share	Total Revenue	Staffing
Food Stamps	97,100,000	53,893,942	56%	33,216,119	34%			87,110,061			9,989,939	10%	9,989,939	97,100,000	764
Calfresh- Food Stamps Waiver One-Time Funding	4,900,000										4,900,000	100%	4,900,000	4,900,000	
CalWorks - Eligibility	26,970,041	26,970,041	100%					26,970,041						26,970,041	509
CalWorks - Mental Health	8,614,120			8,614,120	100%			8,614,120						8,614,120	
CalWorks - Cal-Learn	1,652,772	1,188,316	72%	464,456	28%			1,652,772						1,652,772	
CalWorks - Welfare to Work	77,068,577	77,068,577	100%					77,068,577						77,068,577	371
CalWorks - Child Care Admin - Stage 1	3,795,788	3,795,788	100%					3,795,788						3,795,788	35
Medi-Cal	96,734,859	48,367,430	50%	48,367,429	50%			96,734,859						96,734,859	975
Foster Care Administration	4,204,579	1,892,213	45%					1,892,213	2,312,366	55%			2,312,366	4,204,579	49
General Relief Administration	643,027										643,027	100%	643,027	643,027	5
Other Programs	12,551,153	9,988,614	80%	2,562,539	20%			12,551,153						12,551,153	12
Department of Children's Services (CFS)															
Child Welfare Services - Basic	114,569,458	48,715,840	43%			7,161,031	6%	55,876,871	49,621,493	43%	9,071,094	8%	58,692,587	114,569,458	924
Foster Training and Recruitment	308,663	161,172	52%					161,172	147,491	48%			147,491	308,663	2
Support and Therapeutic Options Program	1,038,760								1,038,760	100%			1,038,760	1,038,760	-
Adoptions	6,979,305	2,947,632	42%					2,947,632	4,031,673	58%			4,031,673	6,979,305	46
ILP	1,484,612	878,893	59%					878,893	605,719	41%			605,719	1,484,612	12
Relative Family Assistance	999,793			624,996	63%			624,996	374,797	37%			374,797	999,793	8
Foster Parent Recruitment, Retention and Support	4,464,576	1,755,734	39%	2,708,842	61%			4,464,576						4,464,576	35
Commercially Sexually Exploited Children (State Allocation)	1,970,882	739,081	38%	1,231,801	62%			1,970,882						1,970,882	15
Promoting Safe and Stable Families	2,037,399	2,037,399	100%					2,037,399						2,037,399	16
Promoting Safe and Stable Families Monthly Visits	123,124	123,124	100%					123,124						123,124	1
Licensing	592,223	223,949	38%	368,274	62%			592,223						592,223	5
Other Programs	8,329,310	3,219,823	39%	954,706	11%			4,174,529	4,154,781	50%			4,154,781	8,329,310	44
Aging and Adult Services															
In-Home Supportive Services	27,951,210	14,274,888	51%	13,676,322	49%			27,951,210					-	27,951,210	256
Adult Protective Services	5,942,187	2,654,688	45%					2,654,688	3,045,354	51%	242,145	4%	3,287,499	5,942,187	23
IHSS Provider MOE	46,559,016								46,559,016	100%			46,559,016	46,559,016	
HS Admin Support Svcs															548
Non Claimable Costs															
PERC Training Expense	381,300										381,300	100%	381,300	381,300	
Other	1,423,296					1,068,620	75%	1,068,620			354,676	25%	354,676	1,423,296	
Total	1,804,596		-			1,068,620	59%	1,068,620			735,976	41%	735,976	1,804,596	
Total Administrative Budget	559,390,030	300,897,144	54%	112,789,604	20%	8,229,651	1%	421,916,399	111,891,450	20%	25,582,181	5%	137,473,631	559,390,030	4,655

Human Services Subsistence Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance

Total Requirements (Excl. Reimb.)	$564,097,996
Total Sources (Incl. Reimb.)	$528,408,685
Net County Cost	$35,689,311
Total Staff	0
Funded by Net County Cost	6%

Aid to Indigents (General Relief) provides mandated County subsistence in the form of cash aid for food, shelter and transportation to indigents who do not meet categorical eligibility requirements for state and federally funded programs. These general relief payments facilitate transition to an employable status and/or provide interim assistance pending receipt of Social Security Income (SSI) benefits. Revenue under this program represents retroactive SSI payments, which the County receives as reimbursements for general relief assistance provided to SSI eligible indigents prior to their enrollment in the SSI program and reimbursements made by non-SSI eligible indigents when assistance under this program is no longer needed.

Domestic Violence/Child Abuse Services provides for a number of contracts with agencies to ensure temporary shelter, food, transportation, emergency services and treatment/counseling for adults and children who are victims of domestic violence and child abuse. The domestic violence program under SB 1246 is funded by a surcharge on marriage licenses and court fines imposed in domestic violence cases. The child abuse prevention program is funded by realignment and revenue generated from a surcharge placed on certified copies of birth certificates. Revenues from the surcharges are deposited into special revenue funds and used to fund the payments to contractors. These three revenue sources provide 100% of the funding for this program.

Entitlement Payments (Child Care) provides for the Stage One Child Care program administered by the Transitional Assistance Department (TAD). This program is one of the major programs of federal welfare reform and the resulting state CalWORKs program and is intended to fund child care for CalWORKs recipients who are seeking employment or have obtained employment. Child care provider payments are 100% federally and state funded through reimbursements by the state.

Out-of-Home Child Care provides assistance grants for room, board and care for children pending determination of eligibility for state or federal aid, those who are ineligible due to other resources or those who are undocumented residents. Some of these children have serious emotional and medical problems, which increase the difficulty of locating appropriate facilities for care. Costs for this program can fluctuate based on the unique nature and requirements of each individual case and are funded with Discretionary General Funding (Net County Cost).

Aid to Adoptive Children provides financial assistance to adoptive parents who would otherwise not be able to provide for a child's special needs. The children are either personally disadvantaged, physically handicapped or adolescents. This program enables hard to place children to be adopted and taken out of the higher cost Foster Care program. This budget unit is approximately 44% federally funded. The remaining 56% 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 32% federal and 68% County.
- For non-federal cases, all costs are borne by the County.
- All County share-of-cost is funded with Realignment and Discretionary General Funding (Net County Cost).

Refugee Cash Assistance provides assistance payments for a maximum of eight months to all refugees who cannot meet the requirements for the Refugee Demonstration Project and CalWORKs programs. This program is 100% federally funded, and federal participation is open-ended.

Cash Assistance for Immigrants program, under AB 2779, provides cash assistance to aged, blind and disabled legal immigrants, who meet the Supplemental Security Income/State Supplementary Payment (SSI/SSP) immigration status requirements in effect on August 21, 1998, and all other current SSI/SSP eligibility requirements, yet are no longer eligible for SSI/SSP solely due to their immigration status. This program is 100% state funded.

CalWORKs – All Other Families provides CalWORKs assistance payments to families eligible for aid and includes all cases that have not been identified as two-parent families. The federal government reimburses 31% of the costs for this program. Approximately 67% is Realignment. The mandated 2% County share is funded with Discretionary General Funding (Net County Cost).

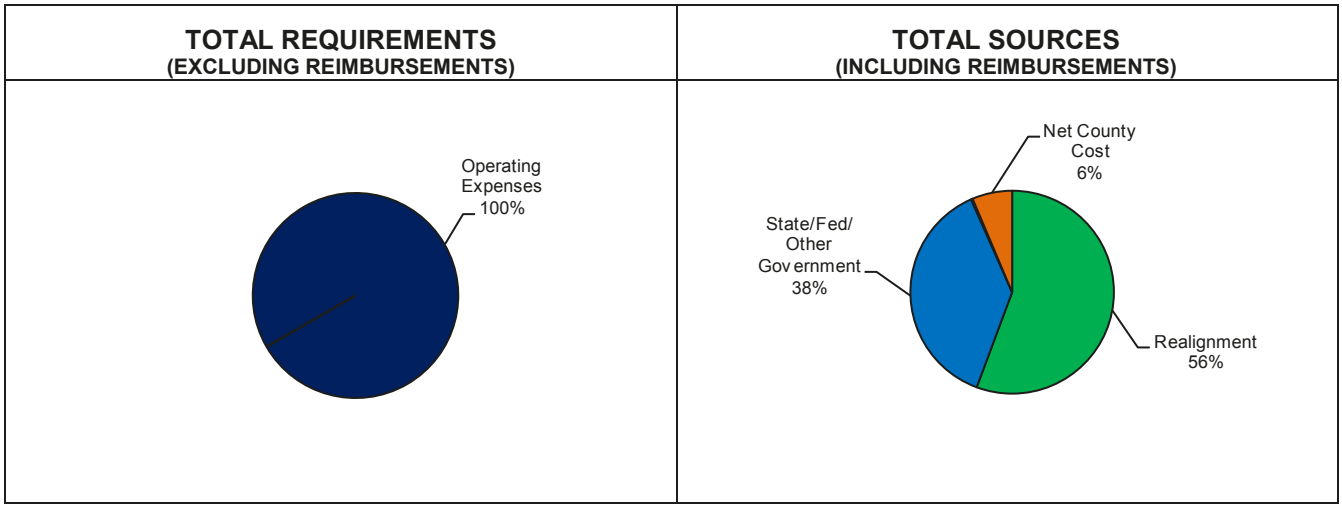
Kinship Guardianship Assistance Program (Kin-Gap) provides a subsidy to children who leave the juvenile court dependency system to live with a relative legal guardian. It offers relative caregivers of dependent children an option for providing a permanent home to these children. To be eligible for the program, the child must have lived with the relative at least 12 consecutive months, the relative guardianship must be established pursuant to Welfare and Institutions Code 366.26, and the juvenile court dependency for the child must be dismissed. Movement to the Kin-Gap program is not automatic. The court, with a recommendation from the social worker, has discretion regarding whether termination of dependency is in the child's best interest. This program is approximately 59% federally funded. The remaining 41% is funded with Realignment and Discretionary General Funding (Net County Cost).

CalWORKs – 2-Parent Families provides payments to resident families who are eligible for aid in accordance with state law. This budget includes all cases identified as having two parents in the home. The federal government reimburses 36% of the costs for this program. Approximately 62% is Realignment. The mandated 2% County share is funded with Discretionary General Funding (Net County Cost).

All HS Subsistence programs are mandated by federal or state law.

There is no staffing associated with these budget units. Services for the above programs are provided by staff budgeted in the Human Services (HS) Administrative Claim budget unit.

2017-18 ADOPTED BUDGET



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Human Services Subsistence
FUND: General

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	485,787,744	516,486,644	526,466,309	554,400,954	544,271,607	564,097,996	**9,697,042**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	485,787,744	516,486,644	526,466,309	554,400,954	544,271,607	564,097,996	**9,697,042**
Reimbursements	(777,926)	(778,504)	(787,715)	(883,400)	(732,264)	(907,900)	**(24,500)**
Total Appropriation	485,009,818	515,708,140	525,678,595	553,517,554	543,539,343	563,190,096	**9,672,542**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	485,009,818	515,708,140	525,678,595	553,517,554	543,539,343	563,190,096	**9,672,542**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	153,302,411	293,435,357	304,994,529	303,676,901	298,136,716	312,524,589	**8,847,688**
State/Fed/Other Government	295,228,473	186,852,301	184,447,739	212,321,207	207,560,293	211,723,137	**(598,070)**
Fee/Rate	1,773,291	1,773,562	1,866,459	1,627,967	1,775,160	1,453,059	**(174,908)**
Other Revenue	308,254	249,531	350,872	306,863	482,558	300,000	**(6,863)**
Total Revenue	450,612,429	482,310,751	491,659,600	517,932,938	507,954,727	526,000,785	**8,067,847**
Operating Transfers In	5,000,000	4,500,000	3,500,000	2,500,000	2,500,000	1,500,000	**(1,000,000)**
Total Financing Sources	455,612,429	486,810,751	495,159,600	520,432,938	510,454,727	527,500,785	**7,067,847**
Net County Cost	29,397,389	28,897,389	30,518,995	33,084,616	33,084,616	35,689,311	**2,604,695**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents final budgeted staffing

DETAIL OF 2017-18 ADOPTED BUDGET

	2017-18			
	Requirements	Sources	Net County Cost	Staffing
Subsistence Funds				
Aid to Indigents (AAA ATI)	1,247,820	300,000	947,820	0
Domestic Violence/Child Abuse Services (AAA DVC)	531,812	531,812	0	0
Entitlement Payments (Child Care) (AAA ETP)	23,755,598	23,755,598	0	0
Out-of-Home Child Care (AAA OCC)	1,860,566	0	1,860,566	0
Aid to Adoptive Children (AAB ATC)	80,607,393	77,957,393	2,650,000	0
AFDC - Foster Care (AAB BHI)	171,749,850	148,637,775	23,112,075	0
Refugee Cash Assistance (AAB CAP)	150,000	150,000	0	0
Cash Assistance for Immigrants (AAB CAS)	2,521,954	2,521,954	0	0
CalWORKs - All Other Families (AAB FGR)	228,305,787	223,948,945	4,356,842	0
Kinship Guardianship Assistance Program (AAB KIN)	16,266,960	14,210,528	2,056,432	0
CalWORKs - 2 Parent Families (AAB UPP)	36,192,356	35,486,780	705,576	0
Total Subsistence Funds	563,190,096	527,500,785	35,689,311	0

Aid to Indigents (General Relief): Requirements of $1.2 million provide cash aid for food, shelter and transportation as well as SSI advocacy legal fees to indigents who do not meet categorical eligibility requirements for state and federally funded programs. Sources of $300,000 represent aid payment reimbursement and SSI collections. This budget unit has a Net County Cost of $947,820.

Domestic Violence/Child Abuse Services: Requirements of $531,812 include Operating 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 $857,900 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 $23.8 million provide payments to child care providers for CalWORKs Stage One Child Care. Sources of $23.8 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 $1.9 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 $80.6 million provide assistance to adoptive parents who would otherwise not be able to provide for a child's special needs. Sources of $78.0 million include $35.7 million in federal revenue and $42.3 million in Realignment revenue. This budget unit has a Net County Cost of $2.7 million.

AFDC-Foster Care: Requirements of $171.7 million consist of $170.2 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 $148.6 million include $55.8 million in federal revenue, $90.5 million in Realignment revenue, $1.5 million transferred from the Wraparound Reinvestment Fund and $839,784 in Child Support collections. This budget unit has a Net County Cost of $23.1 million.

Refugee Cash Assistance: Requirements of $150,000 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 $150,000 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 $228.3 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 $223.9 million include $71.2 million in federal revenue, $152.2 million in Realignment revenue, and $554,740 in Child Support collections. This budget unit has a Net County Cost of $4.4 million.

Kinship Guardianship Assistance Program (Kin-Gap): Requirements of $16.3 million provide subsidies to relative caregivers of children who leave the juvenile court dependency system to live with a relative legal guardian. Sources of $14.2 million include $9.5 million in federal and state revenue, $4.6 million in Realignment revenue, and $40,797 in Child Support collections. This budget unit has a Net County Cost of $2.1 million.

CalWORKs – 2-Parent Families: Requirements of $36.2 million provide assistance payments to families eligible for aid and includes all cases that have been identified as two-parent families. Sources of $35.5 million include $13.1 million in federal revenue, $22.4 million in Realignment revenue and $17,738 in Child Support collections. This budget unit has a Net County Cost of $705,576.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $9.7 million due to an increase in Operating Expenses that are direct payments of benefits to clients and contracted payments to service providers that provide vital, necessary services to children. The overall Operating Expense increase is due to increases in Adoptions, Foster Care, and Kinship Guardianship Assistance programs due to caseload growth and the addition of the new Approved Relative Caregiver (ARC) Program. ARC provides supplemental payments in the form of CalWORKs aid to relatives who provide care to Foster Care children. This new state mandated program is increasing Requirements and Sources by $6.8 million.

Sources are increasing by $7.1 million due to the following:

- Realignment is increasing by $8.8 million and State/Fed/Other Government is decreasing by $598,070. Overall increases are the net of anticipated increases in Adoptions, Foster Care and Kinship Assistance programs that exceed anticipated decreases in CalWORKs assistance.
- 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				2016-17 Final Budget	2017-18 Budget	Increase/ (decrease)
	2013-14	2014-15	2015-16	2016-17			
Domestic Violence (DVC)							
2011 Realignment	0.5	0.5	0.5	0.5	0.5	0.5	-
Aid to Adoptive Children (ATC)							
1991 Realignment	6.2	6.5	7.3	6.3	7.1	8.6	**1.5**
2011 Realignment	24.4	25.7	27.5	30.9	30.9	33.7	**2.8**
Net County Cost	2.0	2.0	1.9	2.0	2.4	2.7	**0.3**
AFDC Foster Care (BHI)							
1991 Realignment	25.6	28.5	31.5	34.3	34.3	38.5	**4.2**
2011 Realignment	26.0	31.6	37.3	41.1	41.1	47.7	**6.5**
Child Poverty Realignment	-		-	-		0.7	**0.7**
CalWORKs MOE Realignment	-		-	-		3.7	**3.7**
Net County Cost	18.4	17.6	19.2	21.4	20.9	23.1	**2.2**
CalWORKs Cash Aid - (FGR&UPP)							
Family Support Realignment	7.0	98.0	91.3	74.1	92.4	80.9	**(11.5)**
CalWORKs MOE Realignment	60.9	98.3	105.1	105.8	92.4	93.6	**1.2**
Net County Cost	6.2	6.1	5.8	5.5	5.6	5.1	**(0.5)**
Kinship Guardianship Assistance Program (KIN)							
Family Support Realignment	-	0.8	0.5	0.4	1.2	0.6	**(0.5)**
2011 Realignment	2.6	3.7	4.0	4.0	3.7	4.0	**0.3**
CalWORKs MOE Realignment	-		-	0.8	–		**-**
Net County Cost	1.0	1.1	1.3	1.7	1.5	2.1	**0.5**
All other subsistence budgets							
Net County Cost	1.8	2.1	2.4	2.5	2.7	2.8	**0.1**
Total 1991 Realignment	**31.8**	**35.0**	**38.8**	**40.5**	**41.4**	**47.1**	**5.7**
Total 2011 Realignment	**53.5**	**61.5**	**69.3**	**76.6**	**76.3**	**85.9**	**9.6**
CalWORKs MOE Realignment	**60.9**	**98.3**	**105.1**	**106.6**	**92.4**	**97.3**	**4.9**
Family Support Realignment	**7.0**	**98.8**	**91.8**	**74.4**	**93.6**	**81.6**	**(12.0)**
Child Poverty Realignment	**-**	**-**	**-**	**-**	**-**	**0.7**	**0.7**
Grand Total Realignment	**153.2**	**293.6**	**305.0**	**298.1**	**303.7**	**312.5**	**8.8**
Total Net County Cost	**29.4**	**28.9**	**30.5**	**33.1**	**33.1**	**35.7**	**2.6**

Note: Numbers may not add due to rounding.

Wraparound Reinvestment Fund

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$11,887,029
Total Sources (Incl. Reimb.)	$8,525,000
Use of/ (Contribution to) Fund Balance	$3,362,029
Total Staff	0

The Wraparound Services Program was created through Senate Bill (SB) 163, Chapter 795, Statutes of 1997, and is an intensive, community-based and family-centered process designed to allow children with serious behavior and/or emotional difficulties to remain in their community at the lowest level of care possible instead of being placed in a group home setting. Payments for Wraparound Services are included in the Aid to Families with Dependent Children (AFDC) – Foster Care budget unit. This bill allows counties to accumulate savings realized from a wraparound program and requires that the savings be reinvested in a Child Welfare Services Program.

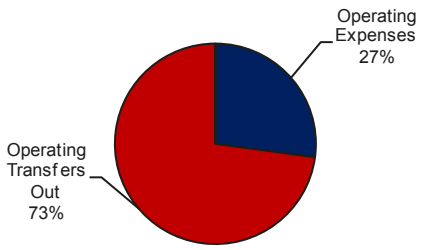
Contracts have been established with four agencies to provide countywide wraparound program services to high-risk children. These contracts stipulate that the County will retain 5% of the monthly Wraparound Foster Care payments for federally eligible cases and 10% of the monthly Wraparound Foster Care 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.

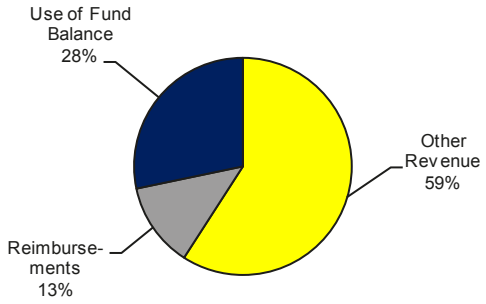
This budget unit does not require Discretionary General Funding (Net County Cost) since amounts are withheld from existing AFDC – Foster Care maintenance payments.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

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

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	108,906	(1,088)	0	0	0	0	**0**
Operating Expenses	3,200,344	2,421,619	2,440,966	3,417,500	1,904,529	3,226,000	**(191,500)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	3,309,250	2,420,531	2,440,966	3,417,500	1,904,529	3,226,000	**(191,500)**
Reimbursements	(1,094,695)	(1,472,398)	(1,236,717)	(1,500,000)	(1,436,632)	(1,500,000)	**0**
Total Appropriation	2,214,555	948,133	1,204,249	1,917,500	467,897	1,726,000	**(191,500)**
Operating Transfers Out	5,000,000	4,500,000	3,500,000	9,661,029	5,270,085	8,661,029	**(1,000,000)**
Total Requirements	7,214,555	5,448,133	4,704,249	11,578,529	5,737,982	10,387,029	**(1,191,500)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	12,069	0	0	0	**0**
Other Revenue	7,310,709	4,621,970	4,731,570	6,035,000	5,337,841	7,025,000	**990,000**
Total Revenue	7,310,709	4,621,970	4,743,639	6,035,000	5,337,841	7,025,000	**990,000**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	7,310,709	4,621,970	4,743,639	6,035,000	5,337,841	7,025,000	**990,000**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(96,154)	826,163	(39,390)	5,543,529	400,141	3,362,029	**(2,181,500)**
Available Reserves				1,379,931		3,170,143	**1,790,212**
Total Fund Balance				6,923,460		6,532,172	**(391,288)**
Budgeted Staffing*	6	1	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 2017-18 ADOPTED BUDGET

Requirements of $10.4 million consist of the following:

- Operating Expenses of $3.2 million for services and supplies, travel and public assistance expenses for supportive services to children in need.
- Reimbursements of $1.5 million resulting from the retention of funds from contractor payments.
- Operating Transfers Out of $8.7 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 $1.5 million to the AFDC Foster Care budget unit for required matching funds previously matched with 1991 Realignment.

Sources of $7.0 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 which includes the following:

- Operating Expenses are decreasing by $191,500 due to an overall decrease in expenditures for sponsorships and miscellaneous supportive services. Many of these services are provided by Children and Family Services and are included in the HS Administrative Claim budget to leverage access to available federal revenue.

- Operating Transfers Out are decreasing by $1.0 million due to the decreasing availability of reinvestment funds for Child Welfare Services Programs.

Sources are increasing by $990,000 due to anticipated growth in recoveries from contractors.

Available Reserves are increasing by $1.8 million. Remaining reserves may be used to cover future Wraparound Services program payments.

ANALYSIS OF FUND BALANCE

The budget includes a use of Fund Balance of $3.4 million to provide matching funds for Child Welfare Services Programs. This Fund Balance usage is less than the prior year usage of $5.5 million, which was determined to be unsustainable. Realignment and other funding will be utilized to replace the use of wraparound funds to maintain current program levels and provide additional funding in the future.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit. Services for this program are provided by staff budgeted in the Human Services (HS) Administrative Claim budget unit.

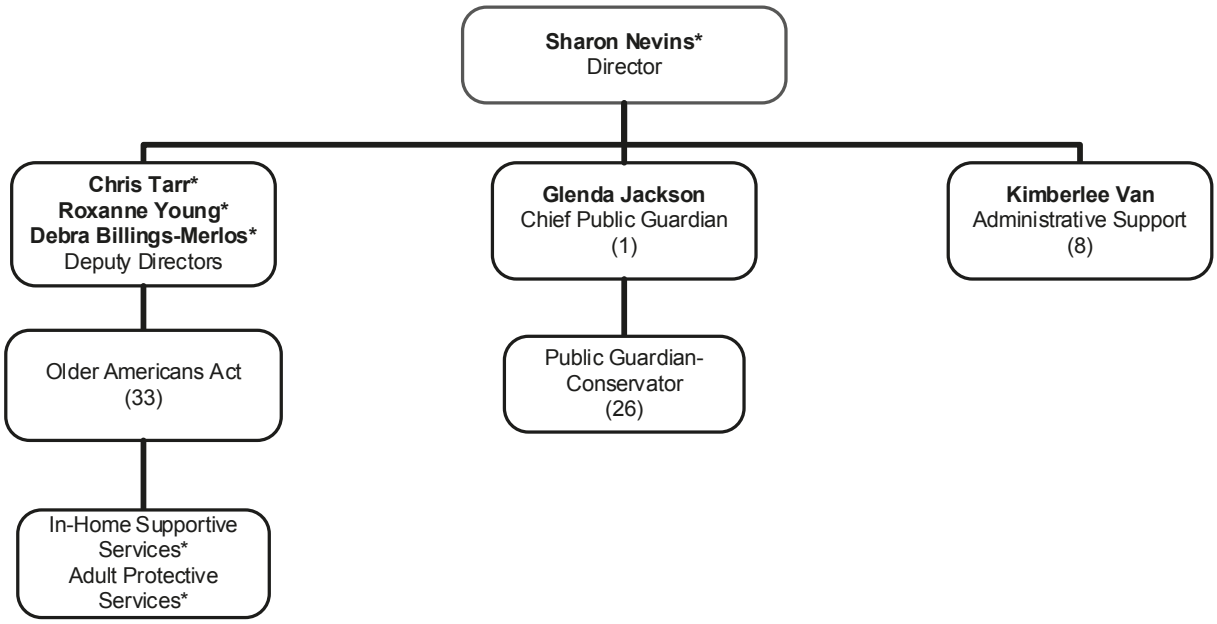
AGING AND ADULT SERVICES
Sharon Nevins

DEPARTMENT MISSION STATEMENT

The Department of Aging and Adult Services (DAAS) provides services to seniors, at risk individuals, and adults with disabilities to improve or maintain choice, independence and quality of life so they may age in place in the least restrictive environment.



ORGANIZATIONAL CHART



*Staffing is budgeted in the Human Services Administrative Claim budget unit

2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Aging and Adult Services	9,671,269	9,671,269		0		41
Public Guardian - Conservator	1,330,141	455,000	875,141			27
Total General Fund	11,001,410	10,126,269	875,141	0	0	68
Total - All Funds	11,001,410	10,126,269	875,141	0	0	68

2016-17 MAJOR ACCOMPLISHMENTS

- Received National Association of Counties (NACo) Achievement Awards for In-Home Supportive Services Program Integrity Initiatives, Stakeholder Engagement and Interagency Coordination, and Support Groups for Families of Conservatees.
- Provided In-Home Support Services to over 28,000 aged, blind and/or disabled County residents who were able to remain safely in their homes due to services provided.
- Processed 22,934 calls and referrals at the 24-hour Adult Protective Services hotline.
- Provided 318,133 congregate and 306,617 home delivered meals to eligible seniors and their spouses.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of conservatees' bills paid within 10 days of receipt.	94%	87%	93%	90%
STRATEGY	Ensure Public Guardian provides timely and accurate financial support to conservatees.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Number of customers contacted by Senior Information and Assistance Staff.	16,025	14,000	14,461	14,000
STRATEGY	Enhance senior safety and independence by connecting customers with community resources.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Percentage of emergency APS referrals responded to within 24 hours.	100%	100%	100%	100%
STRATEGY	Provide in-person response within 24 hours to emergency Adult Protective Services (APS) referrals, including intake, intervention and/or reports of life threats or crises.					

Aging and Adult Services

DESCRIPTION OF MAJOR SERVICES

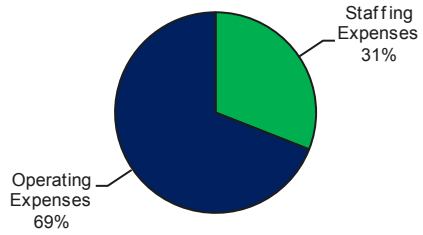
The Department of Aging & Adult Services (DAAS), under the direction of the California Department of Aging (CDA), serves as the federally designated Area Agency on Aging (AAA) for the County of San Bernardino and is responsible for administering programs under the Older American Act.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$10,194,932
Total Sources (Incl. Reimb.)	$10,194,932
Use of/ (Contribution to) Fund Balance	$0
Total Staff	41

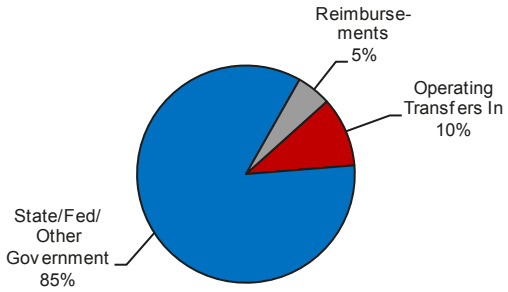
The department works to ensure options are easily accessible to all older individuals and to have a visible resource where seniors can go or call for information. Programs offered by the department included Senior Information and Assistance (SIA), Elderly Nutrition Program, Senior Community Service Employment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

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Aging and Adult Services
FUND: General

BUDGET UNIT: AAF OOA
FUNCTION: Public Assistance
ACTIVITY: Public Assistance Administration

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	3,280,439	2,934,147	2,732,084	3,037,430	2,932,257	3,157,820	**120,390**
Operating Expenses	5,806,596	6,709,684	7,176,127	7,584,143	7,467,611	7,037,112	**(547,031)**
Capital Expenditures	0	0	51,019	26,000	25,224	0	**(26,000)**
Total Exp Authority	9,087,035	9,643,831	9,959,230	10,647,573	10,425,092	10,194,932	**(452,641)**
Reimbursements	(494,474)	(356,476)	(416,196)	(429,058)	(430,903)	(523,663)	**(94,605)**
Total Appropriation	8,592,561	9,287,355	9,543,034	10,218,515	9,994,189	9,671,269	**(547,246)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	8,592,561	9,287,355	9,543,034	10,218,515	9,994,189	9,671,269	**(547,246)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	7,321,847	8,322,691	8,650,071	9,068,509	7,945,278	8,613,649	**(454,860)**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	10,862	(7,938)	2,366	90,000	141,160	0	**(90,000)**
Total Revenue	7,332,709	8,314,753	8,652,437	9,158,509	8,086,438	8,613,649	**(544,860)**
Operating Transfers In	1,207,627	1,057,620	1,059,925	1,060,006	1,060,006	1,057,620	**(2,386)**
Total Financing Sources	8,540,336	9,372,373	9,712,362	10,218,515	9,146,444	9,671,269	**(547,246)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	52,225	(85,018)	(169,328)	0	847,745	0	**0**
Available Reserves				1,274,079		627,515	**(646,564)**
Total Fund Balance				1,274,079		627,515	**(646,564)**
Budgeted Staffing*	43	38	40	41	41	41	**0**

*Data represents final budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Staffing Expenses of $3.2 million fund 34 regular positions and 7 limited term positions. Operating Expenses of $7.0 million include funding for contracted services for the Elderly Nutrition, Senior Supportive Services, and Family Caregiver programs, and contracted services for the MSSP and the Transportation Reimbursement Escort (TREP) programs. Sources total $9.7 million, of which $4.3 million is for Senior Nutrition Services (Title IIIC), $1.2 million for MSSP, $1.3 million for Senior Supportive Services (Title IIIB), and $779,000 for Family Caregiver. Operating Transfers In of $1.1 million represent Discretionary General Funding for aging programs.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $547,246 due to reductions in services and supplies, contracted vendor payments and one-time Capital Expenditures as a result of the elimination of one-time funding.

Sources are decreasing by $547,246 primarily due to the elimination of one-time federal funding received in 2016-17 for the Elderly Nutrition, Supportive Services, and Family Caregiver programs.

ANALYSIS OF FUND BALANCE

Aging programs are fully reimbursed from federal and state funding sources with a required match that is funded with Discretionary General Funding (Net County Cost) reflected in Operating Transfers In. Typically, there is no Use of or Contribution to Fund Balance.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 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	16	0	0	0	16	0	16
Total	41	0	0	0	41	7	34

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $3.2 million fund 41 budgeted positions of which 34 are regular positions and 7 are limited term positions. There are no budgeted staffing changes.

Public Guardian – Conservator

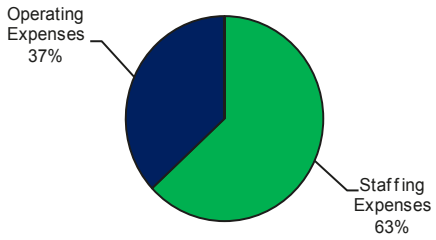
DESCRIPTION OF MAJOR SERVICES

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.

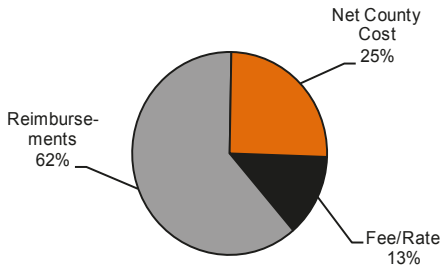
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$3,462,425
Total Sources (Incl. Reimb.)	$2,587,284
Net County Cost	$875,141
Total Staff	27
Funded by Net County Cost	25%

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: DAAS - Public Guardian
FUND: General

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	1,520,273	1,418,119	1,407,780	1,794,618	1,615,758	2,185,161	**390,543**
Operating Expenses	567,956	695,182	1,017,750	1,148,170	1,102,207	1,277,264	**129,094**
Capital Expenditures	0	42,427	0	37,000	32,078	0	**(37,000)**
Total Exp Authority	2,088,229	2,155,729	2,425,531	2,979,788	2,750,043	3,462,425	**482,637**
Reimbursements	(1,229,253)	(1,183,544)	(1,370,439)	(1,608,966)	(1,459,174)	(2,132,284)	**(523,318)**
Total Appropriation	858,976	972,185	1,055,092	1,370,822	1,290,869	1,330,141	**(40,681)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	858,976	972,185	1,055,092	1,370,822	1,290,869	1,330,141	**(40,681)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	155,717	81,242	0	0	0	0	**0**
Fee/Rate	112,216	351,329	496,598	476,000	550,103	455,000	**(21,000)**
Other Revenue	(1,572)	1,498	459	0	51	0	**0**
Total Revenue	266,361	434,069	497,057	476,000	550,154	455,000	**(21,000)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	266,361	434,069	497,057	476,000	550,154	455,000	**(21,000)**
Net County Cost	592,615	538,116	558,035	894,822	740,715	875,141	**(19,681)**
Budgeted Staffing*	19	19	21	24	24	27	**3**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Staffing Expenses of $2.2 million fund 27 regular positions. Operating Expenses of $1.3 million represent program expenses that include COWCAP, Central Services, and County Counsel legal expenses. Reimbursements of $2.1 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 $455,000 represents court-ordered fees paid to the department from the estates of conservatees.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $40,681 primarily due to the elimination of one-time Capital Expenditures. Staffing Expenses are increasing by $390,543 primarily due to three additional positions needed for increased caseload. Operating Expenses are increasing by $129,094 primarily due to temporary nursing staff needed for increased caseload. These increases are funded with $523,318 in Reimbursements received from the Department of Behavioral Health.

Sources are decreasing by $21,000 as a result of decreased collections of court-ordered Estate Fees charged to conservatees from prior years. Net County Cost is decreasing by $19,681 primarily due to decreases in COWCAP charges.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Public Guardian Conservator	24	3	0	0	27	0	27
Total	24	3	0	0	27	0	27

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $2.2 million fund 27 budgeted regular positions. The budget includes an increase of 3 new positions - 1 Office Assistant II and 2 Deputy Public Guardian positions necessary due to an increase in ongoing casework. These positions are funded through an increase in Reimbursements from the Department of Behavioral Health.

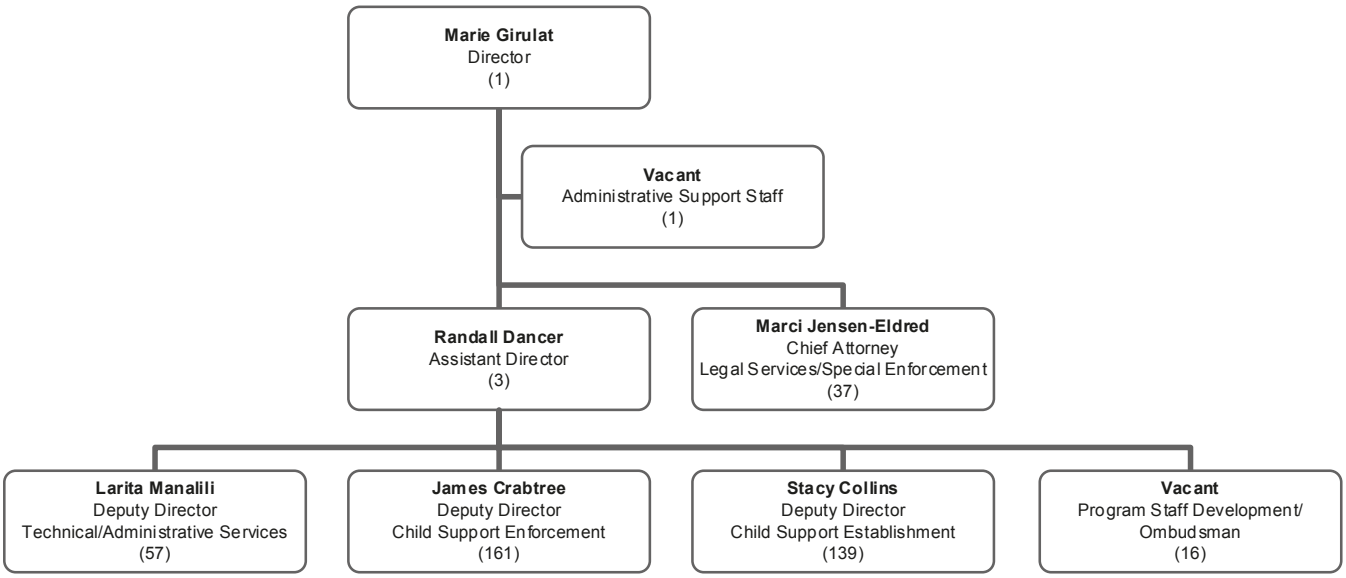
CHILD SUPPORT SERVICES
Marie Girulat

DEPARTMENT MISSION STATEMENT



Partner with parents and the community in delivering reliable child support services.

ORGANIZATIONAL CHART



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Child Support Services	40,215,180	40,215,180	0			415
Total General Fund	40,215,180	40,215,180	0	0	0	415
Total - All Funds	40,215,180	40,215,180	0	0	0	415

2016-17 MAJOR ACCOMPLISHMENTS

- Created and implemented a new strategic plan including a brand, mission, purpose and values.
- Collected $184.0 million in child support payments for federal fiscal year 2016, a 3.9% increase from the prior year.
- Assisted over 1,700 customers through attendance at outreach activities and events.
- Collected $510,015 via MoneyGram and PayNearMe services resulting in a 36.19% increase over last fiscal year.
- Implemented a paperless litigation file for use in court (Legal Paperless System) which has created efficiencies for staff and customers and saved the department over $300,000 since its inception in March 2016.
- Expanded opportunities for customers to address and communicate their child support needs utilizing email.
- Expanded services to the public by opening the Victorville and Loma Linda branches on two Saturdays, which served approximately 200 customers in person.
- Deployed TouchPay kiosks in each branch to provide additional options for customers to pay child support.
- Achieved a program cost effectiveness, as of June 30, 2017, of $4.67 collected in child support for every $1.00 spent on program operations.
- Partnered with the Family Law Facilitator's office in holding 23 events and assisting 259 customers with their child support related issues.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Percentage of current child support collected compared to the total current child support due.	66%	67%	63.8%	67%
STRATEGY	Work in collaboration with parents to obtain accurate and appropriate child support orders for families in San Bernardino County.					
STRATEGY	Increase the collection of current child support which will result in more money being received by San Bernardino County families.					
STRATEGY	Educate parents about the child support program, the importance of paying consistently, and the need for reliable child support on a monthly basis.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Percentage of child support cases with a collection of arrears compared to the total child support cases with arrears owed.	69%	69%	65.3%	69%
STRATEGY	Continue to meet with parents to discuss the court order and the benefits of making consistent payments.					
STRATEGY	Continue calling parents in cases where no payments have been received in 45 days, requesting payment toward the child support obligation.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Amount of child support collected for every dollar expensed.	$4.54	$4.35	$4.67	$4.50
STRATEGY	Implement efficiencies in department processes in order to increase collections and improve cost effectiveness.					
STRATEGY	Partner with programs in the County and community to assist parents in removing barriers to paying child support, thus increasing collections.					

Child Support Services

DESCRIPTION OF MAJOR SERVICES

The Department of Child Support Services (DCSS) promotes family self-sufficiency by working with parents to 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.)	$40,215,180
Total Sources (Incl. Reimb.)	$40,215,180
Net County Cost	$0
Total Staff	415
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.

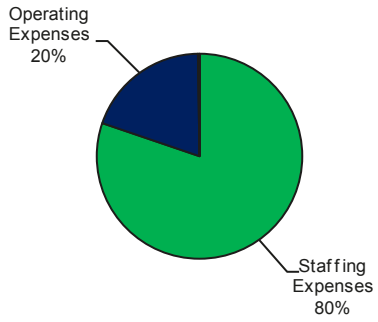
The services provided by DCSS include the following:

- 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.

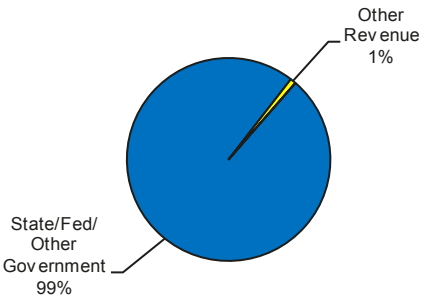
Additionally, DCSS offers services to assist customers with concerns that may arise in the progress of their case. The Ombudsman program administers the Complaint Resolution process, in which customers have the opportunity to raise concerns with the processing of their case, pursue resolution, and obtain information about the child support program and their rights and responsibilities.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Child Support Services
FUND: General

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	32,817,028	30,908,461	32,003,034	32,255,065	32,028,884	32,265,047	**9,982**
Operating Expenses	7,561,288	7,633,948	7,911,945	8,137,575	7,719,814	7,849,429	**(288,146)**
Capital Expenditures	190,578	0	5,752	368,037	362,639	100,704	**(267,333)**
Total Exp Authority	40,568,894	38,542,409	39,920,731	40,760,677	40,111,337	40,215,180	**(545,497)**
Reimbursements	(69,972)	(886)	(547)	0	0	0	**0**
Total Appropriation	40,498,922	38,541,523	39,920,184	40,760,677	40,111,337	40,215,180	**(545,497)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	40,498,922	38,541,523	39,920,184	40,760,677	40,111,337	40,215,180	**(545,497)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	39,557,980	38,905,341	39,889,120	40,380,814	40,013,523	39,850,180	**(530,634)**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	961,702	(380,387)	30,592	379,863	97,814	365,000	**(14,863)**
Total Revenue	40,519,682	38,524,954	39,919,712	40,760,677	40,111,337	40,215,180	**(545,497)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	40,519,682	38,524,954	39,919,712	40,760,677	40,111,337	40,215,180	**(545,497)**
Net County Cost	(20,760)	16,569	471	0	0	0	**0**
Budgeted Staffing*	434	431	428	425	425	415	**(10)**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Staffing Expenses of $32.3 million fund 415 budgeted regular positions. Operating Expenses of $7.8 million include COWCAP, professional service contracts, utilities, telephone services, leases, insurance, and other operating costs. Capital Expenditures of $100,704 include purchases of technical equipment.

Sources of $40.2 million primarily represent the state and federal allocation to fund child support operations. DCSS has no Net County Cost.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and sources are decreasing by $545,497 primarily due to a reduction in projected State and Federal revenue. DCSS received one-time special projects funding in 2016-17 totaling $870,976. This reduction in revenue will be partially offset by additional revenue from the new Procedural Justice-Informed Alternatives to Contempt (PJAC) Grant.

Additionally, negotiated salary increases require the department to reduce budgeted staffing by a net of 10 positions, which are currently vacant. Service levels will not be affected.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 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	-5	0	0	0
Assistant Director	2	0	0	1	3	0	3
Technical & Program Support	21	0	0	-21	0	0	0
Administrative Services	31	0	0	-31	0	0	0
Child Support Enforcement	153	0	-5	13	161	0	161
Child Support Establishment	145	0	-4	-2	139	0	139
Legal Services/Special Enforcement	66	0	-2	-27	37	0	37
Program Development/Ombudsman	0	0	0	12	12	0	12
Technical/Administrative Services	0	1	0	56	57	0	57
Staff Development	0	0	0	4	4	0	4
Total	425	1	-11	0	415	0	415

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $32.3 million fund 415 budgeted regular positions. Staffing changes include the addition of 1 Automated Systems Analyst II; and the deletion of 8 Child Support Officer I positions, 2 Child Support Assistant positions, and 1 Secretary I position, all of which are vacant positions.

With limited increases in state and federal funding, the deletion of 11 positions is necessitated by negotiated salary increases and other operational increases. The reduction in staffing will require redistribution of workload among existing staff. The budget includes a decrease of 10 net positions (addition of 1, deletion of 11).

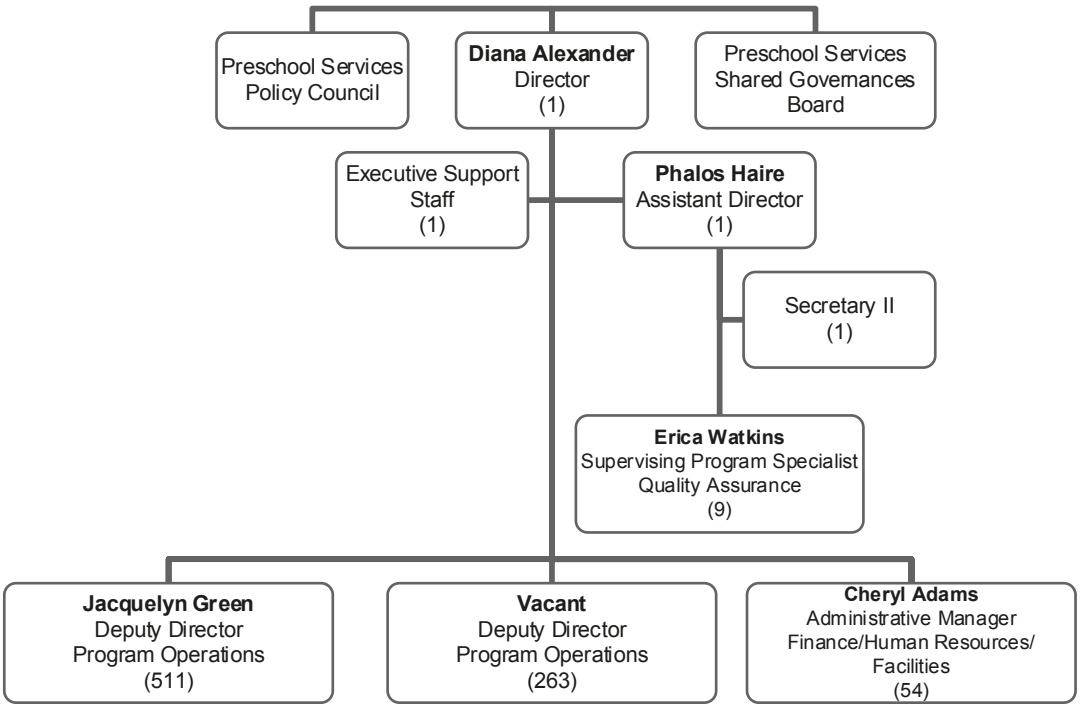
PRESCHOOL SERVICES
Diana Alexander



DEPARTMENT MISSION STATEMENT

Preschool Services improves the well-being of children, empowers families, and strengthens communities.

ORGANIZATIONAL CHART



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Special Revenue Funds						
Preschool Services	57,832,797	58,138,087		(305,290)		841
Total Special Revenue Funds	57,832,797	58,138,087	0	(305,290)	0	841
Total - All Funds	57,832,797	58,138,087	0	(305,290)	0	841

2016-17 MAJOR ACCOMPLISHMENTS

- Maintained one of the highest Head Start foster child enrollments nation-wide, with 356 enrolled.
- Achieved a 75% positive change in full year preschool children (2-5 years) classified as obese or overweight.
- Trained 145 Head Start parents as food service workers, custodians, clerks, and teacher aides through the Apprenticeship Program.
- Provided 8,352 hours of direct mental health services to Head Start families through the Prevention and Early Intervention (PEI) grant.
- Helped establish the Footsteps2Brilliance literacy program countywide for all residents.
- Commenced the enrollment of 100 parents for the Online High School Diploma program.
- Increased Classroom Assessment and Scoring System (CLASS) scores, a measure of interaction between teachers and children, by 4.5% over the prior year scores.
- Achieved full enrollment in the Early Head Start – Child Care Partnership program in August 2016.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPLEMENT THE COUNTYWIDE VISION		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target
OBJECTIVE	**Continue to promote the Countywide Vision and support the Element Groups.**	**NEW** Percentage of children not achieving at least Building Level in literacy skills on the 1st assessment who subsequently meet the standard by the end of the program year, utilizing the Desired Results Developmental Profile (DRDP) 2015 assessment tool.	N/A	N/A	N/A	50%
STRATEGY	Promote school readiness.					
STRATEGY	Support the Countywide Vision Regional Implementation Goal: "Partner with all sectors of the community to support the success of every child from cradle to career."					
STRATEGY	Support the Vision2Read Initiative.					
STRATEGY	Identify the number of Head Start/State Preschool full-day children ages 3 – 5 not scoring at least Building Level in Literacy skills on the first quarter's assessment, and reduce this count by 50% at the end of the program year.					

COUNTY GOAL: IMPLEMENT THE COUNTYWIDE VISION		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target
OBJECTIVE	**Continue to promote the Countywide Vision and support the Element Groups.**	**NEW** Percentage of children not achieving at least Exploring Later Level in social emotional skills on the 1st assessment who subsequently meet the standard by the end of the program year, utilizing the Desired Results Developmental Profile (DRDP) 2015 assessment tool.	N/A	N/A	N/A	25%
STRATEGY	Promote school readiness.					
STRATEGY	Support the Countywide Vision Regional Implementation Goal: "Partner with all sectors of the community to support the success of every child from cradle to career."					
STRATEGY	Identify the number of Early Head Start children ages 18 – 36 months not scoring at least Exploring Later Level in social emotional skills on the first quarter's assessment, and reduce this count by 25% at the end of the program year.					

DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Number of foster children enrolled.	325	260	408	350
STRATEGY	Increase the enrollment opportunities for foster children.					
STRATEGY	Enhance the referral process of enrollment with the Children and Family Services Department.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Percentage of full year children identified as obese or overweight whose BMI is reduced.	65%	45%	75%	60%
STRATEGY	Identify obese and/or overweight full year children 2-5 years in an effort to promote a healthy lifestyle.					
STRATEGY	Promote nutrition education programs for parents at each school site.					
STRATEGY	Ensure that children receive both nutrition curriculum and physical activity daily within the classroom schedule.					
STRATEGY	Decrease the number of children who are initially identified as obese or overweight from the higher level of Body Mass Index (BMI) classification to the next lower level by children's height and weight.					

Preschool Services

DESCRIPTION OF MAJOR SERVICES

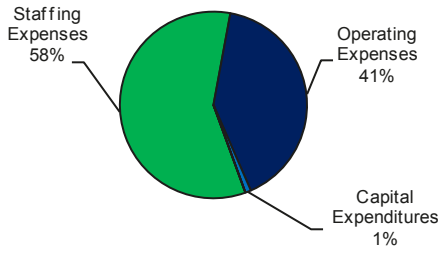
The Preschool Services Department (PSD) administers the Federal Head Start, Early Head Start, and Early Head Start – Child Care Partnership federal programs, the California Department of Education State Preschool program, as well as the Child and Adult Care Food Program at 71 locations throughout San Bernardino County. The programs are fully funded from federal and state sources with no Net County Cost.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$58,653,797
Total Sources (Incl. Reimb.)	$58,959,087
Use of/ (Contribution to) Fund Balance	($305,290)
Total Staff	841

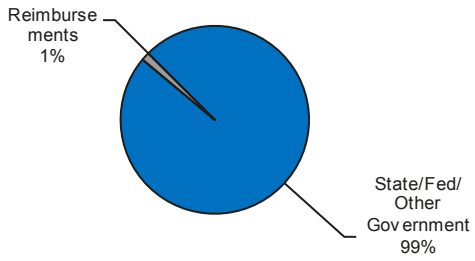
PSD serves approximately 6,000 low income and disadvantaged families with children from birth to five years of age and pregnant women. PSD's priority population includes children in foster care, those who are homeless, and children with special needs and/or disabilities. In addition, PSD's programs offer comprehensive child development and family support services to all enrolled children and families which include physical and mental health services and nutrition to strengthen each child's capacity to participate successfully in school.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Preschool Services
FUND: Preschool Services

BUDGET UNIT: RSC HPS
FUNCTION: Public Assistance
ACTIVITY: Other Assistance

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	28,179,918	27,059,176	27,764,155	29,933,191	29,930,940	34,288,841	**4,355,650**
Operating Expenses	18,367,419	21,809,021	23,227,540	24,793,587	22,962,254	23,781,845	**(1,011,742)**
Capital Expenditures	43,291	252,533	443,272	934,493	739,945	583,111	**(351,382)**
Total Exp Authority	46,590,628	49,120,730	51,434,967	55,661,271	53,633,139	58,653,797	**2,992,526**
Reimbursements	(628,021)	(771,715)	(749,436)	(821,000)	(710,697)	(821,000)	**0**
Total Appropriation	45,962,607	48,349,015	50,685,531	54,840,271	52,922,442	57,832,797	**2,992,526**
Operating Transfers Out	121,738	2,051,429	139,303	5,489,993	297,803	0	**(5,489,993)**
Total Requirements	46,084,345	50,400,444	50,824,834	60,330,264	53,220,245	57,832,797	**(2,497,467)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	45,563,156	49,263,924	49,407,459	61,255,396	53,292,031	58,132,087	**(3,123,309)**
Fee/Rate	61,902	15,123	19,287	20,000	15,385	0	**(20,000)**
Other Revenue	15,673	165,987	31,190	26,577	88,927	6,000	**(20,577)**
Total Revenue	45,640,731	49,445,034	49,457,936	61,301,973	53,396,343	58,138,087	**(3,163,886)**
Operating Transfers In	41,458	2,448	964,650	0	0	0	**0**
Total Financing Sources	45,682,189	49,447,482	50,422,586	61,301,973	53,396,343	58,138,087	**(3,163,886)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	402,156	952,962	402,248	(971,709)	(176,098)	(305,290)	**666,419**
Available Reserves				0		0	**0**
Total Fund Balance				(971,709)		(305,290)	**666,419**
Budgeted Staffing*	674	707	700	707	707	841	**134**

*Data represents final budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Major expenditures include Staffing Expenses of $34.3 million to fund 841 budgeted positions that administer preschool program services. Operating Expenses of $23.8 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 $583,111 fund the purchase of playground flooring and shade structures for Head Start playgrounds. Additionally, Capital Expenditures will also fund a lighting project for the department's warehouse, and six 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 (PEI) and the Low-Income First Time Mothers (LIFT) programs. These programs provide children with identified social-emotional developmental challenges, as well as at-risk low-income first-time pregnant mothers, with support services and parent/teacher training.

Sources of $58.1 million are primarily from the federal and state governments.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $2.5 million primarily due to a decrease in Operating Transfers Out reflecting spending for one-time projects in 2016-17 including the purchase of the Barstow Head Start Site and start-up costs to prepare sites for Extended Duration services. Additionally, Operating Expenses and Capital Expenditures decreased due to the elimination of the one-time carryover of Early Head Start - Child Care Partnership (EHS-CCP) funds. This decrease is offset by an increase in Staffing Expenses primarily due to the addition of positions to support the implementation of Head Start Extended Duration services (which enables a number of Head Start students to attend full day classes rather than half day).

Sources are decreasing by $3.2 million due to one-time carryover funds received in 2016-17 which were used to improve Head Start/Early Head Start facilities, and provide for EHS-CCP computers and long-term service contracts. These decreases are offset by the receipt of increased federal funding (the first year of ongoing funding) for the Head Start Extended Duration services described above.

ANALYSIS OF FUND BALANCE

Contribution to Fund Balance of $305,290 will cover prior year obligations that will be paid in 2017-18.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Executive Unit	3	0	0	1	4	0	4
Operations	646	132	-3	-1	774	746	28
Finance/Human Resources/Facilities	49	5	0	0	54	12	42
Quality Assurance	9	0	0	0	9	0	9
Total	707	137	-3	0	841	758	83

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $34.3 million fund 841 budgeted positions, of which 83 are regular positions and 758 are limited term positions. The budget includes a net increase of 124 limited-term positions and 10 regular positions.

The net increase of 124 limited term positions will allow the department to provide increased classroom staff to support the Head Start Extended Duration services described above at various locations. The addition of 10 regular positions will address the increase in administrative workload arising from the implementation of these services as well as ensure compliance with new Head Start Program Performance Standards.

Deletions
2 Contract Behavioral Specialists
1 Special Education Specialist

Additions
11 Contract Teacher II 9-months
13 Contract Teacher II 12-months
7 Contract Teacher III 12-months
18 Contract Teacher Aide II 9-months
12 Contract Teacher Aide II 12-months
3 Contract Site Supervisor II 12-months
2 Contract Center Clerk 9-months
3 Contract Center Clerk 12-months
1 Contract Food Service Worker 9-months
2 Contract Food Service Worker 12-months
3 Contract Custodian 9-months
3 Contract Custodian 12-months
48 Contract Program Generalist 12-months
1 Contract General Maintenance Worker 12-months

The addition of 10 regular positions will address the increase in workload arising from the Extended Duration grant as well as ensure compliance with new Head Start Program Performance Standards.

Additions
1 PSD Program Manager
1 Program Specialist
1 Accounting Technician
3 Office Assistant II
3 Office Assistant III
1 Secretary II

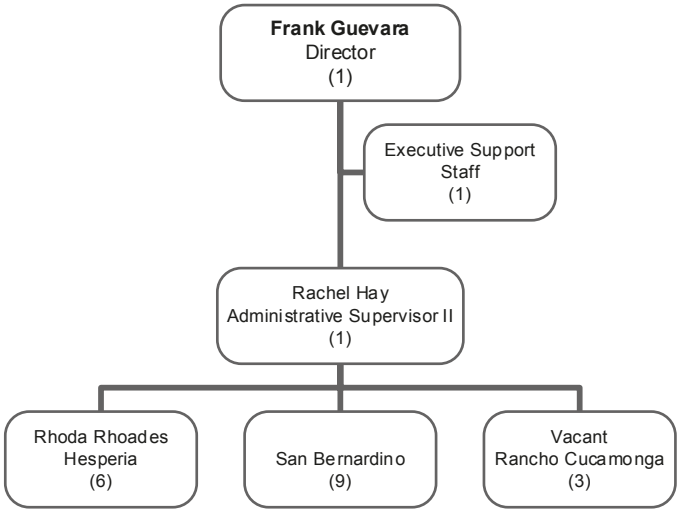
VETERANS AFFAIRS
Frank Guevara

DEPARTMENT MISSION STATEMENT



To serve veterans and their families and ensure they receive the benefits they have earned.

ORGANIZATIONAL CHART



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Veterans Affairs	2,212,568	602,000	1,610,568			21
Total General Fund	2,212,568	602,000	1,610,568	0	0	21
Total - All Funds	2,212,568	602,000	1,610,568	0	0	21

2016-17 MAJOR ACCOMPLISHMENTS

- Produced $54.9 million in new federal benefits for County residents. This level of new federal benefits exceeds that generated by all other counties in California.
- Collaborated with the Jerry Pettis Veterans Affairs medical center, neighboring counties, and local non-profits to house 219 homeless veterans.
- Increased office presence in the communities of Yucca Valley, Twentynine Palms, and Loma Linda by 130 hours per month.
- Implemented prison outreach program that enables incarcerated veterans to pursue benefits, allowing for resources and a potential source of income upon release from incarceration.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 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**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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.	35%	75%	100%	80%
STRATEGY	Ensure efficient case management and resolution of claims.					

Veterans Affairs

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$2,212,568
Total Sources (Incl. Reimb.)	$602,000
Net County Cost	$1,610,568
Total Staff	21
Funded by Net County Cost	73%

According to the Secretary of the United States Department of Veterans Affairs (USDVA), approximately one out of every three people in the United States is a potential Veterans Affairs beneficiary. The County Department of Veterans Affairs (VA) provides claims assistance, information and referral, advocacy, and outreach to County residents. 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.

Services to the veteran's community are concentrated in the following areas:

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

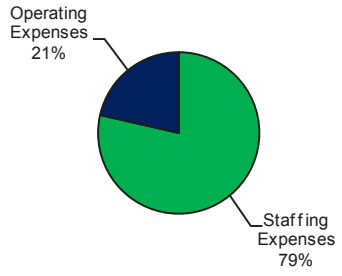
Information and Referral
Make referral to other County departments, homeless and emergency service providers, as well as state and federal agencies.

Advocacy
Provide individual advocacy, advocacy at the policy and legislative levels, and provide state and federal elected officials with technical assistance regarding veteran's legislation.

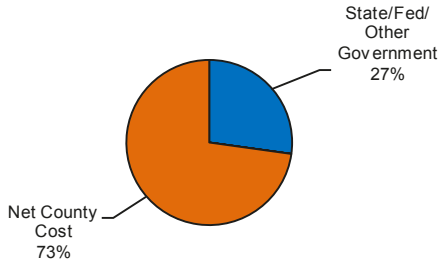
Outreach
Conduct outreach to retirement homes, mortuaries, schools, job fairs, military separation programs, local prisons, and service organizations such as the American Legion, Disabled American Veterans, Veterans of Foreign Wars, Elks, Rotary, Knights of Columbus, and Optimists for the express purpose of informing the community of veterans' benefits and services.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Veterans Affairs
FUND: General

BUDGET UNIT: AAA VAF
FUNCTION: Public Assistance
ACTIVITY: Veteran's Services

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	1,516,696	1,479,659	1,426,982	1,694,999	1,667,606	1,738,334	**43,335**
Operating Expenses	420,597	464,833	487,920	536,365	452,005	474,234	**(62,131)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	1,937,293	1,944,492	1,914,902	2,231,364	2,119,611	2,212,568	**(18,796)**
Reimbursements	0	0	0	0	(1,000)	0	**0**
Total Appropriation	1,937,293	1,944,492	1,914,902	2,231,364	2,118,611	2,212,568	**(18,796)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	1,937,293	1,944,492	1,914,902	2,231,364	2,118,611	2,212,568	**(18,796)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	613,006	866,892	538,805	660,000	635,858	602,000	**(58,000)**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	4,957	79	0	839	0	**0**
Total Revenue	613,006	871,849	538,884	660,000	636,697	602,000	**(58,000)**
Operating Transfers In	0	0	0	0	492	0	**0**
Total Financing Sources	613,006	871,849	538,884	660,000	637,189	602,000	**(58,000)**
Net County Cost	1,324,287	1,072,643	1,376,018	1,571,364	1,481,423	1,610,568	**39,204**
Budgeted Staffing*	22	22	26	23	23	21	**(2)**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Staffing Expenses of $1.7 million fund 21 budgeted positions. Operating Expenses of $474,234 consist primarily of facilities maintenance, interdepartmental transfers, COWCAP, general office supplies, printing, mailing, and outreach supplies.

Sources of $602,000 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 $18,796 due to the elimination of one-time costs associated with special VA outreach programs in 2016-17.

Sources are decreasing by $58,000 due to a decrease in state Subvention funding. Overall, operations will not be impacted.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Administration	4	0	-1	0	3	0	3
Veterans Services	19	0	-1	0	18	0	18
Total	23	0	-2	0	21	0	21

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $1.7 million fund 21 budgeted regular positions. Two positions are deleted: a Staff Analyst I and a Veterans Service Representative I. These positions are deleted to enhance the efficiency of the department; operations will not be adversely impacted.

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LAW AND JUSTICE

LAW AND JUSTICE SUMMARY

GENERAL FUND	Page #	Requirements	Sources	Net County Cost	Staffing
COUNTY TRIAL COURTS	368				
DRUG COURT PROGRAMS	369	0	0	0	0
GRAND JURY	371	447,167	0	447,167	0
INDIGENT DEFENSE PROGRAM	373	10,613,084	32,000	10,581,084	0
COURT FACILITIES/JUDICIAL BENEFITS	375	958,207	0	958,207	0
COURT FACILITIES PAYMENTS	377	2,676,349	0	2,676,349	0
TRIAL COURT FUNDING - MAINTENANCE OF EFFORT	380	23,554,233	12,226,316	11,327,917	0
DISTRICT ATTORNEY	388				
CRIMINAL PROSECUTION	390	76,875,515	42,298,887	34,576,628	534
LAW AND JUSTICE GROUP ADMINISTRATION	398				
LAW AND JUSTICE GROUP ADMINISTRATION	400	171,113	171,113	0	2
PROBATION	406				
ADMINISTRATION, CORRECTIONS AND DETENTION	409	168,217,689	87,941,675	80,276,014	1,294
JUVENILE JUSTICE GRANT PROGRAM	414	0	0	0	49
PUBLIC DEFENDER	420	39,181,385	4,666,262	34,515,123	273
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	425				
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	427	243,436,992	174,838,305	68,598,687	1,747
SHERIFF - DETENTIONS	430	219,130,729	72,950,859	146,179,870	1,442
SHERIFF - LAW ENFORCEMENT CONTRACTS	433	149,108,836	149,108,836	0	588
TOTAL GENERAL FUND		934,371,299	544,234,253	390,137,046	5,929

SPECIAL REVENUE FUND	Page #	Requirements	Sources	Use of (Contribution to) Fund Balance	Staffing
COUNTY TRIAL COURTS					
COURTHOUSE SEISMIC SURCHARGE	382	1,807,654	1,807,654	0	0
ALTERNATE DISPUTE RESOLUTION	384	360,000	360,100	(100)	0
REGISTRATION FEES	386	0	3,200	(3,200)	0
DISTRICT ATTORNEY					
SPECIAL REVENUE FUNDS - CONSOLIDATED	393	8,924,523	8,345,191	579,332	0
LAW AND JUSTICE GROUP ADMINISTRATION:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	403	1,153,310	626,025	527,285	0
PROBATION:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	417	14,271,853	14,324,890	(53,037)	0
SHERIFF/CORONER/PUBLIC ADMINISTRATOR:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	436	21,360,967	10,811,854	10,549,113	0
TOTAL SPECIAL REVENUE FUNDS		47,878,307	36,278,914	11,599,393	0

COUNTY TRIAL COURTS

SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Drug Court Programs	0	0	0			0
Grand Jury	447,167	0	447,167			0
Indigent Defense	10,613,084	32,000	10,581,084			0
Court Facilities/Judicial Benefits	958,207	0	958,207			0
Court Facilities Payments	2,676,349	0	2,676,349			0
Trial Court Funding - Maintenance of Effort	23,554,233	12,226,316	11,327,917			0
Total General Fund	38,249,040	12,258,316	25,990,724	0	0	0
Special Revenue Funds						
Courthouse Seismic Surcharge	1,807,654	1,807,654		0		0
Alternate Dispute Resolution	360,000	360,100		(100)		0
Registration Fees	0	3,200		(3,200)		0
Total Special Revenue Funds	2,167,654	2,170,954	0	(3,300)	0	0
Total - All Funds	40,416,694	14,429,270	25,990,724	(3,300)	0	0

Drug Court Programs

DESCRIPTION OF MAJOR SERVICES

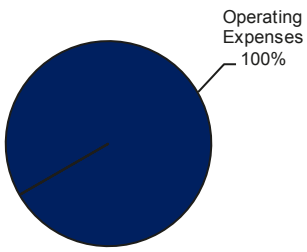
This budget unit accounts for administrative support and treatment costs for Drug Court Programs. Funding for these programs is provided by grant revenues and reimbursements from certain County departments. This unit funds one Treatment Coordinator and one Senior Account Clerk budgeted within the Superior Court.

Budget at a Glance

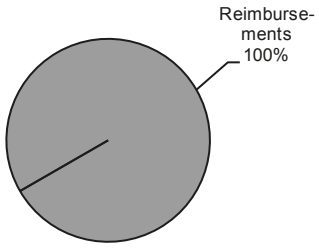
Total Requirements (Excl. Reimb.)	$181,168
Total Sources (Incl. Reimb.)	$181,168
Net County Cost	$0
Total Staff	0
Funded by Net County Cost	0%

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

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

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	280,661	202,372	181,168	181,168	181,168	181,168	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	280,661	202,372	181,168	181,168	181,168	181,168	**0**
Reimbursements	(201,901)	(181,168)	(181,168)	(181,168)	(181,168)	(181,168)	**0**
Total Appropriation	78,760	21,204	0	0	0	0	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	78,760	21,204	0	0	0	0	**0**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	78,621	11,843	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	78,621	11,843	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	78,621	11,843	0	0	0	0	**0**
Net County Cost	139	9,361	0	0	0	0	**0**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 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 $141,837 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

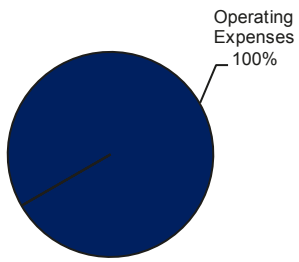
The San Bernardino County Grand Jury is appointed annually by the Superior Court. Its responsibilities include investigating local government, examining instances of public office crime and corruption, and returning indictments in certain criminal cases brought before it by the District Attorney's Office.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

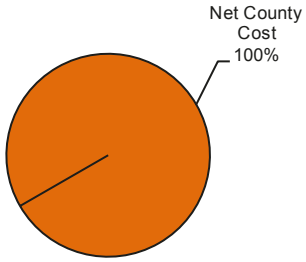
Total Requirements (Excl. Reimb.)	$447,167
Total Sources (Incl. Reimb.)	$0
Net County Cost	$447,167
Total Staff	0
Funded by Net County Cost	100%

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: Grand Jury
FUND: General

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	321,069	301,050	344,743	442,952	381,579	447,167	**4,215**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	321,069	301,050	344,743	442,952	381,579	447,167	**4,215**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	321,069	301,050	344,743	442,952	381,579	447,167	**4,215**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	321,069	301,050	344,743	442,952	381,579	447,167	**4,215**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	0	0	0	0	0	0	**0**
Net County Cost	321,069	301,050	344,743	442,952	381,579	447,167	**4,215**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Major Requirements include transfers for staffing expenses of $110,000 to the Superior Court to fund a Grand Jury Assistant position and juror fees in the amount of $186,852. The remaining $150,315 is primarily for phone, mail, information technology, and travel-related costs.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements have increased by $4,215 from the previous year primarily due to increases of Facilities Rates, Risk Management Insurance costs, and COWCAP.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



Indigent Defense

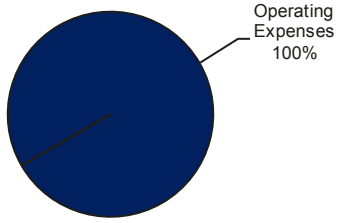
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$10,613,084
Total Sources (Incl. Reimb.)	$32,000
Net County Cost	$10,581,084
Total Staff	0
Funded by Net County Cost	100%

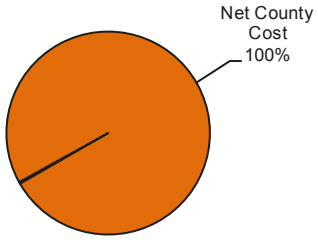
The Indigent Defense Program provides for representation services appointed by the Superior Court for indigent defendants in criminal and juvenile delinquency proceedings that the Public Defender is unable to represent, and for conservatorship, guardianship, probate, family law other than Family Code § 3150 minor's counsel, and misdemeanor appeals. A portion of this budget is also set aside for capital case defense costs for the Public Defender Capital Defense Unit. The program administers contracts, monitors caseloads and expenditures, processes accounts payable and performs trust fund accountings, and reports to the County Finance Office. The program administers and coordinates court-appointed representation services of attorneys, experts, and investigators for an average of 3,000 misdemeanor and 3,500 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 one part-time secretarial support position in the Finance and Administration budget.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: Indigent Defense Program
FUND: General

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	9,315,420	9,736,915	10,083,393	9,509,012	9,778,522	10,613,084	**1,104,072**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	9,315,420	9,736,915	10,083,393	9,509,012	9,778,522	10,613,084	**1,104,072**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	9,315,420	9,736,915	10,083,393	9,509,012	9,778,522	10,613,084	**1,104,072**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	9,315,420	9,736,915	10,083,393	9,509,012	9,778,522	10,613,084	**1,104,072**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	55,873	58,803	62,911	32,000	47,831	32,000	**0**
Other Revenue	0	0	0	0	52,177	0	**0**
Total Revenue	55,873	58,803	62,911	32,000	100,008	32,000	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	55,873	58,803	62,911	32,000	100,008	32,000	**0**
Net County Cost	9,259,547	9,678,112	10,020,482	9,477,012	9,678,514	10,581,084	**1,104,072**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Operating Expenses of $10.6 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 transfer 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 increasing by $1.1 million due to proposed increases to the Superior Court's Appointed Services Fee Schedule.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no budgeted staffing associated with this budget unit. One analyst position and part-time secretarial support are included in the Finance and Administration budget unit to support the program.

Court Facilities/Judicial Benefits

DESCRIPTION OF MAJOR SERVICES

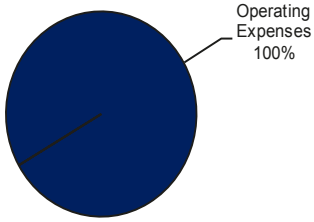
This budget unit annually appropriates an amount that the County provides in supplemental benefits for Superior Court judges appointed before January 1, 2008. These benefits include automobile, security and education allowances. This budget unit also continues to appropriate funds for property insurance costs not covered by an agreement with the Judicial Council of California, as well as security services at the Fontana Court.

Budget at a Glance

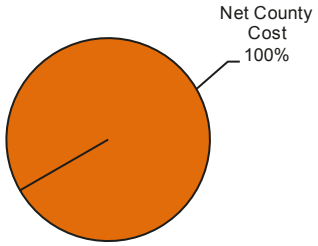
Total Requirements (Excl. Reimb.)	$958,207
Total Sources (Incl. Reimb.)	$0
Net County Cost	$958,207
Total Staff	0
Funded by Net County Cost	100%

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	1,125,448	1,070,413	960,522	1,014,763	655,754	958,207	**(56,556)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	1,125,448	1,070,413	960,522	1,014,763	655,754	958,207	**(56,556)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	1,125,448	1,070,413	960,522	1,014,763	655,754	958,207	**(56,556)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	1,125,448	1,070,413	960,522	1,014,763	655,754	958,207	**(56,556)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	0	0	0	0	0	0	**0**
Net County Cost	1,125,448	1,070,413	960,522	1,014,763	655,754	958,207	**(56,556)**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Operating Expenses of $958,207 include payment of judicial benefits for 42 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 $60,054 for COWCAP costs and transfers to the Sheriff/Coroner/Public Administrator for security services at the Fontana Court.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements have been reduced by $56,556 due to decreased property insurance costs.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Court Facilities Payments

DESCRIPTION OF MAJOR SERVICES

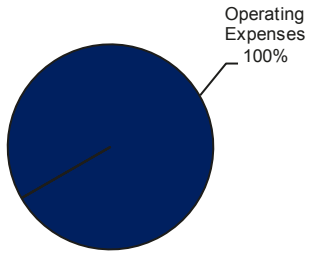
The Trial Court Facilities Act of 2002, SB 1732, requires the transfer of responsibility for funding and operations of trial court facilities from the counties to the State of California. The County must pay the state the amount that the County historically expended for the operation and maintenance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

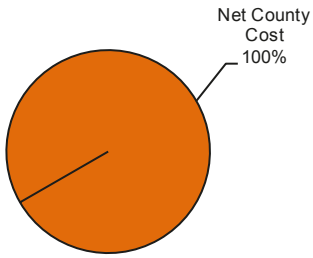
Total Requirements (Excl. Reimb.)	$2,676,349
Total Sources (Incl. Reimb.)	$0
Net County Cost	$2,676,349
Total Staff	0
Funded by Net County Cost	100%

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: County Trial Courts - Courts Facilities Payments
FUND: General

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	2,523,246	2,674,628	2,675,105	2,676,349	2,674,628	2,676,349	0
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	2,523,246	2,674,628	2,675,105	2,676,349	2,674,628	2,676,349	0
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	2,523,246	2,674,628	2,675,105	2,676,349	2,674,628	2,676,349	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,523,246	2,674,628	2,675,105	2,676,349	2,674,628	2,676,349	0
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	0	0	0	0	0	0
Net County Cost	2,523,246	2,674,628	2,675,105	2,676,349	2,674,628	2,676,349	0
Budgeted Staffing*	0	0	0	0	0	0	0

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 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
Current Facilities:	
Barstow Courthouse	165,492
Big Bear Courthouse	25,584
Chino Courthouse	125,192
Fontana Courthouse	158,412
Fontana Jury Assembly	21,477
Joshua Tree Courthouse	67,664
Needles Clerk's Office and Courthouse	32,536
Rancho Cucamonga	834,964
Rancho Cucamonga Juvenile	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
	2,676,349

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no budget changes in 2017-18.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Trial Court Funding – Maintenance of Effort

DESCRIPTION OF MAJOR SERVICES

On January 1, 1998, AB 233, the Lockyer – Isenberg Trial Court Funding Act of 1997 went into effect in the State of California. This bill fundamentally changed how the trial courts are funded by transferring primary responsibility for funding the courts to the state, including sole responsibility for funding future growth in court operations costs. In addition, it requires counties to make a capped maintenance of effort (MOE) payment to the state each year for operations of the courts. In return, the state allowed counties to retain many fines and forfeitures to help fund their MOE payments with the provision that collections that exceeded the amount of the revenue component of the MOE be shared equally between the state and the County.

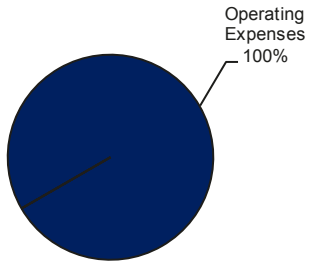
Budget at a Glance

Total Requirements (Excl. Reimb.)	$23,554,233
Total Sources (Incl. Reimb.)	$12,226,316
Net County Cost	$11,327,917
Total Staff	0
Funded by Net County Cost	48%

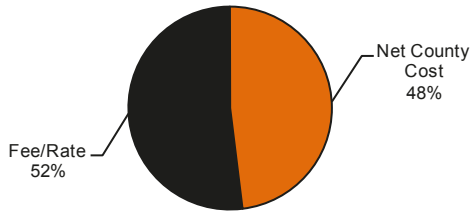
The County's historical MOE contribution of $28.4 million was made up of two components: $20.2 million represented the adjusted 1994-95 County expenses for court operations and $8.2 million was based on the fine and forfeiture revenue sent to the state in 1994-95. In 2006-07 the revenue component changed to $3.3 million due to legislation. Therefore, the County's current MOE contribution is $23.6 million.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	25,882,314	25,422,520	24,046,262	24,088,327	23,974,638	23,554,233	**(534,094)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	25,882,314	25,422,520	24,046,262	24,088,327	23,974,638	23,554,233	**(534,094)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	25,882,314	25,422,520	24,046,262	24,088,327	23,974,638	23,554,233	**(534,094)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	25,882,314	25,422,520	24,046,262	24,088,327	23,974,638	23,554,233	**(534,094)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	15,261,482	14,255,820	10,890,186	10,726,316	10,612,628	12,226,316	**1,500,000**
Other Revenue	0	1,061	0	0	0	0	**0**
Total Revenue	15,261,482	14,256,881	10,890,186	10,726,316	10,612,628	12,226,316	**1,500,000**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	15,261,482	14,256,881	10,890,186	10,726,316	10,612,628	12,226,316	**1,500,000**
Net County Cost	10,620,832	11,165,639	13,156,076	13,362,011	13,362,011	11,327,917	**(2,034,094)**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Operating Expenses of $23.6 million reflects the County's capped MOE payment to the state for court operations.

Sources of $12.2 million include traffic and criminal fines, penalty assessments, vital statistics fees, civil filing fees, traffic school and recording fees.

BUDGET CHANGES AND OPERATIONAL IMPACT

On June 24, 2015, Governor Brown signed the Traffic Tickets/Infractions Amnesty Program into law. The program went into effect October 1, 2015, and remained in force until March 31, 2017. The program forgave unpaid traffic tickets due by January 1, 2013, in order to provide relief to qualified individuals who defaulted on a court-ordered obligation and may have had driving privileges suspended as a result.

The amnesty resulted in a significant decline in revenue which, in turn, resulted in a significant increase to Net County Cost in 2015-16 and 2016-17. However, with the expiration of amnesty, revenues are expected to increase and Net County Cost is anticipated to decline to pre-amnesty levels.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Courthouse Seismic Surcharge

DESCRIPTION OF MAJOR SERVICES

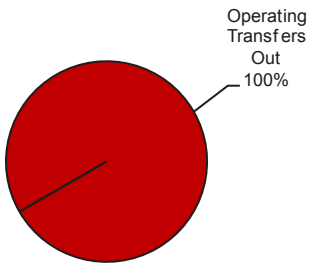
Funding for this budget unit comes from a $35 surcharge on civil filings as authorized by Government Code Section 70624. Surcharge revenues were used for the Central Courthouse seismic retrofit/remodel project, which was completed in January 2011. These revenues were also used to make contributions to the state for the new courthouse in downtown San Bernardino.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$1,807,654
Total Sources (Incl. Reimb.)	$1,807,654
Use of/ (Contribution to) Fund Balance	$0
Total Staff	0

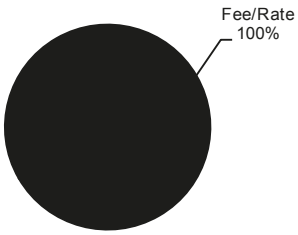
In June 2007 the County privately placed $18.4 million of revenue bonds for courthouse improvements. These bonds mature on June 1, 2037, and are payable solely from revenues generated by a $35 civil filing fee surcharge and related interest earnings. They are not an obligation of the County. The purchasers 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.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: County Trial Courts
FUND: Courthouse Seismic Surcharge

BUDGET UNIT: RSE CAO
FUNCTION: General
ACTIVITY: Plant Acquisition

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	0	0	0	0	0	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	0	0	0	0	**0**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	0	0	0	0	**0**
Operating Transfers Out	1,818,629	1,671,569	1,583,139	1,807,377	1,703,723	1,807,654	**277**
Total Requirements	1,818,629	1,671,569	1,583,139	1,807,377	1,703,723	1,807,654	**277**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	1,818,464	1,671,396	1,582,910	1,807,222	1,703,369	1,807,377	**155**
Other Revenue	160	181	267	155	394	277	**122**
Total Revenue	1,818,624	1,671,577	1,583,177	1,807,377	1,703,763	1,807,654	**277**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	1,818,624	1,671,577	1,583,177	1,807,377	1,703,763	1,807,654	**277**
Fund Balance							
Use of / (Contribution to) Fund Balance**	5	(8)	(38)	0	(40)	0	**0**
Available Reserves				85		125	**40**
Total Fund Balance				85		125	**40**
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 2017-18 ADOPTED BUDGET

Operating Transfers Out of $1.8 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 $1.7 million for the fiscal year.

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no significant budget changes or operational impacts.

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.

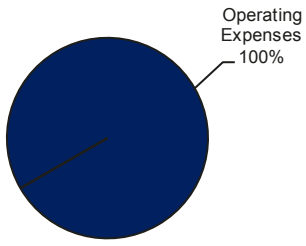
Budget at a Glance

Total Requirements (Excl. Reimb.)	$360,000
Total Sources (Incl. Reimb.)	$360,100
Use of/ (Contribution to) Fund Balance	($100)
Total Staff	0

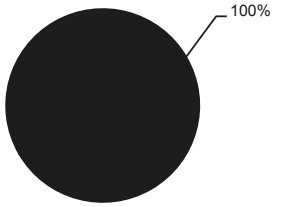
The special revenue fund was established January 1, 2005, to account for this program. The fund balance is reserved in the event revenues from the DRPA $8 civil filing fees decline to below the payment amount for the contracted alternate dispute resolution services.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: County Trial Courts
FUND: Alternate Dispute Resolution

BUDGET UNIT: SEF CAO
FUNCTION: Public Protection
ACTIVITY: Judicial

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	500,000	476,667	360,000	360,100	360,000	360,000	**(100)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	500,000	476,667	360,000	360,100	360,000	360,000	**(100)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	500,000	476,667	360,000	360,100	360,000	360,000	**(100)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	500,000	476,667	360,000	360,100	360,000	360,000	**(100)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	18	53	0	0	8	0	**0**
Fee/Rate	417,331	382,620	375,922	360,000	407,205	360,000	**0**
Other Revenue	516	303	72	100	487	100	**0**
Total Revenue	417,865	382,976	375,994	360,100	407,700	360,100	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	417,865	382,976	375,994	360,100	407,700	360,100	**0**
Fund Balance							
Use of / (Contribution to) Fund Balance**	82,135	93,691	(15,994)	0	(47,700)	(100)	**(100)**
Available Reserves				19,547		67,346	**47,799**
Total Fund Balance				19,547		67,246	**47,699**
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 2017-18 ADOPTED BUDGET

Operating Expenses of $360,000 represent costs related to contracted alternate dispute resolution services.

Sources of $360,100 are anticipated primarily from the collection of the DRPA $8 civil filing fees.

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no significant changes to Requirements, which are based on a contract 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 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 fee decline to amounts below the cost of contracted alternate dispute resolution services. The Fund Balance was almost depleted over the past two years as revenues dropped below the contract payment costs. A new contract effective July 1, 2016, reduced contract payment costs to $360,000 per year to reflect anticipated ongoing revenues.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Registration Fees

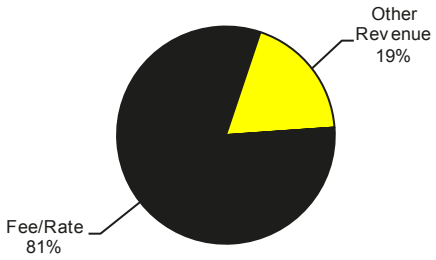
DESCRIPTION OF MAJOR SERVICES

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.)	$3,200
Use of/ (Contribution to) Fund Balance	($3,200)
Total Staff	0

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)
No Requirements for this budget unit	

ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: County Trial Courts
FUND: Registration Fees

BUDGET UNIT: RMX IDC
FUNCTION: Public Protection
ACTIVITY: Judicial

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	0	0	0	0	0	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	0	0	0	0	**0**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	0	0	0	0	0	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	0	0	0	0	**0**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	2,798	2,658	2,305	2,600	4,780	2,600	**0**
Other Revenue	807	648	1,125	535	2,551	600	**65**
Total Revenue	3,605	3,306	3,430	3,135	7,331	3,200	**65**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	3,605	3,306	3,430	3,135	7,331	3,200	**65**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(3,605)	(3,306)	(3,430)	(3,135)	(7,331)	(3,200)	**(65)**
Available Reserves				173,428		180,825	**7,397**
Total Fund Balance				170,293		177,625	**7,332**
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 2017-18 ADOPTED BUDGET

Sources of $3,200 are being set aside in Available Reserves for future allocation by the Board of Supervisors.

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no significant changes in the Registration Fee special revenue fund budget.

ANALYSIS OF FUND BALANCE

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.

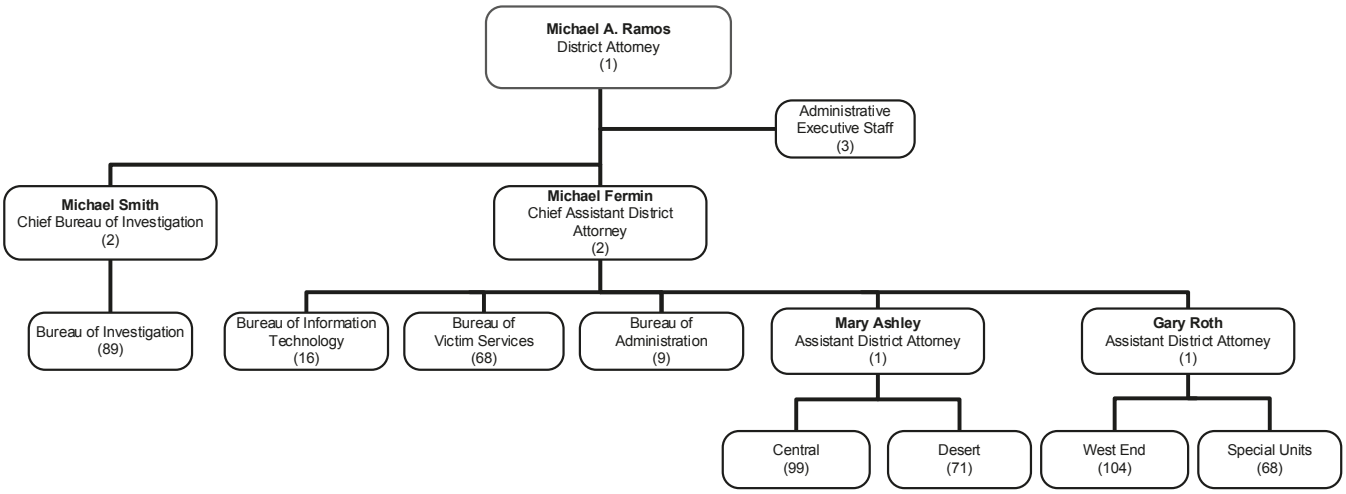
DISTRICT ATTORNEY
Michael A. Ramos

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



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Criminal Prosecution	76,875,515	42,298,887	34,576,628			534
Total General Fund	76,875,515	42,298,887	34,576,628	0	0	534
Special Revenue Funds						
Special Revenue Funds - Consolidated	8,924,523	8,345,191		579,332		0
Total Special Revenue Funds	8,924,523	8,345,191	0	579,332	0	0
Total - All Funds	85,800,038	50,644,078	34,576,628	579,332	0	534

2016-17 MAJOR ACCOMPLISHMENTS

- Filed 204 welfare fraud cases totaling $1.6 million in recoverable value (through March 2017).
- Received a grant of $207,924 to fund a DUI Vertical Prosecution Team.
- Received a National Association of Counties (NACo) award for Special Victims K-9 Unit.
- Provided immediate response, by the Environmental and Consumer Protection Unit, to prevent victims of the Blue Cut Fire from becoming targets of price gouging.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 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.	5,455	5,400	3,773	5,475
STRATEGY	Minimize the impact of crime upon the lives of victims and provide assistance as they participate in the criminal justice system.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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.	2,023	1,810	1,587	1,875
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**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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%	92%	92%	93%
STRATEGY	Respect the victim's Marsy's Law right to a speedy and prompt final conclusion of the case.					
STRATEGY	Hold the guilty accountable and protect the innocent.					

Criminal Prosecution

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$87,480,824
Total Sources (Incl. Reimb.)	$52,904,196
Net County Cost	$34,576,628
Total Staff	534
Funded by Net County Cost	40%

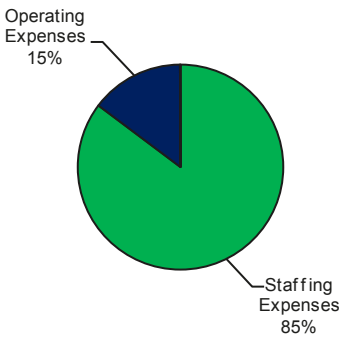
The District Attorney is the public prosecutor and has the mandated responsibility to prosecute crimes committed within the County of San Bernardino, including all city jurisdictions pursuant to the Government Code 26500. Additionally, the District Attorney's Office provides legal assistance for criminal investigations conducted by law enforcement agencies throughout the County; is the legal advisor to the Grand Jury and is authorized to submit evidence and seek indictments from that body; initiates civil commitment petitions to keep Mentally Disordered Offenders and Sexually Violent Predators in locked facilities; employs civil proceedings in asset forfeiture matters to seek the proceeds of criminal activity; and utilizes civil proceedings to seek sanctions and injunctive relief against businesses that pollute or create dangerous conditions for employees and citizens.

The District Attorney 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.

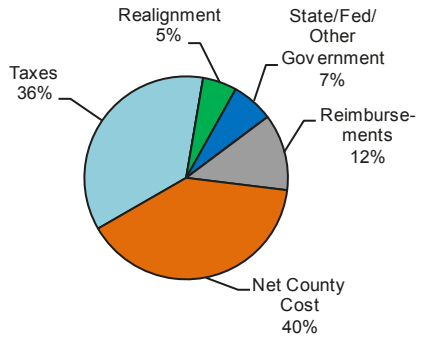
Finally, as the public prosecutor who handles all cases in the name of the People, the District Attorney has a responsibility to keep the citizens of this County informed through regular interaction with the media and the public.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: District Attorney
FUND: General

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	63,065,056	63,244,732	66,092,098	71,557,907	68,124,442	74,588,816	**3,030,909**
Operating Expenses	7,988,767	9,614,909	12,008,401	12,281,907	12,252,347	12,817,008	**535,101**
Capital Expenditures	38,805	0	84,583	100,255	85,175	0	**(100,255)**
Total Exp Authority	71,092,628	72,859,641	78,185,082	83,940,069	80,461,964	87,405,824	**3,465,755**
Reimbursements	(7,980,105)	(8,529,214)	(9,044,649)	(10,415,258)	(9,237,351)	(10,605,309)	**(190,051)**
Total Appropriation	63,112,523	64,330,427	69,140,433	73,524,811	71,224,613	76,800,515	**3,275,704**
Operating Transfers Out	74,510	465,238	489,242	2,023,000	1,924,281	75,000	**(1,948,000)**
Total Requirements	63,187,033	64,795,665	69,629,675	75,547,811	73,148,895	76,875,515	**1,327,704**
Sources							
Taxes	26,532,500	27,300,000	28,840,000	30,267,769	30,267,769	31,345,000	**1,077,231**
Realignment	3,458,126	3,618,924	3,910,518	4,517,516	4,517,516	4,709,479	**191,963**
State/Fed/Other Government	3,769,570	5,751,365	4,832,071	5,273,358	5,083,353	5,803,067	**529,709**
Fee/Rate	0	(177)	0	0	1,105	0	**0**
Other Revenue	427,252	464,425	448,467	429,754	428,854	441,341	**11,587**
Total Revenue	34,187,448	37,134,537	38,031,056	40,488,397	40,298,597	42,298,887	**1,810,490**
Operating Transfers In	38,096	0	0	0	21,114	0	**0**
Total Financing Sources	34,225,544	37,134,537	38,031,056	40,488,397	40,319,711	42,298,887	**1,810,490**
Net County Cost	28,961,489	27,661,128	31,598,619	35,059,414	32,829,184	34,576,628	**(482,786)**
Budgeted Staffing*	488	503	511	531	531	534	**3**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Requirements of $76.9 million include Staffing Expenses of $74.6 million and Operating Expenses of $12.8 million to fulfill the department's core responsibility of prosecuting crimes. These expenses are funded primarily from the following sources:

- Discretionary General Funding (Net County Cost) of $34.6 million.
- Proposition 172 sales tax revenue of $31.3 million that is required by law to be used for public safety activities.
- Funding from various state/federal agencies of $5.8 million.
- AB 109 revenue of $4.7 million as part of the 2011 Public Safety Realignment.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $1.3 million primarily due to the following:

- $3.0 million increase in Staffing Expenses related to negotiated salary increases and the addition of 3 positions.
- $535,101 increase in Operating Expenses, primarily for the Electronic Court Filing Project that will allow the department to electronically transmit case-related documents to Superior Court and other law enforcement agencies.
- $1.9 million decrease in Operating Transfers Out to the Capital Improvement Program for capital projects budgeted in the prior year.

Sources are increasing by $1.8 million primarily due to the following:

- $1.1 million from the Proposition 172 reserve fund to offset the department's cost of the Electronic Court Filing Project.

- $529,709 of additional State/Federal/Other Government Sources primarily from the federal government to provide a wide variety of social services for victims of and witnesses to crimes.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 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	62	22	-15	-1	68	0	68
Bureau of Information Technology	16	0	0	0	16	0	16
Special Units	68	0	-2	2	68	1	67
Bureau of Investigation	94	0	-4	1	91	1	90
Criminal Prosecution - Central	99	0	-1	1	99	3	96
Criminal Prosecution - West End	104	4	-1	-3	104	1	103
Criminal Prosecution - Desert	71	0	0	0	71	3	68
Total	531	26	-23	0	534	9	525

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $74.6 million fund 534 budgeted positions of which 525 are regular positions and 9 are limited term positions. This budget reflects a net increase of 3 positions as follows:

Additions

- A total of 22 positions (2 Victim Advocate II's; 17 Victim Advocate I's; and 3 Office Assistant III's) are added for the Bureau of Victim Services division to provide a variety of social services to victims of and witnesses to crimes. The cost of these additional positions will be funded by increased grant funds received annually through the California Governor's Office of Emergency Services (CalOES).

- 4 Office Assistant III's. With the advent of digital media, specifically increases in body worn camera evidence, there is a significant need for additional personnel to assist with processing requests involving various law enforcement agencies utilizing this technology.

Deletions

- 15 limited term positions (13 Victim Advocate I's and 2 Office Assistant III's) in the Bureau of Victim Services are no longer needed because they have been replaced with new regular positions.

- 2 limited term District Attorney Senior Investigator positions in the Cold Case Prosecution Unit are deleted. These temporary positions were funded by a one-time increase in Discretionary General Funding for 2016-17.

- 4 limited term District Attorney Senior Investigator positions are deleted as the Bureau of Investigation intends to employ only regular status employees in the future.

- 1 Contract Deputy District Attorney is deleted because of the individual's participation in an outstanding case has concluded.

- 1 Deputy District Attorney position is deleted to help fund the cost of the four new Office Assistant III's.

All deleted positions are vacant and the impact of such deletions will be negligible on department operations.

Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$8,924,523
Total Sources (Incl. Reimb.)	$8,345,191
Use of/ (Contribution to) Fund Balance	$579,332
Total Staff	0

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.

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.

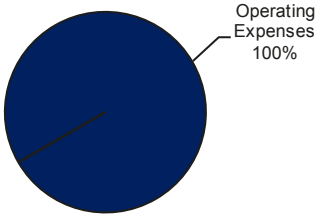
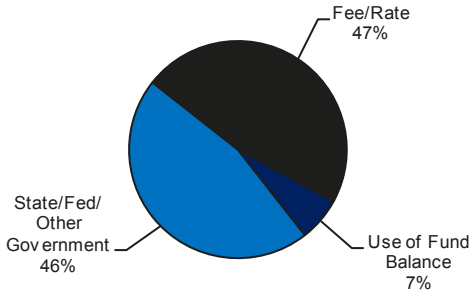
Specialized Prosecutions was established in 1990-91 with funding from various fines and forfeitures for the District Attorney's Office to prosecute crimes such as hazardous waste dumping, consumer fraud, and violations of Cal/OSHA laws established to ensure safe and healthy working conditions for California 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.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)
	

ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: District Attorney
FUND: Special Revenue Funds - Consolidated

BUDGET UNIT: Various
FUNCTION: Public Protection
ACTIVITY: Judicial

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	6,168,581	6,932,225	7,454,127	8,803,729	7,743,175	8,924,523	**120,794**
Capital Expenditures	0	0	0	270,000	197,051	0	**(270,000)**
Total Exp Authority	6,168,581	6,932,225	7,454,127	9,073,729	7,940,225	8,924,523	**(149,206)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	6,168,581	6,932,225	7,454,127	9,073,729	7,940,225	8,924,523	**(149,206)**
Operating Transfers Out	0	0	0	360,000	360,000	0	**(360,000)**
Total Requirements	6,168,581	6,932,225	7,454,127	9,433,729	8,300,225	8,924,523	**(509,206)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	3,716,057	3,548,113	3,571,217	4,240,943	4,103,297	4,121,191	**(119,752)**
Fee/Rate	2,182,897	4,130,274	4,467,214	4,240,000	7,494,387	4,200,000	**(40,000)**
Other Revenue	8,577	18,071	27,039	15,566	37,442	24,000	**8,434**
Total Revenue	5,907,531	7,696,458	8,065,470	8,496,509	11,635,126	8,345,191	**(151,318)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	5,907,531	7,696,458	8,065,470	8,496,509	11,635,126	8,345,191	**(151,318)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	261,050	(764,233)	(611,343)	937,220	(3,334,901)	579,332	**(357,888)**
Available Reserves				4,894,336		8,587,124	**3,692,788**
Total Fund Balance				5,831,556		9,166,456	**3,334,900**
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 2017-18 ADOPTED BUDGET

	2017-18				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
Real Estate Fraud Prosecution (Fund REB)	2,321,742	2,900,000	(578,258)	3,129,806	0
Auto Insurance Fraud Prosecution (Fund RIP)	522,029	602,529	(80,500)	339,216	0
Workers' Comp Ins Fraud Prosecution (Fund ROB)	2,319,192	1,970,662	348,530	193,132	0
Specialized Prosecutions (Fund SBI)	1,604,452	1,157,500	446,952	2,895,187	0
Vehicle Fees - Auto Theft Prosecution (Fund SDM)	1,552,500	1,552,500	0	74,593	0
State Asset Forfeitures (Fund SBH)	211,863	150,000	61,863	151,608	0
Federal Asset Forfeitures (Fund SDN)	392,745	12,000	380,745	1,803,582	0
Total Special Revenue Funds	8,924,523	8,345,191	579,332	8,587,124	0

Real Estate Fraud Prosecution: Requirements of $2.3 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 $522,029 are for transfers to the department's Criminal Prosecution budget unit for costs related to prosecuting auto insurance fraud cases. Sources of $602,529 represent projected grant funds from the California Department of Insurance.

Workers' Compensation Insurance Fraud Prosecution: Requirements of $2.3 million are for transfers to the department's Criminal Prosecution budget unit for costs related to prosecuting workers' compensation insurance fraud cases. Sources of $2.0 million reflect projected grant funds from the California Department of Insurance. The Use of Fund Balance of $348,530 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 accordingly.

Specialized Prosecutions: Requirements of $1.6 million are for transfers to the department's Criminal Prosecution budget unit for staffing and other costs related to specialized prosecution. Sources of $1.2 million reflect the department's estimated revenue from anticipated case settlements during 2017-18. The Use of Fund Balance of $446,952 is for the costs to prosecute crimes such as hazardous waste dumping, consumer fraud, and violations of Cal OSHA laws.

Vehicle Fees – Auto Theft Prosecution: Requirements of $1.6 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 $211,863 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 $61,863 is to assist with the costs of processing asset forfeiture claims.

Federal Asset Forfeitures: Requirements of $392,745 are for transfers to the department's Criminal Prosecution budget unit to assist with various costs eligible under federal law. These costs include training, safety equipment, and forensic drug/alcohol testing related to legal proceedings. Sources of $12,000 represent interest earnings. The Use of Fund Balance of $380,745 is to assist with the aforementioned costs.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $509,206 primarily due to the following one-time costs occurring in 2016-17 for the San Bernardino County Auto Theft Task Force:

- $360,000 to remodel office space in the City of San Bernardino.
- $120,000 for two trucks to help investigate auto theft at more locations.
- $ 70,000 for an automated license plate reader system to assist with locating stolen vehicles.
- $ 5,000 for the purchase of a trailer to transport vehicles.

Sources are decreasing by $151,318 primarily due to $145,281 less from the State of California for the Workers' Compensation Insurance Fraud Prosecution unit.

ANALYSIS OF FUND BALANCE

In general, the department establishes a fund balance for the purpose of funding one-time costs/projects. However, there are budgeted exceptions as follows:

- Specialized Prosecutions – Fund Balance is typically utilized for the cost of continuing litigation. In many instances, these cases can continue for several months or possibly years. The department is eventually reimbursed for its costs when the case concludes. At that time, the fund balance is replenished.
- State Asset Forfeitures – Fund Balance is used to assist with the costs of processing asset forfeiture claims. When the claiming process concludes, the department receives funding pursuant to California law and the Fund Balance is replenished at that time.

- Federal Asset Forfeitures – Federal guidelines do not allow the department to budget revenue from Federal Asset Forfeitures. As a result, the Use of Fund Balance is often budgeted for various ongoing costs eligible under federal law. Since the annual amount of revenue received from Federal Asset Forfeitures is very often sufficient to offset these ongoing costs, there is no actual Use of Fund Balance occurring in most years.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with these consolidated special revenue budget units.

LAW AND JUSTICE GROUP ADMINISTRATION
Shannon Dicus

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.



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Law and Justice Group Administration	171,113	171,113				2
Total General Fund	171,113	171,113	0	0	0	2
Special Revenue Funds						
Special Revenue Funds - Consolidated	1,153,310	626,025		527,285		
Total Special Revenue Funds	1,153,310	626,025	0	527,285	0	0
Total - All Funds	1,324,423	797,138	0	527,285	0	2

2016-17 MAJOR ACCOMPLISHMENTS

- Received Justice Assistance Grant (JAG) funding of $626,025 on behalf of the County and 16 cities.
- Implemented business practice changes to evaluate the County's JAG subrecipients' compliance with federal requirements and enhance performance goals.
- Allocated Southwest Border Prosecution Initiative funds for a variety of Law and Justice related projects, including the District Attorney Gang Reduction Intervention Partnership (GRIP) and the purchase of an x-ray machine for the Sheriff's Department - Coroner's Division.
- Expanded the Misdemeanor Pretrial Diversion Program to provide early intervention and education for low level offenders with a goal towards reducing recidivism throughout the County.
- Established the Law and Justice Group as the Executive Steering Committee charged with evaluating the effectiveness of County public safety services using data-driven decision making principles.
- Expanded the Law and Justice Group by adding the Department of Behavioral Health, Department of Public Health, and the Conflict Panel as advisory members.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Number of individuals diverted to the Pretrial Diversion Program.	696	2,500	1,371	1,100
STRATEGY	Establish and maintain accountability-based programs designed to reduce recidivism among adults who are referred by law enforcement personnel or agencies.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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.**	**NEW** Percentage of individuals who completed the Pretrial Diversion Program.	N/A	N/A	N/A	72%
STRATEGY	Establish and maintain accountability-based programs designed to reduce recidivism among adults who are referred by law enforcement personnel or agencies.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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.**	**NEW** Percentage of current year public safety services evaluation activities completed.	N/A	N/A	N/A	100%
STRATEGY	Due to the continuing impact of prison realignment, the Law and Justice Group was established as the Executive Steering Committee to evaluate the effectiveness of County public safety services, and implement best practices through analysis and data-driven decision making principles. In the current year, the Group will: -Hire a Data Analyst -Partner with CA Forward to identify innovative practices such as the Justice Systems Change Initiative (JSCI) and Stepping Up initiatives. -Establish standardized performance metrics based on data obtained from the newly created Jail Utilization Database.					

Law and Justice Group Administration

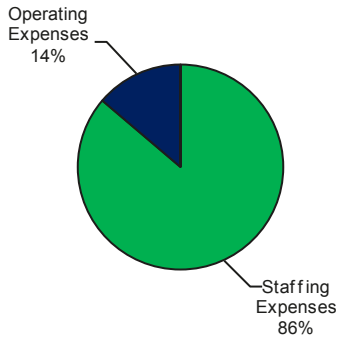
DESCRIPTION OF MAJOR SERVICES

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.

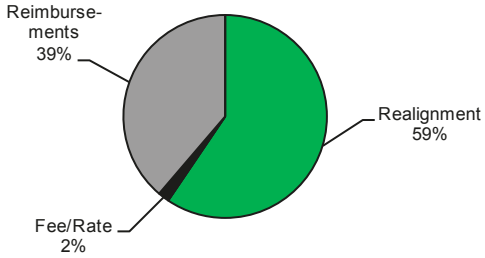
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$279,378
Total Sources (Incl. Reimb.)	$279,378
Net County Cost	$0
Total Staff	2
Funded by Net County Cost	0%

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

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

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	195,176	169,967	176,553	126,039	97,182	240,903	**114,864**
Operating Expenses	112,702	103,428	90,366	33,003	13,423	38,475	**5,472**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	307,878	273,395	266,919	159,042	110,605	279,378	**120,336**
Reimbursements	(197,769)	(192,234)	(176,596)	(154,042)	(90,455)	(108,265)	**45,777**
Total Appropriation	110,109	81,161	90,323	5,000	20,150	171,113	**166,113**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	110,109	81,161	90,323	5,000	20,150	171,113	**166,113**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	166,113	**166,113**
State/Fed/Other Government	104,976	105,156	66,186	0	0	0	**0**
Fee/Rate	5,000	5,000	5,000	5,000	18,780	5,000	**0**
Other Revenue	190	0	0	0	1,370	0	**0**
Total Revenue	110,166	110,156	71,186	5,000	20,150	171,113	**166,113**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	110,166	110,156	71,186	5,000	20,150	171,113	**166,113**
Net County Cost	(57)	(28,995)	19,137	0	0	0	**0**
Budgeted Staffing*	1	1	1	1	1	2	**1**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Staffing Expenses of $240,903 represent the majority of expenditures and funds two budgeted positions. Operating Expenses of $38,475 include various administrative costs for providing services. Reimbursements of $108,265 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 increasing by $166,113, primarily due to an increase in Staffing Expenses of $114,864 as a result of the addition of a contract Law and Justice Research Analyst. Additionally, Reimbursements are decreasing by $45,777 primarily due to a one-time budgeted reimbursement for audit fees that occurred in the prior year, which will not reoccur in the current year. Realignment is increasing by $166,113 to fund the contract Law and Justice Research Analyst position and pay for operational expenses for services provided.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Administration	1	1	0	0	2	1	1
Total	1	1	0	0	2	1	1

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $240,903 fund 2 budgeted positions of which 1 is a regular position, and 1 is a limited term position. This includes an increase of 1 position: a contract Law and Justice Research Analyst (limited term) to assist with the Law and Justice Group's evaluation of County public safety services.

Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance

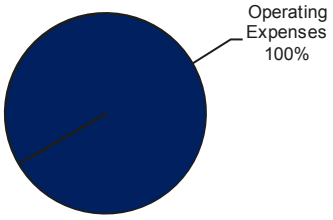
Total Requirements (Excl. Reimb.)	$1,153,310
Total Sources (Incl. Reimb.)	$626,025
Use of/ (Contribution to) Fund Balance	$527,285
Total Staff	0

Justice Assistance Grant (JAG) funding is used to support a broad range of law enforcement activities to improve the overall criminal justice system. The County of San Bernardino serves as the lead agency and passes allocations through to the various local jurisdictions. Grant funds have been used for the purchase of a three dimensional laser scanning system for the Crime Scene Investigation Unit with the Sheriff/Coroner; and polygraph services for the Probation Department.

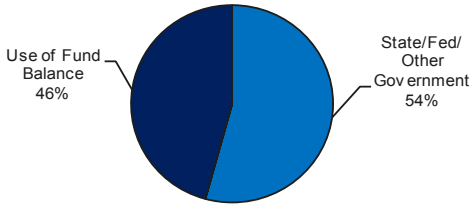
Southwest Border Prosecution Initiative is a reimbursement program under which jurisdictions in the four Southwestern U.S. Border States are eligible to be reimbursed for a portion of prosecution and detention costs in federal cases. These funds are used for law and justice activities that support and 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).

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

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

BUDGET UNIT: Various
FUNCTION: Public Protection
ACTIVITY: Judicial

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	1,867,382	1,125,589	971,623	1,397,636	924,656	1,153,310	**(244,326)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	1,867,382	1,125,589	971,623	1,397,636	924,656	1,153,310	**(244,326)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	1,867,382	1,125,589	971,623	1,397,636	924,656	1,153,310	**(244,326)**
Operating Transfers Out	71,927	0	0	0	0	0	**0**
Total Requirements	1,939,309	1,125,589	971,623	1,397,636	924,656	1,153,310	**(244,326)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	713,840	659,953	582,145	626,025	626,025	626,025	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	13,939	12,825	15,937	0	22,138	0	**0**
Total Revenue	727,779	672,778	598,082	626,025	648,163	626,025	**0**
Operating Transfers In	71,927	0	0	0	0	0	**0**
Total Financing Sources	799,706	672,778	598,082	626,025	648,163	626,025	**0**
Fund Balance							
Use of / (Contribution to) Fund Balance**	1,139,603	452,811	373,541	771,611	276,493	527,285	**(244,326)**
Available Reserves				1,803,118		1,770,951	**(32,167)**
Total Fund Balance				2,574,729		2,298,236	**(276,493)**
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 2017-18 ADOPTED BUDGET

	2017-18				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
Southwest Border Prosecution Initiative (SWI)	441,204	0	441,204	1,770,951	0
JAG Consolidated (SDZ)	712,106	626,025	86,081	0	0
Total Special Revenue Funds	1,153,310	626,025	527,285	1,770,951	0

Southwest Border Prosecution Initiative: Requirements of $441,204 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 $441,204 is being used for these one-time expenses.

JAG Consolidated: Requirements of $712,106 primarily include pass-through costs to various law enforcement agencies for the Justice Assistance Grant Program. Sources of $626,025 represent Justice Assistance Grant funds. Fund Balance of $86,081 is primarily being used to pay for one-time administrative costs.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $244,326 primarily due to one-time funding for various Law and Justice Southwest Border funded projects included in the 2016-17 budget.

ANALYSIS OF FUND BALANCE

The budget includes a Use of Fund Balance of $527,285, as there has not been an allocation by the federal government of SWBPI funding in the last three fiscal years. Fund Balance will solely be used to pay for one-time Law and Justice related projects approved by the Law and Justice Group.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with these budget units.

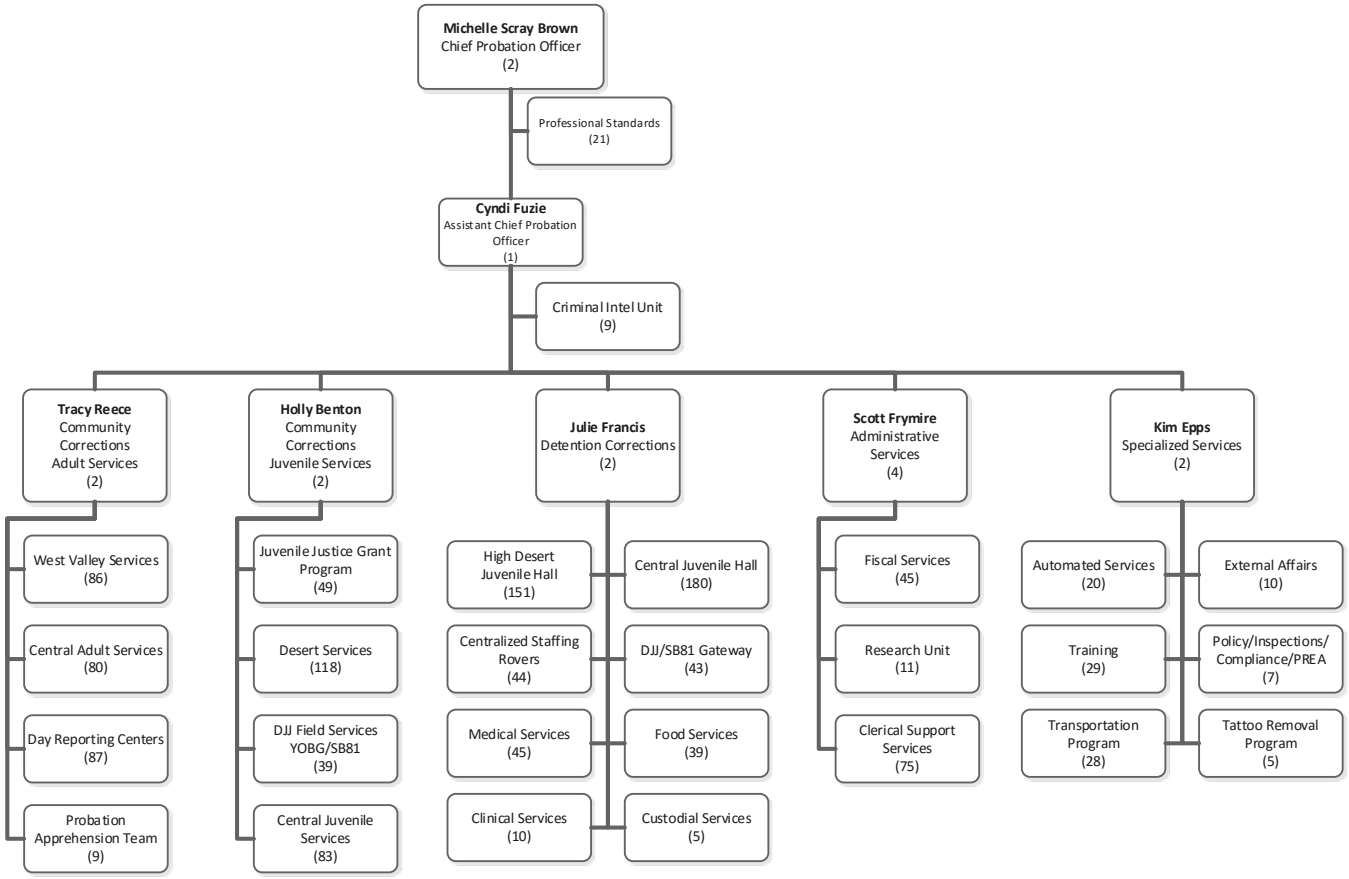
PROBATION
Michelle Scray Brown

DEPARTMENT MISSION STATEMENT



The Probation Department is dedicated to protecting the community through 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



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Administration, Corrections and Detention	168,217,689	87,941,675	80,276,014			1,294
Juvenile Justice Grant Program	0	0	0			49
Total General Fund	168,217,689	87,941,675	80,276,014	0	0	1,343
Special Revenue Funds						
Special Revenue Funds - Consolidated	14,271,853	14,324,890		(53,037)		0
Total Special Revenue Funds	14,271,853	14,324,890	0	(53,037)	0	0
Total - All Funds	182,489,542	102,266,565	80,276,014	(53,037)	0	1,343

2016-17 MAJOR ACCOMPLISHMENTS

- Commenced construction to renovate the Regional Training Center. Once completed, the facility will include an agility course, indoor gun range, K-9 agility course, Realistic Assault Confrontation (RAC) house, and space for presentations.
- Completed remodel of office building in Fontana used for the Probation Department's West Valley operations. A new lobby area was added and the elevator was renovated to comply with ADA regulations.
- Introduced a new educational program at the Adult Day Reporting and Operations Centers called "Five Keys". This program provides both in and out of custody offenders with an opportunity to advance their educational level by earning a high school diploma or GED.
- Established book carts in the lobbies of two Probation buildings as part of Vision2Read, a program in partnership with the San Bernardino County Superintendent of Schools to improve literacy by increasing access to books.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 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.	98.5%	97.0%	98.7%	97.5%
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**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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.	96.4%	98.0%	96.5%	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**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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.	23.9%	26.0%	25.0%	25.0%
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**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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.	24.3%	25.0%	24.7%	24.0%
STRATEGY	Supervise juvenile probationers at an appropriate level to reduce recidivism.					

Administration, Corrections and Detentions

DESCRIPTION OF MAJOR SERVICES

Probation's executive management is responsible for the overall leadership of the department, developing and implementing policies and procedures 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.)	$176,443,289
Total Sources (Incl. Reimb.)	$96,167,275
Net County Cost	$80,276,014
Total Staff	1,294
Funded by Net County Cost	46%

Each of the following bureaus focus on providing for the health and social service needs of County residents in a variety of ways, from managing field operations in the community to caring for minors in detention, by addressing each individual's criminogenic risk factors and providing services to meet those specific needs:

- Adult Community Corrections Bureau (ACCB) is responsible for adult supervision, training and treatment program options, Day Reporting Centers and investigation reports for the courts along with case management services. ACCB utilizes appropriate evidence-based treatment and supervision services as identified through validated assessment tools. As a result of Public Safety Realignment (AB109), the department created Day Reporting Centers (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 case management and supervision services, treatment program options, operating Day Reporting Centers, and providing investigation reports for the courts. JCCB utilizes appropriate evidence-based treatment and supervision services as identified through validated assessment tools. JCCB also uses Juvenile Justice Crime Prevention Act funding to provide School Probation Officers and targeted behavioral development programs to prevent minors' immersion into the criminal justice system. JCCB also receives funding through the Youthful Offender Block Grant, which provides funding for the Gateway Program, a secured residential treatment program which allows minors to gain self-sufficiency through a variety of educational and behavioral components, and also funds intensive juvenile supervision services. Additionally, with the implementation of Continuum of Care Reform (CCR), services have been revised to improve focus on supporting the family as a whole, and reintegrating those minors who have been removed back into the community. All efforts are aimed at reducing recidivism and moving offenders into the role of law-abiding, self-sufficient, productive citizens.

- Detention Corrections Bureau (DCB) is responsible for the County's Juvenile Detention and Assessment Centers (JDAC's) and 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, provides a variety of services to those detained, including medical, mental health, and nutrition services, 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.

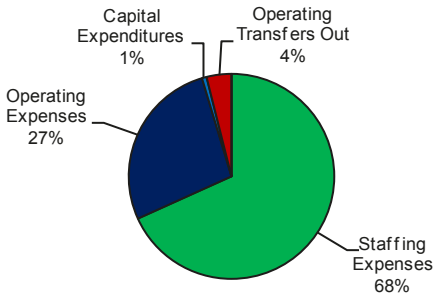
- Administrative Services Bureau (ASB) is responsible for the organizational and administrative support functions of the department countywide, including budget preparation, grant compliance, payroll & personnel, purchasing, payables, courier/file delivery, reception, clerical, research and analytical 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 maximal efficiency in a fiscally responsible manner, while staying focused on the primary mission, which is to improve long-term public safety.

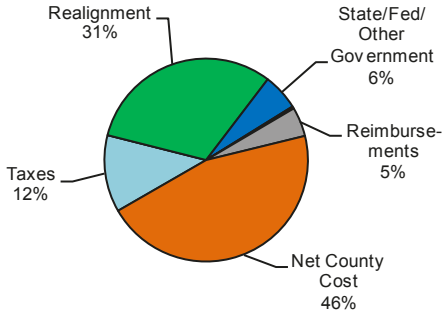
- Specialized Services Bureau (SSB) is responsible for activities and operations that address unique needs and department requirements beyond community corrections or detention services, and which often impact areas across the entire department. Some examples include Training and Safety Management, Equipment Inventory and Issuance, 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 development of the SSB, these units were spread across other Bureaus. Unifying these efforts have ensured coordination of consistent services across all Bureaus and department operations throughout the County.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	104,597,041	105,208,126	106,473,126	116,564,903	107,543,771	120,403,276	**3,838,373**
Operating Expenses	27,946,655	33,231,436	34,325,854	44,899,189	38,289,325	47,851,679	**2,952,490**
Capital Expenditures	822,128	973,006	196,197	326,425	276,681	1,284,999	**958,574**
Total Exp Authority	133,365,824	139,412,568	140,995,177	161,790,517	146,109,777	169,539,954	**7,749,437**
Reimbursements	(3,728,382)	(4,274,835)	(6,062,237)	(9,122,210)	(4,869,125)	(8,225,600)	**896,610**
Total Appropriation	129,637,442	135,137,733	134,932,940	152,668,307	141,240,652	161,314,354	**8,646,047**
Operating Transfers Out	8,079,523	12,858,582	5,299,117	12,117,265	12,108,999	6,903,335	**(5,213,930)**
Total Requirements	137,716,965	147,996,315	140,232,057	164,785,572	153,349,650	168,217,689	**3,432,117**
Sources							
Taxes	19,107,088	23,727,218	21,390,525	21,137,500	21,137,500	21,675,000	**537,500**
Realignment	41,035,700	42,931,257	36,518,308	55,644,434	48,728,905	55,399,267	**(245,167)**
State/Fed/Other Government	9,990,869	10,132,772	12,392,600	9,689,908	13,618,128	10,225,308	**535,400**
Fee/Rate	913,485	1,050,444	960,317	892,100	995,173	642,100	**(250,000)**
Other Revenue	0	80,134	33,845	1,000	162,718	0	**(1,000)**
Total Revenue	71,047,142	77,921,825	71,295,595	87,364,942	84,642,424	87,941,675	**576,733**
Operating Transfers In	14,537	167,538	447,639	0	124,399	0	**0**
Total Financing Sources	71,061,679	78,089,363	71,743,234	87,364,942	84,766,823	87,941,675	**576,733**
Net County Cost	66,655,286	69,906,952	68,488,823	77,420,630	68,582,827	80,276,014	**2,855,384**
Budgeted Staffing*	1,188	1,183	1,238	1,269	1,269	1,294	**25**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Requirements of $168.2 million represent the costs related to the supervision and rehabilitation of adult and juvenile clientele in the community, as well as the custody of legally detained youth in the Juvenile Detention and Assessment Centers. These costs are funded primarily by State Realignment funds ($55.4 million), Proposition 172 sales tax revenue ($21.7 million), state funding for Juvenile Probation Activities ($5.7 million), Federal Title IV-E funds ($1.9 million), and Discretionary General Funding ($80.3 million).

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing Expenses are increasing by $3.8 million due to negotiated MOU increases and additional staffing resulting from creation of a Probation Transportation Unit. Operating Expenses are increasing by $3.0 million primarily resulting from additional charges for COWCAP, data processing, facilities management, and vehicles. These increased costs are largely offset by decreases of $5.2 million in Operating Transfers Out to the County's Capital Improvement Program because Probation is allocating less funding in 2017-18 for capital projects.

Sources are increasing by $576,733 primarily due to an increased allocation of Proposition 172 sales tax revenues for 2017-18.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Office of the Chief Probation Officer	0	0	0	33	33	10	23
Administrative Services Bureau	117	3	-2	17	135	0	135
Specialized Services Bureau	76	28	0	-3	101	1	100
Community Corrections Bureau - Adult	292	2	-8	-22	264	0	264
Community Corrections Bureau - Juvenile	247	4	0	-9	242	0	242
Detention Corrections Bureau	537	0	-2	-16	519	33	486
Total	1,269	37	-12	0	1,294	44	1,250

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $120.4 million fund 1,294 budgeted positions of which 1,250 are regular positions and 44 are limited term positions. This budget includes a net increase of 25 regular positions (addition of 37, deletion of 12) as follows:

Additions

- 28 positions (24 Probation Transportation Officers, 2 Probation Transportation Supervisors, and 2 Office Assistant III's) are needed to ensure that safe, centralized transportation services are implemented throughout the department. While transportation services for juveniles had previously existed in a limited capacity (transporting juveniles to group homes, court and medical services), the need to transport juveniles appearing in adult court separately from adult inmates has dramatically increased the need for appropriately trained transportation officers. The transportation of adult offenders includes receipt of those who are newly discharged from jails and prisons, ensuring their orientation and assessment by the Probation Department is completed in a timely manner, including delivering them to treatment facilities, mental health services and/or temporary housing. The addition of these new positions will enhance the safety of those being transported and the officers involved, while providing the department with greater flexibility to perform a wider range of transports in the future to best serve the interests of the community.

- 2 Peer and Family Assistant II positions for a range of services the Probation Department performs as a direct result of AB403, also known as Continuum of Care Reform. These positions are needed to conduct peer counseling and ensure successful linkages to services which will assist children and families in reintegration and rehabilitation endeavors. The Peer and Family Assistant II's will meet with juveniles and their parents, connect families with Community Based Organizations, ensure they are aware of state and local services available to them, and generally guide and encourage the development of self-sufficiency.

- 2 positions (1 Supervising Probation Officer and 1 Probation Officer III) to expand mental health services into the High Desert region. Improved assessment tools increasingly identify mental health issues as a common cause of law and justice community involvement; therefore, a second Adult Mental Health Supervision Unit is being formed to focus efforts related to mental health as it relates to public safety concerns.

- 2 positions (1 Probation Officer III and 1 Probation Corrections Officer) are needed for a planned expansion of the Integrating New Family Opportunities (INFO) program that, in collaboration with the Department of Behavioral Health, targets family dynamics and provides an outcome-driven prevention and intervention program for youth involved in the criminal justice system.

- 3 positions (1 Staff Analyst II and 2 Fiscal Specialists) for support of the fiscal and budget operations. These positions are also needed to ensure that the department is prepared for a variety of changes related to purchasing and payables functions, including implementation of the County's new financial system.

Deletions

- 12 vacant positions (8 Probation Officer II's, 2 Probation Corrections Supervisor I's, 1 Applications Specialist, and 1 Payroll Specialist) are deleted to help offset the cost of the added positions. The impact on department operations from these deletions will be minimal.

Reorganizations

- 33 positions (25 from the Administrative Services Bureau and 8 from the Specialized Services Bureau) relocated to the newly established Office of the Chief Probation Officer.

- 42 positions reassigned to the Administrative Services Bureau from the other bureaus for consolidation of clerical support services in order to improve overall department efficiency, while not impacting the duties of assigned staff.

- 5 positions transferred to the Specialized Services Bureau from the other bureaus to assist with training and external affairs.

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.)	$7,806,367
Total Sources (Incl. Reimb.)	$7,806,367
Net County Cost	$0
Total Staff	49
Funded by Net County Cost	0%

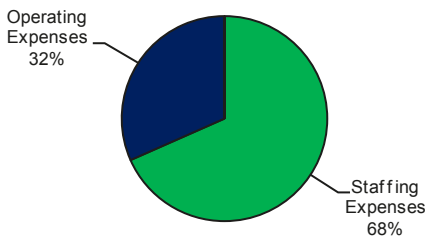
Current programs include Day Reporting Centers, School Probation Officers and a variety of other programs designed to effectively meet the diverse needs of youth.

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.

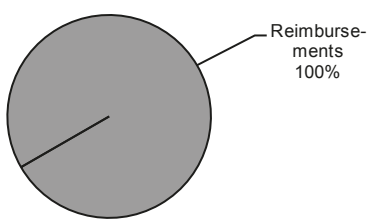
The Juvenile Justice Grant revenue is funded under the State Public Safety Realignment program.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	3,683,081	3,717,485	4,199,734	4,792,083	4,573,110	5,337,148	**545,065**
Operating Expenses	2,301,047	2,209,305	1,948,472	2,410,170	1,851,906	2,469,219	**59,049**
Capital Expenditures	0	0	111,471	0	0	0	**0**
Total Exp Authority	5,984,128	5,926,790	6,259,677	7,202,253	6,425,016	7,806,367	**604,114**
Reimbursements	(5,854,222)	(5,897,380)	(6,259,617)	(7,178,560)	(6,393,395)	(7,806,367)	**(627,807)**
Total Appropriation	129,906	29,410	60	23,693	31,621	0	**(23,693)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	129,906	29,410	60	23,693	31,621	0	**(23,693)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	(60)	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	677	(97)	0	60	0	**0**
Total Revenue	0	677	(97)	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	0	677	(97)	0	0	0	**0**
Net County Cost	129,906	28,733	157	23,693	31,621	0	**(23,693)**
Budgeted Staffing*	39	39	47	46	46	49	**3**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Staffing Expenses of $5.3 million and Operating Expenses of $2.5 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 Probation Department's Juvenile Justice Crime Prevention Act – Special Revenue Fund.

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing Expenses are increasing by $545,065 due to negotiated MOU increases and the addition of 3 new positions. These positions are needed to augment workloads related to the School Probation Officer program and the Day Reporting Center that services the Barstow Region.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Juvenile Justice Grant Program	46	3	0	0	49	0	49
Total	46	3	0	0	49	0	49

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $5.3 million fund 49 regular positions. This budget includes the addition of 3 positions as follows:

- 2 Probation Corrections Officer positions to assist with increased workloads for the Day Reporting Center (Barstow Region).
- 1 Probation Officer III to provide needed supervision for the School Probation Officer Program.

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Special Revenue Funds – Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$14,271,853
Total Sources (Incl. Reimb.)	$14,324,890
Use of/ (Contribution to) Fund Balance	($53,037)
Total Staff	0

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.

SB 678 – Criminal Recidivism allocates state funding resources to oversee programs for the purpose of reducing recidivism. The funding is intended to improve evidence-based probation supervision practices and enhance public safety outcomes among adult felons who are on probation. Improving felony probation performance, measured by a reduction in felony probationers who were sent to prison because their probation was revoked or they were convicted of another crime while on probation, will reduce the number of new admissions to state prison. The staff is budgeted in the Probation General Fund budget unit and reimbursed by this budget unit.

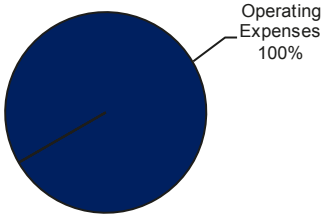
AB 1628 – Juvenile Reentry Program allocates state funding resources to gradually assume responsibility for supervision of juveniles released from the state's Division of Juvenile Justice (DJJ). This shift of parole supervision to the counties gives local officials more options for the reintegration and rehabilitation of youth in their communities. This legislation authorizes counties to establish a Juvenile Reentry Fund that would accept state money to address the costs of local supervision and rehabilitative programs.

Asset Forfeiture 15% accounts for State of California Health and Safety Code Section 11489 collections which mandates that 15% of distributed seizure funds be used for the sole purpose of funding programs designed to combat drug abuse and divert gang activity. Expenditures for this fund include drug and gang unit expenses not reimbursed through other sources.

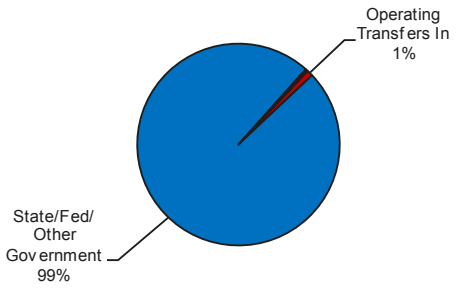
State Seized Assets accounts for Probation's proportionate share of asset forfeitures seized in conjunction with other agencies. Expenditures for this budget unit include safety equipment and training expenses not reimbursed through other sources.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: Probation
FUND: Special Revenue Funds - Consolidated

BUDGET UNIT: Various
FUNCTION: Public Protection
ACTIVITY: Detention and Corrections

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	7,662,551	8,429,423	10,860,882	14,664,829	9,891,591	14,271,853	**(392,976)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	7,662,551	8,429,423	10,860,882	14,664,829	9,891,591	14,271,853	**(392,976)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	7,662,551	8,429,423	10,860,882	14,664,829	9,891,591	14,271,853	**(392,976)**
Operating Transfers Out	0	0	4,702,000	6,683,041	6,669,041	0	**(6,683,041)**
Total Requirements	7,662,551	8,429,423	15,562,882	21,347,870	16,560,632	14,271,853	**(7,076,017)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	10,198,388	16,784,477	19,544,324	14,573,397	15,501,228	14,128,924	**(444,473)**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	26,813	52,905	119,720	37,466	213,722	50,966	**13,500**
Total Revenue	10,225,201	16,837,382	19,664,044	14,610,863	15,714,950	14,179,890	**(430,973)**
Operating Transfers In	0	110,000	69,339	145,000	145,000	145,000	**0**
Total Financing Sources	10,225,201	16,947,382	19,733,383	14,755,863	15,859,950	14,324,890	**(430,973)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(2,562,650)	(8,517,959)	(4,170,501)	6,592,007	700,682	(53,037)	**(6,645,044)**
Available Reserves				16,306,233		22,250,596	**5,944,363**
Total Fund Balance				22,898,240		22,197,559	**(700,681)**
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 2017-18 ADOPTED BUDGET

	2017-18				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
Juvenile Justice Crime Prevention Act (SIG)	7,806,367	7,806,367	0	7,961,749	0
SB 678 - Criminal Recidivism (SJB)	6,371,681	6,371,681	0	13,482,720	0
AB 1628 - Juvenile Reentry Program (SIU)	15,000	145,000	(130,000)	806,127	0
Asset Forfeiture 15% (SYM)	12,317	542	11,775	0	0
State Seized Assets (SYN)	66,488	1,300	65,188	0	0
Total Special Revenue Funds	14,271,853	14,324,890	(53,037)	22,250,596	0

Juvenile Justice Crime Prevention Act: Requirements of $7.8 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 program with the District Attorney and Public Defender. Sources of $7.8 million represent the projected state JJCPA allocation ($7.1 million) and estimated revenue from school districts participating in the School Probation Officer program ($653,298).



SB 678 – Criminal Recidivism: Requirements of $6.4 million represent transfers to the department's General Fund budget unit for reimbursement of staffing and other operating costs related to reducing recidivism. Sources of $6.4 million represent the projected state allocation of SB 678 funding.

AB 1628 – Juvenile Reentry Program: Requirements of $15,000 represent costs related to rehabilitative programs for juveniles. Sources of $145,000 represent the program's anticipated state allocation.

Asset Forfeiture 15%: Requirements of $12,317 represent costs related to drug abuse and gang diversion programs.

State Seized Assets: Requirements of $66,488 represent costs such as training seminars, safety equipment, travel and incentives for students/graduates of the youth Gang Resistance Education & Training (G.R.E.A.T.) program.

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating Transfers Out are decreasing by $6.7 million as a result of the Probation Department transferring $6.0 million of Available Reserves in 2016-17 from the SB 678 special revenue fund to the Capital Improvement Program for seismically retrofitting and remodeling the building located at 157-175 W. 5th Street in San Bernardino. This building is used by Probation for department operations.

Operating Expenses and State/Fed/Other Government sources are decreasing by $392,976 and $444,473, respectively, primarily due to a projected reduction in state allocation of SB 678 funding. This funding is used to oversee programs for the purpose of reducing recidivism.

ANALYSIS OF FUND BALANCE

The fund balances established for these special revenue funds are for the purpose of funding future one-time projects or program costs. There are no significant uses of fund balance budgeted for 2017-18.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

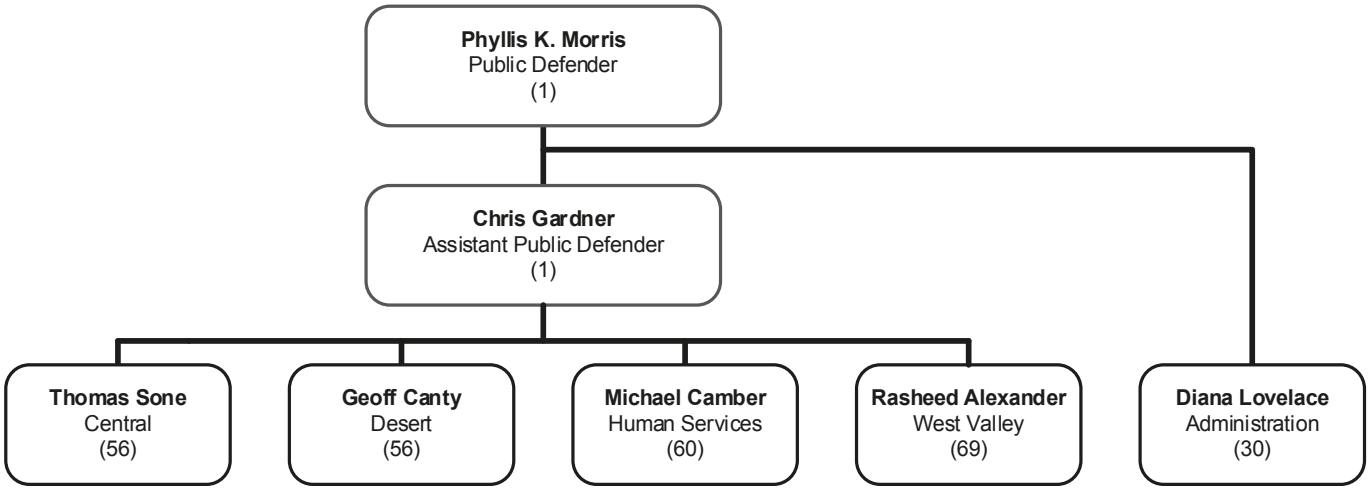
PUBLIC DEFENDER
Phyllis K. Morris

DEPARTMENT MISSION STATEMENT



Promoting justice and protecting constitutional rights through effective representation.

ORGANIZATIONAL CHART



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Public Defender	39,181,385	4,666,262	34,515,123			273
Total General Fund	39,181,385	4,666,262	34,515,123	0	0	273
Total - All Funds	39,181,385	4,666,262	34,515,123	0	0	273

2016-17 MAJOR ACCOMPLISHMENTS

- Received CSAC Challenge and NACo Achievement awards for the Gateway Mock Trial Program.
- Received NACo Achievement Award for the Law Day Program.
- Entered into an MOU with Colton Joint Unified School District to attend School Attendance Review Hearings.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 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%	2.50%	3.80%	2.50%
STRATEGY	Protecting constitutional rights and promoting justice through effective representation.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of closed misdemeanor cases with a trial.	0.50%	0.50%	0.50%	0.50%
STRATEGY	Protecting constitutional rights and promoting justice through effective representation.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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.	66%	75%	91%	70%
STRATEGY	Resolving cases in a timely manner.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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.	88%	85%	89%	85%
STRATEGY	Resolving cases in a timely manner.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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.	933	900	853	900
STRATEGY	Providing social service referrals to further client treatment and/or stabilization.					

Public Defender

DESCRIPTION OF MAJOR SERVICES

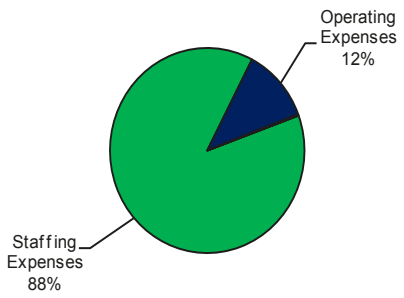
The Public Defender promotes justice and protects constitutional rights by providing mandated representation to indigent adult clients in felony, misdemeanor, and mental health civil commitment cases, as well as to clients facing probation, parole, or post-community supervision release violations. The 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

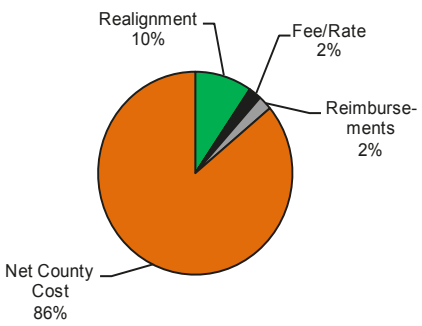
Total Requirements (Excl. Reimb.)	$40,102,126
Total Sources (Incl. Reimb.)	$5,587,003
Net County Cost	$34,515,123
Total Staff	273
Funded by Net County Cost	86%

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: Public Defender
FUND: General

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	30,253,485	30,225,131	31,419,825	34,580,417	32,762,769	35,358,271	**777,854**
Operating Expenses	4,063,431	4,666,753	4,953,805	5,157,925	4,603,249	4,665,355	**(492,570)**
Capital Expenditures	(2,419)	64,922	66,342	62,500	26,306	78,500	**16,000**
Total Exp Authority	34,314,497	34,956,806	36,439,972	39,800,842	37,392,324	40,102,126	**301,284**
Reimbursements	(448,963)	(283,396)	(283,038)	(876,582)	(208,008)	(920,741)	**(44,159)**
Total Appropriation	33,865,534	34,673,410	36,156,934	38,924,260	37,184,315	39,181,385	**257,125**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	33,865,534	34,673,410	36,156,934	38,924,260	37,184,315	39,181,385	**257,125**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	2,784,110	2,580,997	2,493,346	3,568,966	3,568,966	3,799,888	**230,922**
State/Fed/Other Government	3,890	409,621	32,910	42,000	52,520	49,984	**7,984**
Fee/Rate	997,037	1,007,641	884,501	776,120	801,903	816,390	**40,270**
Other Revenue	3,550	45,414	11,890	0	6,342	0	**0**
Total Revenue	3,788,587	4,043,673	3,422,647	4,387,086	4,429,731	4,666,262	**279,176**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	3,788,587	4,043,673	3,422,647	4,387,086	4,429,731	4,666,262	**279,176**
Net County Cost	30,076,947	30,629,737	32,734,287	34,537,174	32,754,584	34,515,123	**(22,051)**
Budgeted Staffing*	243	247	262	267	267	273	**6**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Staffing Expenses of $35.4 million, Operating Expenses of $4.7 million, and Capital Expenditures of $78,500 support the department in achieving its mission of promoting justice and protecting constitutional rights. Sources include $3.8 million of Realignment funds, legal services fees of $816,390, and state aid for the representation of state hospital and prison clients in the amount of $49,984.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $257,125 primarily due to increases in Staffing Expenses of $777,854 related to the addition of six positions. The decrease of $492,570 in Operating Expenses is primarily due to less than anticipated computer hardware expenses, non-inventoriable equipment, utilities costs, insurance expenses, and other professional services. The overall increase fully funds operational requirements and ensures that the quality of services is not impacted. Sources are increasing by $279,176 primarily due to increased Realignment funding.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Administration	32	1	0	-1	32	21	11
Central Division	60	1	0	-5	56	2	54
Desert Division	53	1	0	2	56	2	54
Human Services Division	53	2	0	5	60	8	52
West Valley Division	69	1	0	-1	69	2	67
Total	267	6	0	0	273	35	238

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $35.4 million fund 273 budgeted positions of which 238 are regular positions and 35 are limited term positions. This includes an increase of 1 regular position and 5 limited term positions. The staffing changes will ensure that the department can meet new and ongoing operational requirements.

An increase of 6 budgeted positions are added to the budget (1 regular, 5 limited term) as follows: 1 Deputy Public Defender IV is split to accommodate a job share; 4 Law Clerk II positions are added to assist each indigent defense division with routine case activity; and 1 Public Service Employee is added to support clerical staff.

The department has reorganized throughout the divisions to accommodate changing requirements in each of the divisions including support for the Post-Conviction unit in Human Services.

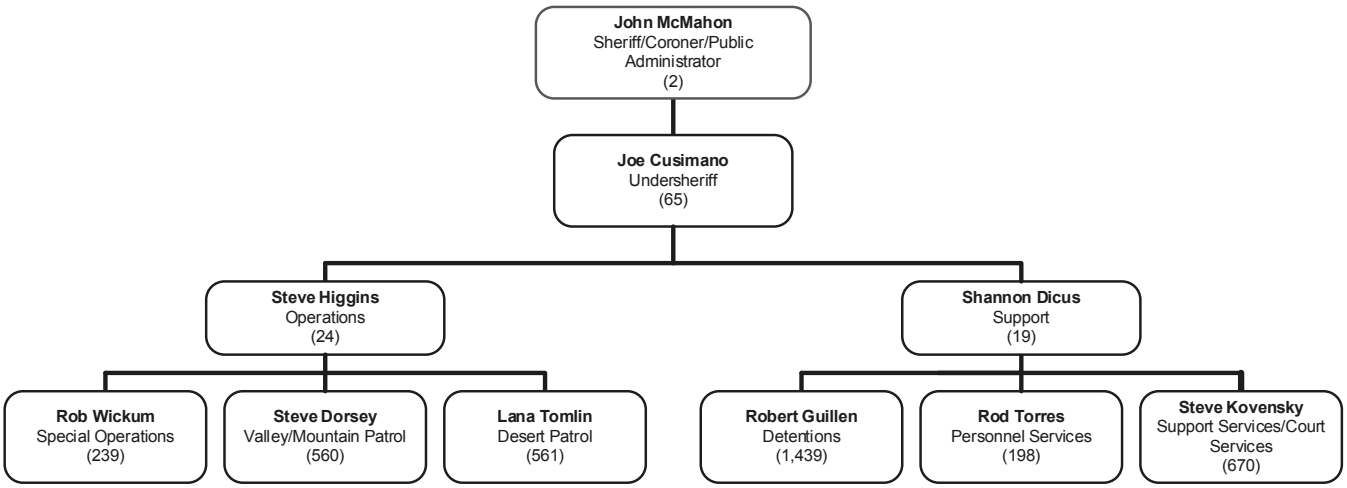
SHERIFF/CORONER/PUBLIC ADMINISTRATOR
John McMahon

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



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Sheriff/Coroner/Public Administrator	243,436,992	174,838,305	68,598,687			1,747
Sheriff - Detentions	219,130,729	72,950,859	146,179,870			1,442
Sheriff - Law Enforcement Contracts	149,108,836	149,108,836	0			588
Total General Fund	611,676,557	396,898,000	214,778,557	0	0	3,777
Special Revenue Funds						
Special Revenue Funds - Consolidated	21,360,967	10,811,854		10,549,113		0
Total Special Revenue Funds	21,360,967	10,811,854	0	10,549,113	0	0
Total - All Funds	633,037,524	407,709,854	214,778,557	10,549,113	0	3,777

2016-17 MAJOR ACCOMPLISHMENTS

- Acquired two replacement patrol helicopters with additional Discretionary General Funding provided by the Board of Supervisors.
- Collaborated with the Department of Behavioral Health (DBH) for the implementation of the Triage Evaluation & Support Team (TEST), which allows Deputies from seven Sheriff's stations to call in designated DBH personnel to handle subjects with apparent mental health issues, enabling subjects to get proper medical attention instead of being arrested.
- Upgraded safety protective gear for patrol Deputies with one-time Discretionary General Funding approved by the Board of Supervisors.
- Investigated, extradited, and arrested Christopher Lee in the Erin Corwin case. Collaborated with local, state and federal agencies such as: Fort Irwin Police Department, Los Angeles, Kern and Imperial County Sheriff Offices, the Federal Bureau of Investigation, San Bernardino County Fire and Sheriff's Morongo Station, Homicide, Aviation and Volunteer Forces Divisions.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 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.	1,287	800	1,518	1,000
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**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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.	2,952	3,000	4,547	3,250
STRATEGY	Increase the number of gang contacts accomplished through an emphasis on in-field contacts and documentation.					
STRATEGY	Improve the department's ability to solve crime by providing investigative leads, as well as an opportunity to engage in early intervention/diversion strategies.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	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).	N/A	14%	13.17%	14%
STRATEGY	Raising the level of awareness and preparedness amongst the County workforce to work towards a safer work environment.					
STRATEGY	Recognizing potentional 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.

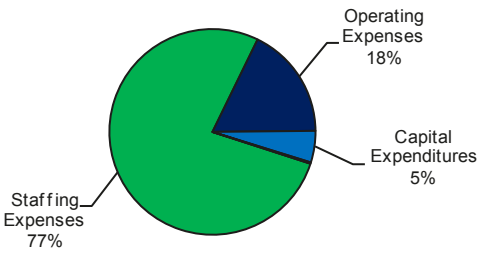
Budget at a Glance

Total Requirements (Excl. Reimb.)	$289,186,631
Total Sources (Incl. Reimb.)	$220,587,944
Net County Cost	$68,598,687
Total Staff	1,747
Funded by Net County Cost	24%

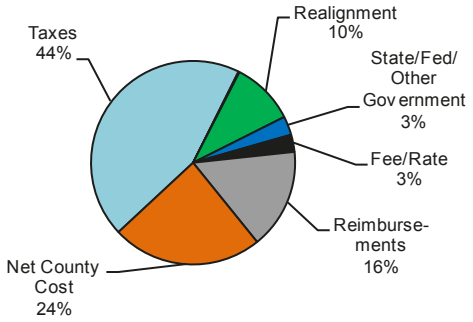
The department's general law enforcement mission is carried out through the operation of 10 County stations and a centralized headquarters, using basic crime and narcotics investigations, a crime laboratory and identification bureau, central records, two dispatch communication centers and an aviation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

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

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

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	193,639,615	195,766,792	207,991,686	221,875,774	220,384,848	223,309,012	**1,433,238**
Operating Expenses	56,532,800	51,721,844	54,945,424	56,830,499	56,255,892	50,946,095	**(5,884,404)**
Capital Expenditures	4,428,950	4,929,919	7,600,790	16,562,335	16,355,585	14,359,310	**(2,203,025)**
Total Exp Authority	254,601,365	252,418,555	270,537,900	295,268,608	292,996,325	288,614,417	**(6,654,191)**
Reimbursements	(35,883,601)	(36,243,078)	(38,028,260)	(45,779,551)	(44,841,059)	(45,749,639)	**29,912**
Total Appropriation	218,717,764	216,175,477	232,509,640	249,489,057	248,155,266	242,864,778	**(6,624,279)**
Operating Transfers Out	195,974	98,533	4,326,991	322,214	71,221	572,214	**250,000**
Total Requirements	218,913,738	216,274,010	236,836,631	249,811,271	248,226,487	243,436,992	**(6,374,279)**
Sources							
Taxes	106,130,000	110,702,915	115,360,000	118,370,000	118,370,000	127,380,000	**9,010,000**
Realignment	28,648,974	27,000,000	27,903,518	28,242,585	30,153,784	28,948,650	**706,065**
State/Fed/Other Government	9,373,995	9,381,972	8,107,584	10,036,014	7,086,828	8,561,884	**(1,474,130)**
Fee/Rate	5,754,358	6,313,970	7,253,971	7,559,398	7,923,843	7,869,918	**310,520**
Other Revenue	1,676,945	2,360,893	1,748,926	1,747,614	1,989,203	1,590,000	**(157,614)**
Total Revenue	151,584,272	155,759,750	160,373,999	165,955,611	165,523,658	174,350,452	**8,394,841**
Operating Transfers In	1,020,776	673,918	506,486	515,356	535,933	487,853	**(27,503)**
Total Financing Sources	152,605,048	156,433,668	160,880,485	166,470,967	166,059,591	174,838,305	**8,367,338**
Net County Cost	66,308,690	59,840,342	75,956,146	83,340,304	82,166,896	68,598,687	**(14,741,617)**
Budgeted Staffing*	1,686	1,698	1,701	1,745	1,745	1,747	**2**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Requirements of $243.4 million include cost of providing patrol and general law enforcement for the County's unincorporated areas, Coroner and Courts Services. 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, and Advanced Officer), Specialized Investigations, Aviation, Bomb Arson, Communications, and the Inland Regional Narcotics Enforcement Team (IRNET). This budget unit also contains 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 most significant of which are listed below:

- $127.4 million in Proposition 172 half-cent sales tax revenue
- $ 68.6 million in Net County Cost (Discretionary General Funding)
- $ 45.7 million in Reimbursement (primarily from the department's law enforcement contracts)
- $ 28.9 million from the state for providing court security services (Public Safety Realignment)
- $ 5.4 million in state and federal grants
- $ 7.9 million in fees/charges for providing an array of law enforcement services

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $6.4 million due to a $5.9 million reduction in Operating Expenses from a decrease in vehicle liability and one-time funding for guns and ammunition, offset by an increase in COWCAP. Additionally, Requirements are decreasing due to a $2.2 million reduction in Capital Expenditures from a reduction in one-time funding for helicopter replacements. These decreases are partially offset by a $1.4 million increase in Staffing Expenses due to negotiated MOU increases and the addition of 2 Sergeant positions.

Sources are increasing by $8.4 million primarily due to a projected increase in Proposition 172 half-cent sales tax revenue of $3.0 million and a one-time allocation from the Proposition 172 contingency reserve of $6.0 million to fund the purchase of one replacement patrol helicopter.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Sheriff	2	0	0	0	2	0	2
Undersheriff	63	0	0	-1	62	7	55
Assistant Sheriff - Operations	23	2	0	-1	24	4	20
Assistant Sheriff - Support	19	0	0	0	19	1	18
Special Operations	235	0	0	4	239	14	225
Valley/Mountain Patrol	232	0	0	-2	230	5	225
Desert Patrol	304	0	0	-1	303	12	291
Personnel Services	196	0	0	2	198	39	159
Support Services/Court Services	671	0	0	-1	670	44	626
Total	1,745	2	0	0	1,747	126	1,621

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $223.3 million fund 1,747 budgeted positions of which 1,621 are regular positions (887 safety and 734 professional) and 126 are limited term positions. This budget unit is increasing budgeted staffing by 2 Sergeant positions to assist with workload issues in the Internal Affairs and Civil Liabilities Divisions.

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.)	$225,652,210
Total Sources (Incl. Reimb.)	$79,472,340
Net County Cost	$146,179,870
Total Staff	1,442
Funded by Net County Cost	65%

The San Bernardino County Sheriff operates four Type I and four Type II facilities. The Type II Detention Facilities currently have a total maximum inmate capacity of 6,769. West Valley Detention Center, Central Detention Center, High Desert Detention Center and the Glen Helen Rehabilitation Center house both pre-trail 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.

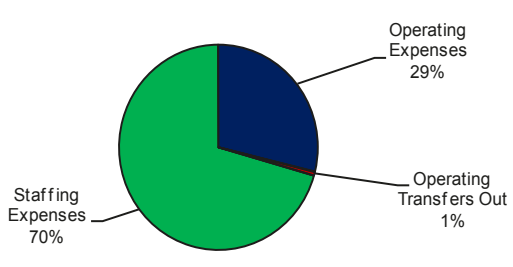
On April 4, 2011, the Governor of California signed Assembly Bill 109, the Public Safety Realignment Act, which created a significant change to the California correctional system. The law, which became effective on October 1, 2011, transferred responsibility for housing/supervising inmate and parolee populations classified as low-level offenders from the California Department of Corrections and Rehabilitations (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 operations of the facility.

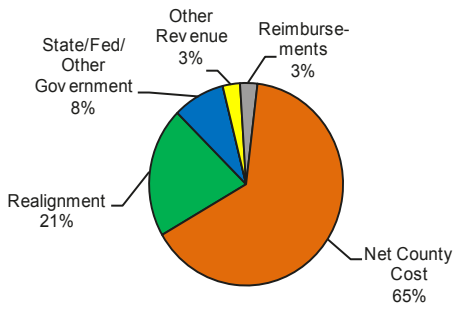
On April 21, 2015, the California Department of State Hospitals entered into a contract with the Department to administer the Jail Based Competency Treatment Program (JBCT) and provide inmates from counties, including San Bernardino, with restoration of competency treatment services similar to those provided in state mental hospitals. The contract provides access to portions of the West Valley Detention Center (WVDC) for up to 76 patient inmates.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

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

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	130,323,236	133,017,385	137,828,336	152,719,253	150,396,816	159,098,537	**6,379,284**
Operating Expenses	26,261,417	37,765,541	52,737,461	60,313,403	59,071,945	65,132,360	**4,818,957**
Capital Expenditures	89,531	322,925	479,899	2,380,500	1,735,752	200,000	**(2,180,500)**
Total Exp Authority	156,674,184	171,105,851	191,045,696	215,413,156	211,204,513	224,430,897	**9,017,741**
Reimbursements	(2,868,614)	(2,675,047)	(3,381,506)	(6,421,273)	(5,987,092)	(6,521,481)	**(100,208)**
Total Appropriation	153,805,570	168,430,804	187,664,190	208,991,883	205,217,421	217,909,416	**8,917,533**
Operating Transfers Out	102,213	233,015	878,428	2,084,910	780,357	1,221,313	**(863,597)**
Total Requirements	153,907,783	168,663,819	188,542,618	211,076,793	205,997,778	219,130,729	**8,053,936**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	34,274,176	30,291,339	39,934,041	45,258,167	42,597,598	46,887,599	**1,629,432**
State/Fed/Other Government	8,653,494	8,520,212	17,206,459	19,139,434	19,100,357	19,549,465	**410,031**
Fee/Rate	0	9,532	8,733	0	29,446	0	**0**
Other Revenue	6,838,496	6,278,691	5,669,406	6,968,980	5,852,145	6,513,795	**(455,185)**
Total Revenue	49,766,166	45,099,774	62,818,639	71,366,581	67,579,546	72,950,859	**1,584,278**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	49,766,166	45,099,774	62,818,639	71,366,581	67,579,546	72,950,859	**1,584,278**
Net County Cost	104,141,617	123,564,045	125,723,979	139,710,212	138,418,232	146,179,870	**6,469,658**
Budgeted Staffing*	1,385	1,373	1,419	1,434	1,434	1,442	**8**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Requirements of $219.1 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:

- $146.2 million of Net County Cost (Discretionary General Funding)
- $46.9 million of Public Safety Realignment Funding (AB 109)
- $11.1 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
- $3.8 million from the Inmate Welfare Fund budget unit
- $3.5 million from Department of Behavioral Health for the Comprehensive Mental Health Service Program

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $8.1 million primarily due to increases in Operating Expenses and Staffing Expenses offset by decreases in Capital Expenditures and Operating Transfers Out. Operating Expenses are increasing by $4.8 million primarily due to increased medical service contracts and data processing charges. Staffing Expenses are increasing by $6.4 million due to negotiated MOU increases and the addition of eight Deputy positions to support mental health. The increase in Requirements is partially offset by a decrease in Capital Expenditures of $2.2 million due to the one-time purchase of radios and other equipment. Operating Transfers Out decreased by $863,597 due to the partial completion of one-time funded capital projects.

Sources increased by $1.6 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 $6.5 million primarily to fund negotiated MOU increases and COWCAP charges.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Detentions	1431	9	-1	0	1,439	52	1,387
Undersheriff	3	0	0	0	3	0	3
Total	1,434	9	-1	0	1,442	52	1,390

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $159.1 million fund 1,442 budgeted positions of which 1,390 (632 safety and 758 professional) are regular positions and 52 are limited term positions. The department is increasing budgeted staffing by 8 Deputy positions to assist with the Comprehensive Mental Health Service Program. In addition, the department is deleting 1 dual filled Sheriff's Food Services Manager, which is offset by the addition of 1 Correctional Nurse II position for health services in the jail.

Sheriff – Law Enforcement Contracts

DESCRIPTION OF MAJOR SERVICES

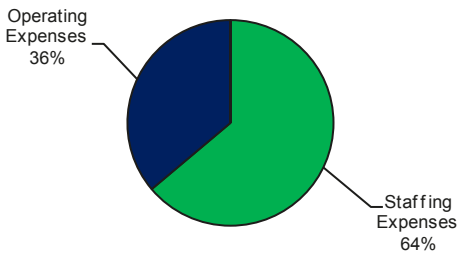
The San Bernardino County Sheriff provides contract law enforcement services to 14 cities/towns (Adelanto, Apple Valley, Big Bear, Chino Hills, Grand Terrace, Hesperia, Highland, Loma Linda, Needles, Rancho Cucamonga, Twentynine Palms, Victorville, Yucaipa, and Yucca Valley) within San Bernardino County and the San Manuel Band of Mission Indians. The Commanders for these stations also act as the city's Chief of Police, affording the cities an economical way of providing quality law enforcement services to its citizens while maintaining seamless cooperation between cities and County stations. This results in a more effective and efficient broad-based law enforcement environment.

Budget at a Glance

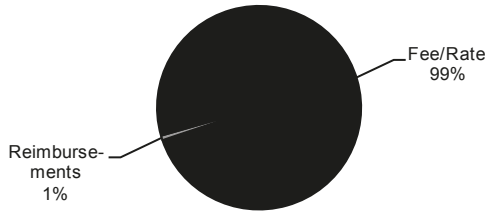
Total Requirements (Excl. Reimb.)	$150,187,997
Total Sources (Incl. Reimb.)	$150,187,997
Net County Cost	$0
Total Staff	588
Funded by Net County Cost	0%

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

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

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	80,346,313	80,842,677	84,294,645	93,303,959	89,262,163	95,900,340	**2,596,381**
Operating Expenses	46,021,574	45,194,829	48,110,090	54,421,431	54,363,749	54,287,657	**(133,774)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	126,367,887	126,037,506	132,404,735	147,725,390	143,625,912	150,187,997	**2,462,607**
Reimbursements	(698,948)	(350,120)	(189,658)	(769,860)	(773,119)	(1,079,161)	**(309,301)**
Total Appropriation	125,668,939	125,687,386	132,215,077	146,955,530	142,852,793	149,108,836	**2,153,306**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	125,668,939	125,687,386	132,215,077	146,955,530	142,852,793	149,108,836	**2,153,306**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	118,651,898	124,788,917	132,481,136	146,955,530	142,984,758	149,108,836	**2,153,306**
Other Revenue	472	3,724	1,512	0	6,457	0	**0**
Total Revenue	118,652,370	124,792,641	132,482,648	146,955,530	142,991,215	149,108,836	**2,153,306**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	118,652,370	124,792,641	132,482,648	146,955,530	142,991,215	149,108,836	**2,153,306**
Net County Cost	7,016,569	894,745	(267,571)	0	(138,422)	0	**0**
Budgeted Staffing*	573	578	582	589	589	588	**(1)**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Requirements of $149.1 million primarily include the following:

- Staffing Expenses of $95.9 million for 588 budgeted law enforcement and professional staff assigned to stand-alone operations serving as city police departments.
- Operating Expenses of $54.3 million primarily include $5.5 million in COWCAP charges, $3.7 million in risk management charges, $2.2 million in vehicle fuel and maintenance charges, $2.0 million in non-inventoriable equipment charges, and $897,164 in radio access and maintenance charges. It also includes transfers to the Sheriff/Coroner/Public Administrator general fund budget unit for the following:
  - $24.0 million for services from County stations for smaller city operations (Dual Operations)
  - $6.6 million for dispatch services
  - $2.7 million for training costs
  - $682,997 for administrative support
- Reimbursements of $1.1 million represent a credit to the Cities of Chino Hills and Rancho Cucamonga as part of the pilot program to deliver law enforcement services to portions of the unincorporated area of the West End and Yucaipa as part of the transition from a dual operation to a stand-alone operation.

Sources of $149.1 million represent law enforcement contract revenues from 14 law enforcement contracts and the San Manuel Band of Mission Indians.



BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $2.2 million primarily due to a $2.6 million increase in Staffing Expenses related to negotiated MOU increases. The increase in Requirements is offset by an increase in Reimbursements of $309,301 for an increase in service credits for Unincorporated Patrol Operations.

Sources are increasing by $2.2 million to reflect additional revenue from law enforcement contracts to cover the increased cost of services provided.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Valley/Mountain Patrol	331	0	-1	0	330	0	330
Desert Patrol	258	0	0	0	258	0	258
Total	589	0	-1	0	588	0	588

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $95.9 million fund 588 budgeted regular positions. The department is decreasing staffing by 1 Motor Pool Services Assistant, deleted from the City of Chino Hills contract, and approved by the Board on June 28, 2016 (Item No. 77). This position was inadvertently missed when the staffing count was updated for the Contract Cities budget unit and needs to be reflected as a deletion to correct the staffing count.

Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$21,425,035
Total Sources (Incl. Reimb.)	$10,875,922
Use of/ (Contribution to) Fund Balance	$10,549,113
Total Staff	0

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.

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 whom are budgeted in the Sheriff/Coroner/Public Administrator's general fund budget unit, and reimbursed by this budget unit.

San Bernardino County Auto Theft Task Force (SANCATT), established by the Board of Supervisors in 1995, deters, investigates and prosecutes vehicle theft organizations. In addition, the task force provides statistical and financial reports to the State Controller and California Highway Patrol as required by AB767. This budget unit accounts for vehicle registration assessments, per Vehicle Code (VC) 9250.14, and is expended exclusively to fund programs that enhance law enforcement efforts to deter and investigate vehicle theft crimes. Expenditures for SANCATT personnel are transferred to the Sheriff/Coroner/Public Administrator's general fund budget unit, while incoming funds offset operating expenses for qualified expenditures by participating agencies.

CAL-ID Program funding is used for the operating expenses of the Local Automated Fingerprint Identification System (AFIS) and reimburses general fund expenditures for salaries and benefits. The budget unit is funded from joint trust contributions by all local contracting municipal agencies and vehicle registration fees per Vehicle Code (VC) 9520.19. Staffing costs for positions assigned to the CAL-ID program are transferred to the Sheriff/Coroner/Public Administrator's general fund budget unit.

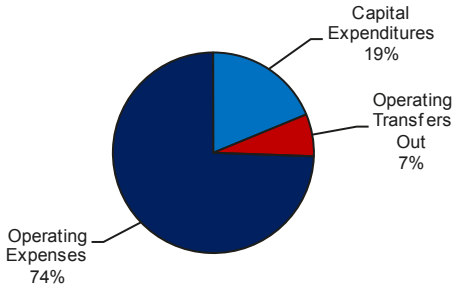
Court Services Auto accounts for processing court fees collected under AB1109, which are used to supplement the County's cost for vehicle fleet replacement and equipment, maintenance, and civil process operations associated with court services.

Court Services Tech accounts for processing court fees collected under AB709, which are used for automated equipment necessary to operate court services.

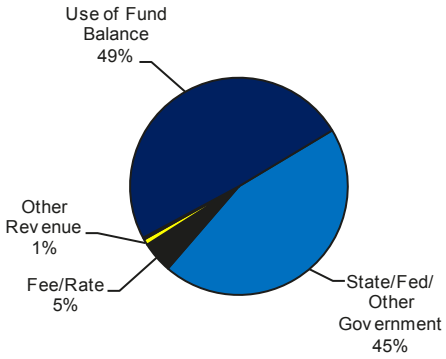
In accordance with State legislation (AB1805) effective July 1, 2007, **Local Detention Facility Revenue** accounts for an allocation of funds from the State replacing booking fees previously charged by the County to cities and local entities, as permitted by Government Code Section 29550. Funds are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

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

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

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	(17,613)	0	0	0	0	0	**0**
Operating Expenses	11,084,260	14,274,890	13,876,798	21,219,140	14,821,543	15,941,374	**(5,277,766)**
Capital Expenditures	3,810,640	5,990,854	2,661,138	5,503,805	2,281,832	4,028,596	**(1,475,209)**
Total Exp Authority	14,877,287	20,265,744	16,537,936	26,722,945	17,103,375	19,969,970	**(6,752,975)**
Reimbursements	(470,173)	(1,319,453)	(63,226)	(62,912)	(62,769)	(64,068)	**(1,156)**
Total Appropriation	14,407,114	18,946,291	16,474,710	26,660,033	17,040,606	19,905,902	**(6,754,131)**
Operating Transfers Out	867,016	2,861,264	3,073,735	1,517,984	575,984	1,455,065	**(62,919)**
Total Requirements	15,274,130	21,807,555	19,548,445	28,178,017	17,616,590	21,360,967	**(6,817,050)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	12,497,788	12,962,811	15,072,853	15,024,026	18,098,948	9,625,838	**(5,398,188)**
Fee/Rate	(166,879)	15,193	855,969	1,050,000	709,058	1,000,000	**(50,000)**
Other Revenue	2,372,900	1,605,923	253,574	178,490	619,626	186,016	**7,526**
Total Revenue	14,703,809	14,583,927	16,182,396	16,252,516	19,427,632	10,811,854	**(5,440,662)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	14,703,809	14,583,927	16,182,396	16,252,516	19,427,632	10,811,854	**(5,440,662)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	570,321	7,223,628	3,366,049	11,925,501	(1,811,042)	10,549,113	**(1,376,388)**
Available Reserves				613,394		3,846,998	**3,233,604**
Total Fund Balance				12,538,895		14,396,111	**1,857,216**
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 2017-18 ADOPTED BUDGET

	2017-18				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
IRNET Federal (Fund SCF)	1,923,991	10,500	1,913,491	0	0
IRNET State (Fund SCX)	559,058	61,000	498,058	69,671	0
Federal Seized Assets - DOJ (Fund SCK)	4,263,597	43,000	4,220,597	3,581,733	0
Federal Seized Assets - Treasury (Fund SCO)	801,099	1,200	799,899	65,498	0
State Seized Assets (Fund SCT)	761,615	509,500	252,115	0	0
Auto Theft Task Force (Fund SCL)	2,528,804	1,769,596	759,208	0	0
CAL-ID Program (Fund SDA)	4,689,843	4,632,783	57,060	0	0
Court Services Auto (Fund SQR)	835,002	604,500	230,502	0	0
Court Services Tech (Fund SQT)	2,227,914	412,300	1,815,614	130,096	0
Local Detention Facility Revenue (Fund SRL)	2,770,044	2,768,949	1,095	0	0
Contract Training (SCB)*	0	(1,312)	1,312	0	0
Search and Rescue (SCW)*	0	(162)	162	0	0
Total Special Revenue Funds	21,360,967	10,811,854	10,549,113	3,846,998	0

*These funds will be closed in 2017-18.

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

IRNET Federal: Requirements of $1.9 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 $559,058 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 $498,058 is being used 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 $4.3 million include $2.3 million in Operating Expenses to support law enforcement operations and investigations and Capital Expenditures of $2.0 million in one-time equipment and software purchases. Sources of $43,000 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 for law enforcement operations and investigations along with training and education. In addition, the fund balance will be used for law enforcement equipment and software. These purchases can be reduced as needed dependent on the amount of fund balance available.

Federal Seized Assets (Treasury): Requirements of $801,099 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 for 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 $761,615 include $129,042 in Operating Expenses that support continuous law enforcement investigation activity and provides for a $63,500 transfer to the Sheriff/Coroner/Public Administrator's general fund budget unit for public safety educator overtime and salaries. Operating Transfers Out of $632,573 is budgeted for departmental Capital Improvement Program (CIP) projects. Sources of $509,500 include $425,000 in anticipated state asset seizures, $9,500 in projected interest earnings and a transfer of $75,000 from the Evidence and Cash Trust Fund. Use of Fund Balance of $252,115 will be used for one-time Capital Improvement Projects and law enforcement investigation activities.

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 $2.5 million include Operating Expenses, offset by $64,068 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's office is reimbursing $64,068 to SANCATT for the cost of one of these positions. Sources of $1.8 million primarily represent vehicle registration fees and projected interest earnings. Fund Balance of $759,208 is being used to support costs associated with the operations of SANCATT as permitted by Vehicle Code Section 9240.14.

CAL-ID Program: Requirements of $4.7 million includes $4.5 million in Operating Expenses, which support communications, 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 $4.6 million are from the CAL-ID Program trust fund and directly offset all claimable costs. Fund balance of $57,060 is being used to support costs associated with the operations of the CAL-ID Program as permitted by Vehicle Code Section 9240.19.

Court Services Auto: Requirements of $835,002 include $831,193 in Capital Expenditures to replace vehicles and $3,809 in Operating Expenses for operations. Sources of $604,500 primarily reflect the department's share of anticipated court fines. Use of Fund Balance of $230,502 will be 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 $2.2 million include $1.2 million in Operating Expenses primarily to fund an upgrade to the Court Case Management System (CCMS) and $1.0 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 $1.8 million is used to further enhance 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 by $6.8 million, resulting primarily from the following:

- Federal Seized Assets (DOJ) requirements are decreasing by $5.6 million and IRNET Federal is decreasing by $1.4 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 2016-17, 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 of Supervisors in a future quarterly budget report to partially restore its budget.
- Court Services Tech requirements are decreasing by $863,793 primarily as a result of the Use of Fund Balance for one time purchases of computer hardware and software in 2016-17.
- Court Services Auto requirements are decreasing by $239,484 primarily as a result of the Use of Fund Balance for one time purchases of vehicles in 2016-17.
- SANCATT Program requirements are increasing by $1.1 million primarily as a result of increasing the department's and its member agencies overtime for law enforcement efforts to deter and investigate vehicle theft crimes. The additional requirements are funded with additional vehicle registration assessment revenue.
- CAL-ID Program requirements are increasing by $300,327 primarily as a result of the reclassification of 8 Fingerprint Examiners and negotiated MOU increases effective July 2017. The additional requirements are funded with additional vehicle registration assessment revenue.

Sources are decreasing by $5.4 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 2016-17, the department was able to increase its sources in a quarterly budget report, as it had received asset forfeiture funds from the federal government. It is likely that the department will return to the Board of Supervisors in a future quarterly budget report as asset forfeiture revenue is received throughout the fiscal year.

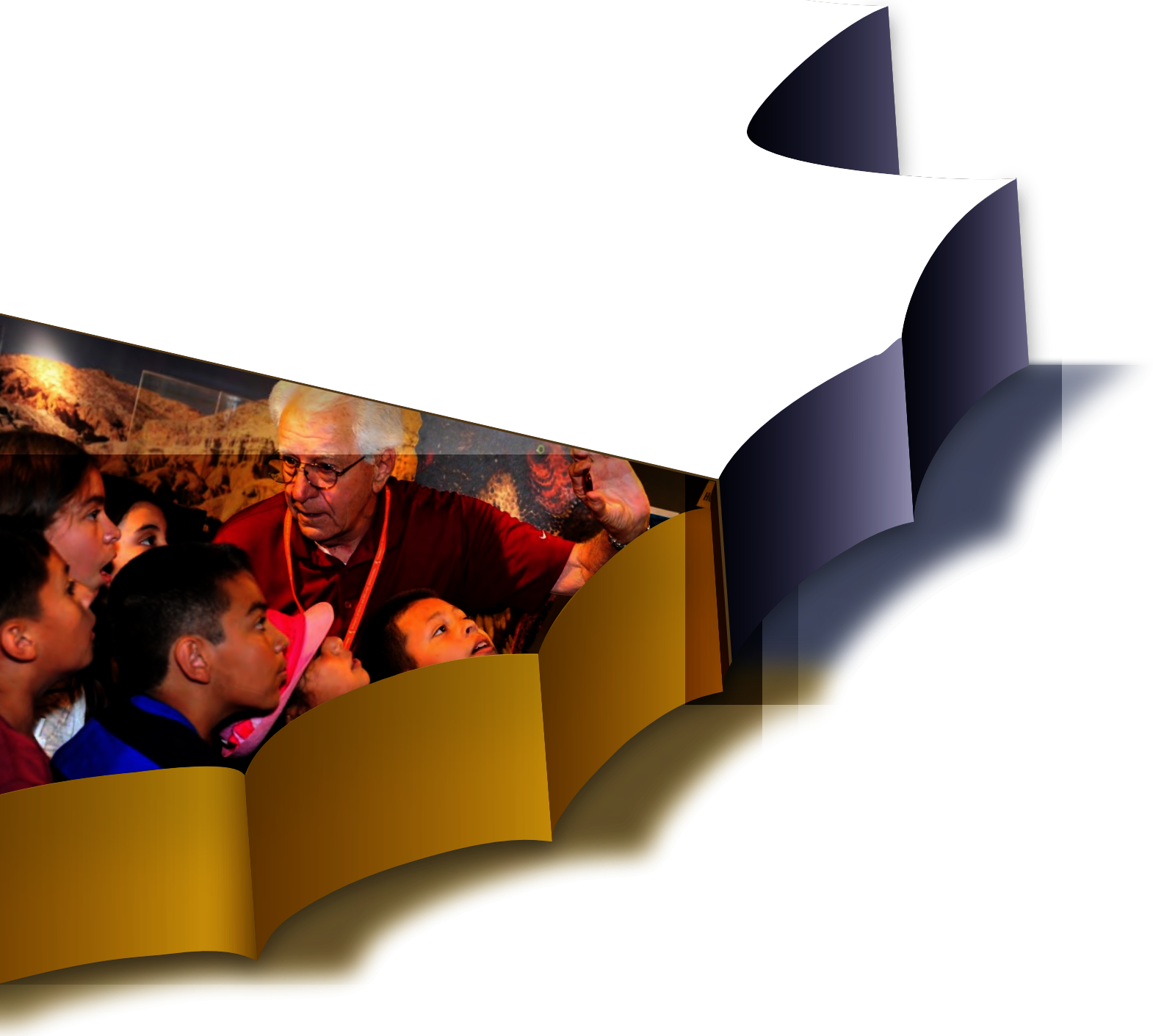
ANALYSIS OF FUND BALANCE

Historically, the department has used Fund Balance for one-time law enforcement expenditures. Such one-time expenditures have included various detention facility and training academy improvements and the purchase of law enforcement equipment and vehicle purchases.

Various laws and program guidelines governing the special revenue funds require the Use of 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 associated with these budget units.



OPERATIONS AND COMMUNITY SERVICES

OPERATIONS AND COMMUNITY SERVICES SUMMARY

GENERAL FUND	Page #	Requirements	Sources	Net County Cost	Staffing
COMMUNITY SERVICES	443				
COMMUNITY SERVICES ADMINISTRATION	444	280,553	0	280,553	3
AGRICULTURE/WEIGHTS AND MEASURES	447				
AGRICULTURE/WEIGHTS AND MEASURES	449	7,640,029	6,063,300	1,576,729	65
AIRPORTS	454				
AIRPORTS	456	3,444,670	3,444,670	0	21
COUNTY MUSEUM	475				
COUNTY MUSEUM	477	3,481,036	367,945	3,113,091	21
LAND USE SERVICES	483				
ADMINISTRATION	486	1,326,409	0	1,326,409	40
PLANNING	489	6,412,700	1,902,000	4,510,700	26
BUILDING AND SAFETY	492	5,735,018	5,083,000	652,018	23
CODE ENFORCEMENT	495	5,458,449	763,500	4,694,949	37
FIRE HAZARD ABATEMENT	498	2,687,251	2,372,273	314,978	17
LAND DEVELOPMENT	501	975,674	295,000	680,674	8
PUBLIC WORKS	504				
SURVEYOR	508	3,190,773	2,540,375	650,398	22
REAL ESTATE SERVICES	530				
REAL ESTATE SERVICES	533	1,564,264	1,564,264	0	28
RENTS AND LEASES	536	1,238,735	1,238,735	0	0
COURTS PROPERTY MANAGEMENT	538	1,605,237	1,605,237	0	0
PROJECT MANAGEMENT DIVISION	542	0	0	0	28
FACILITIES MANAGEMENT DIVISION	545	18,630,118	18,155,118	475,000	118
UTILITIES	548	19,050,390	327,050	18,723,340	2
REGIONAL PARKS	550				
REGIONAL PARKS	552	9,808,672	7,529,494	2,279,178	195
REGISTRAR OF VOTERS	562	9,651,120	1,526,776	8,124,344	56
TOTAL GENERAL FUND		102,181,098	54,778,737	47,402,361	710

SPECIAL REVENUE FUNDS	Page #	Requirements	Sources	Use of (Contribution to) Fund Balance	Staffing
AGRICULTURE/WEIGHTS AND MEASURES:					
CALIFORNIA GRAZING	452	147,865	2,500	145,365	0
AIRPORTS:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	459	9,637,947	7,979,106	1,658,841	0
COUNTY LIBRARY- CONSOLIDATED	468	19,756,210	16,643,550	3,112,660	316
PUBLIC WORKS DEPARTMENT:					
SURVEYOR					
MONUMENT PRESERVATION	511	80,635	80,000	635	0
TRANSPORTATION					
SPECIAL REVENUE FUNDS - CONSOLIDATED	513	133,695,437	103,696,553	29,998,884	343
FLOOD CONTROL DISTRICT					
SPECIAL REVENUE FUNDS - CONSOLIDATED	522	113,038,295	72,124,554	40,913,741	174
REAL ESTATE SERVICES:					
CHINO AGRICULTURAL PRESERVE	540	5,292,135	627,780	4,664,355	0
REGIONAL PARKS:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	555	5,211,299	5,014,371	196,928	0
TOTAL SPECIAL REVENUE FUNDS		286,859,823	206,168,414	80,691,409	833

OPERATIONS AND COMMUNITY SERVICES
SUMMARY CONTINUED

ENTERPRISE FUNDS	Page #	Requirements	Sources	Use of (Contribution to) Net Position	Staffing
AIRPORTS:					
CSA 60 APPLE VALLEY AIRPORT	462	3,377,591	2,758,879	618,712	0
CSA 60 APPLE VALLEY AIRPORT-CIP	465	3,215,624	1,399,209	1,816,415	0
COUNTY MUSEUM:					
MUSEUM STORE	480	107,410	77,500	29,910	4
PUBLIC WORKS DEPARTMENT:					
SOLID WASTE MANAGEMENT					
ENTERPRISE FUNDS - CONSOLIDATED	518	95,283,323	82,541,119	12,742,204	87
REGIONAL PARKS:					
ACTIVE OUTDOORS	559	946	0	946	0
TOTAL ENTERPRISE FUNDS		101,984,894	86,776,707	15,208,187	91

INTERNAL SERVICE FUND	Page #	Requirements	Sources	Use of (Contribution to) Net Position	Staffing
SAN BERNARDINO COUNTY FLOOD CONTROL DISTRICT:					
FLOOD CONTROL EQUIPMENT	527	4,766,500	2,510,000	2,256,500	0
TOTAL INTERNAL SERVICES FUND		4,766,500	2,510,000	2,256,500	0



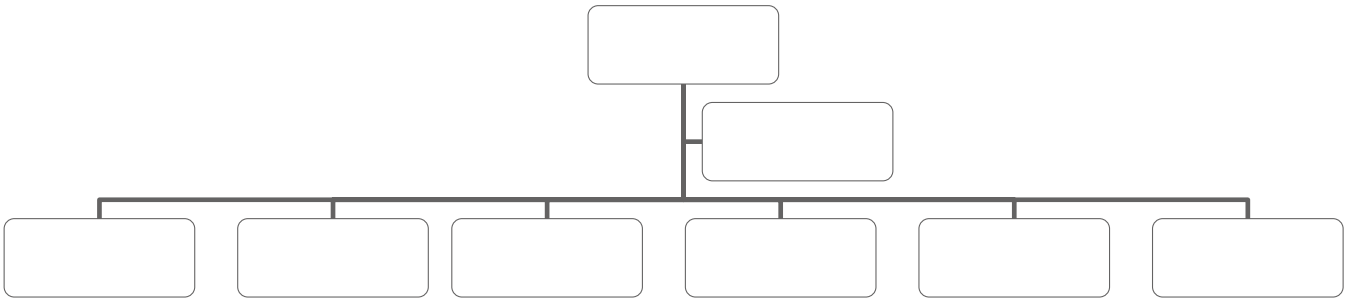
COMMUNITY SERVICES
Leonard X. Hernandez

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



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Community Services Administration	280,553	0	280,553			3
Agriculture/Weights and Measures	7,640,029	6,063,300	1,576,729			65
Airports	3,444,670	3,444,670	0			21
County Museum	3,481,036	367,945	3,113,091			21
Regional Parks	9,808,672	7,529,494	2,279,178			195
Registrar of Voters	9,651,120	1,526,776	8,124,344			56
Total General Fund	34,306,080	18,932,185	15,373,895	0	0	361
Special Revenue Funds						
California Grazing	147,865	2,500		145,365		0
Airports - Consolidated	9,637,947	7,979,106		1,658,841		0
County Library - Consolidated	19,756,210	16,643,550		3,112,660		316
Regional Parks - Consolidated	5,211,299	5,014,371		196,928		0
Total Special Revenue Funds	34,753,321	29,639,527	0	5,113,794	0	316
Enterprise Funds						
CSA 60 - Apple Valley Airport - Operations	3,377,591	2,758,879			618,712	0
CSA 60 - Apple Valley Airport - Cap Improvement Program	3,215,624	1,399,209			1,816,415	0
Museum Store	107,410	77,500			29,910	4
Active Outdoors	946	0			946	0
Total Enterprise Funds	6,701,571	4,235,588	0	0	2,465,983	4
Total - All Funds	75,760,972	52,807,300	15,373,895	5,113,794	2,465,983	681

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

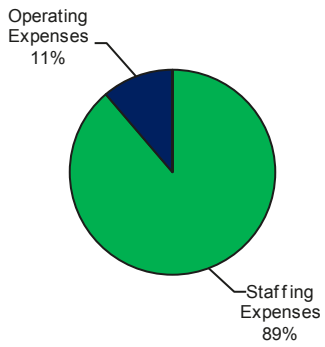
The Community Services Group (CSG) is comprised of the following six departments: Agriculture/Weights and Measures, Airports, County Library, County Museum, Regional Parks, and Registrar of Voters. Agriculture/Weights and Measures protect the welfare of the public by ensuring residents and businesses 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 is an accredited regional museum focusing on anthropology, history, earth sciences, integrated sciences, and visitor engagement at two museum locations and five 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

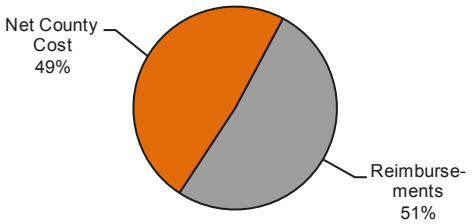
Total Requirements (Excl. Reimb.)	$577,806
Total Sources (Incl. Reimb.)	$297,253
Net County Cost	$280,553
Total Staff	3
Funded by Net County Cost	49%

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Community Services Group
FUND: General

BUDGET UNIT: AAA CSG
FUNCTION: General
ACTIVITY: Legislative & Admin

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	262,850	291,049	279,133	512,806	**221,757**
Operating Expenses	0	0	0	48,041	41	65,000	**16,959**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	262,850	339,090	279,174	577,806	**238,716**
Reimbursements	0	0	0	(65,000)	(5,100)	(297,253)	**(232,253)**
Total Appropriation	0	0	262,850	274,090	274,074	280,553	**6,463**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	262,850	274,090	274,074	280,553	**6,463**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	0	0	0	0	0	0	**0**
Net County Cost	0	0	262,850	274,090	274,074	280,553	**6,463**
Budgeted Staffing*	0	0	1	1	1	3	**2**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Staffing Expenses of $512,806 fund 3 positions that provide administrative support services to all six departments within the group. Operating Expenses of $65,000 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. Reimbursements of $297,253 include $65,000 in payments from various County departments to fund the UCCE program and $232,253 in salary reimbursements from CSG departments for finance and payroll related services.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $6,463 primarily due to negotiated MOU increases.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Community Services Administration	1	2	0	0	3	0	3
Total	1	2	0	0	3	0	3

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $512,806 fund 3 budgeted regular positions, an increase of 2 positions. One Community Services Finance and Operations Chief and one Staff Analyst I are added to the budget in an effort to centralize administrative functions within CSG while promoting fiscal responsibility by not overstaffing all six departments within the group. The Community Services Finance and Operations Chief will help departments find efficiencies within their operations and assist with the development and management of budgets to ensure operational goals and objectives are achieved. The Staff Analyst I position will assist with human resources and payroll functions within the group.



AGRICULTURE/WEIGHTS AND MEASURES

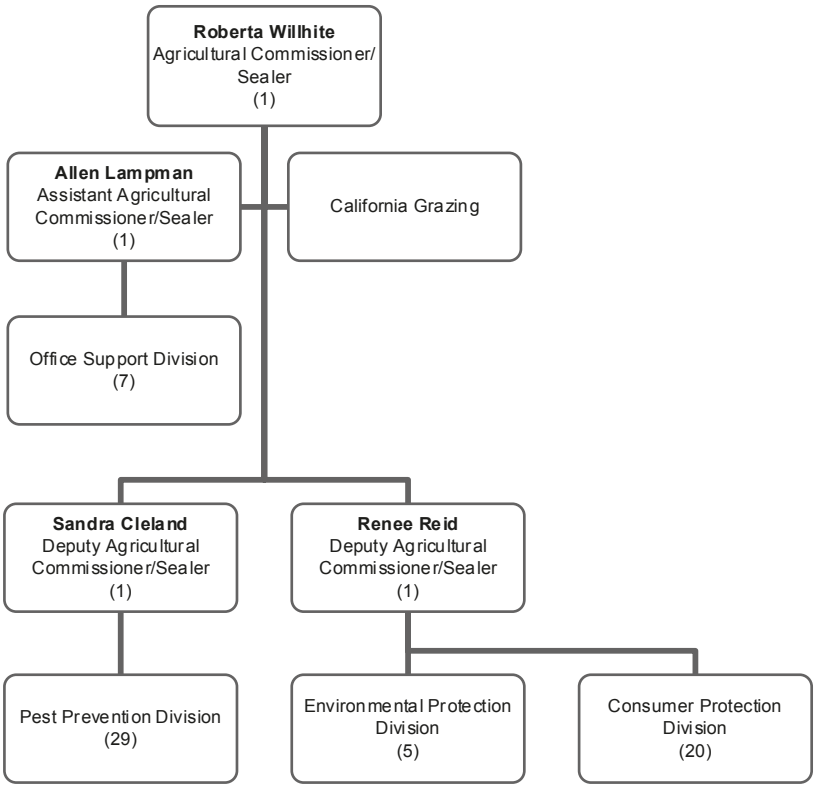
Roberta Y. Willhite

DEPARTMENT MISSION STATEMENT

The Department of Agriculture/Weights and Measures protects the environment, agricultural industry, businesses and consumers of this state and County through regulation and satisfies its customers by providing services that promote the health, safety, well-being and quality of life of its residents according to the County Charter, general laws and the will of the customers it serves.



ORGANIZATIONAL CHART



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Agriculture/Weights and Measures	7,640,029	6,063,300	1,576,729			65
Total General Fund	7,640,029	6,063,300	1,576,729	0	0	65
Special Revenue Fund						
California Grazing	147,865	2,500		145,365		0
Total Special Revenue Fund	147,865	2,500	0	145,365	0	0
Total - All Funds	7,787,894	6,065,800	1,576,729	145,365	0	65

2016-17 MAJOR ACCOMPLISHMENTS

- Performed 2,491 site visits to the U.S. Postal Service distribution center, parcel shipping terminals and other locations, inspected over 14,800 plant and quarantine shipments, rejected 182 shipments for various violations and intercepted 34 foreign pest species.
- Visited over 8,000 businesses requiring inspections and issued over 1,500 Notices of Violation.
- Verified the accuracy of over 20,900 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 34,700 items in an effort to achieve an overall price overcharge error rate of less than 2%. The measured error rate achieved was 0.9%.
- Inspected over 95,300 packaged items for accurate weight or measure of the net contents and rejected over 46,069 packages, or 48% of the items inspected. 45,000 of the rejected packages originated from one company.
- Serviced over 143,100 insect traps at an average of 11,925 traps per month under state contract agreements in an effort to detect unwanted foreign pests.
- Inspected over 1,300 individuals and companies for compliance with pesticide laws and regulations, including 167 pesticide company headquarters safety inspections.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of registered devices inspected.	86%	75%	78%	80%
STRATEGY	Perform device inspections with a goal of inspecting a minimum of 75% of the devices (i.e. scales, gas pumps).					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Average number of monthly trap servicings.	12,538	11,500	12,441	11,500
STRATEGY	Service exotic insect traps on a monthly basis to guarantee completion of the contracted servicing levels.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Percentage of pesticide company locations inspected.	53%	60%	58%	65%
STRATEGY	Partnering with State agencies, perform safety compliance inspections at pesticide companies with a target inspection goal of 60% of the locations.					



Agriculture/Weights and Measures

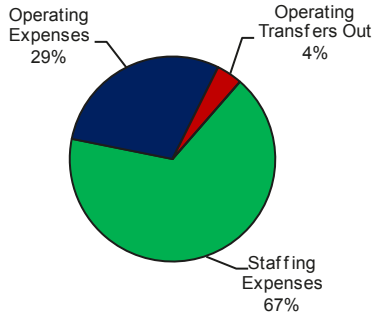
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$7,640,029
Total Sources (Incl. Reimb.)	$6,063,300
Net County Cost	$1,576,729
Total Staff	65
Funded by Net County Cost	21%

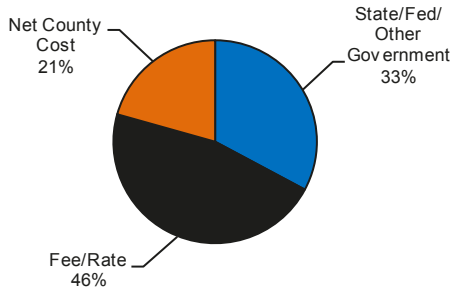
The Department of Agriculture/Weights and Measures protects the environment, public health, worker safety and the welfare of the public by helping residents and businesses comply with state and local agricultural and consumer protection laws. The department enforces plant quarantines, detects and eradicates unwanted foreign pests, regulates pesticide use, verifies pricing accuracy of goods, and regulates all business transactions based on units of measures such as weight or volume. Additional duties include inspecting eggs, produce and nursery stock, certifying plant shipments for export, controlling vegetation along state and County right-of-ways and flood control channels, and other miscellaneous services provided to businesses and the general public. The department has a canine inspection team that is utilized with great success to detect plant materials from within unmarked agricultural parcels found at package shipping terminals and the 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.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Agriculture/Weights and Measures
FUND: General

BUDGET UNIT: AAA AWM
FUNCTION: Public Protection
ACTIVITY: Protective Inspection

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	4,768,868	4,621,917	4,611,479	4,842,407	4,797,261	5,101,220	**258,813**
Operating Expenses	1,868,823	2,237,199	1,848,628	1,975,233	1,939,019	2,229,091	**253,858**
Capital Expenditures	(6,788)	33,283	31,726	65,000	56,888	0	**(65,000)**
Total Exp Authority	6,630,903	6,892,399	6,491,833	6,882,640	6,793,169	7,330,311	**447,671**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	6,630,903	6,892,399	6,491,833	6,882,640	6,793,169	7,330,311	**447,671**
Operating Transfers Out	7,907	0	300,000	739,600	739,600	309,718	**(429,882)**
Total Requirements	6,638,810	6,892,399	6,791,833	7,622,240	7,532,769	7,640,029	**17,789**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	2,405,236	3,137,597	2,435,552	2,571,555	2,655,782	2,507,300	**(64,255)**
Fee/Rate	3,063,184	3,429,415	3,380,377	3,454,700	3,526,659	3,554,000	**99,300**
Other Revenue	(2,436)	3,743	(2,106)	1,400	19,103	2,000	**600**
Total Revenue	5,465,984	6,570,755	5,813,823	6,027,655	6,201,544	6,063,300	**35,645**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	5,465,984	6,570,755	5,813,823	6,027,655	6,201,544	6,063,300	**35,645**
Net County Cost	1,172,826	321,644	978,010	1,594,585	1,331,224	1,576,729	**(17,856)**
Budgeted Staffing*	63	64	64	65	65	65	**0**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Staffing Expenses of $5.1 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 $6.1 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 $17,789 primarily due to an increase in Operating Expenses of $253,858 caused by higher COWCAP expenses and additional purchases of herbicides for weed control services. Increased Staffing Expenses of $258,813 are caused by quarterly budget adjustments in 2016-17 which transferred savings in Staffing Expenses to purchase two new spray trucks. These increased Staffing Expenses are offset by a decrease of $429,882 in Operating Transfers Out caused by the purchase of one less spray truck compared to the prior year and completion of the dynamometer installation by the Project Management Division in 2016-17.

Sources are increasing by $35,645 due to an increase of $99,300 in Fee/Rate revenue primarily caused by an increase in the issuance of phytosanitary certificates for agricultural merchandise exported outside the United States. This increase is offset by a decrease of $64,255 in State/Fed/Other Government revenue due to a reduction in state contracts for light brown apple moth detection trapping services and enforcement evaluation and improvement projects for the Insecticide Fungicide and Rodenticide Act.



2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Administration	1	0	0	3	4	0	4
Pest Prevention	29	0	0	0	29	1	28
Environmental Protection	5	0	0	0	5	0	5
Consumer Protection	25	0	0	-5	20	0	20
Office Support	5	0	0	2	7	0	7
Total	65	0	0	0	65	1	64

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $5.1 million fund 65 budgeted positions of which 64 are regular positions and 1 is a limited term position. There are no budgeted staffing changes.

California Grazing

DESCRIPTION OF MAJOR SERVICES

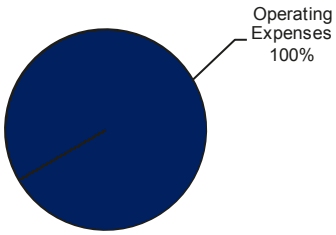
The California Grazing budget unit funds a variety of range improvement projects such as cattle guards, fencing, pipelines, tanks and other water dispensing facilities adopted by the County's Range Improvement Advisory Committee (RIAC). RIAC is comprised of five lessees of federal grazing land and one 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

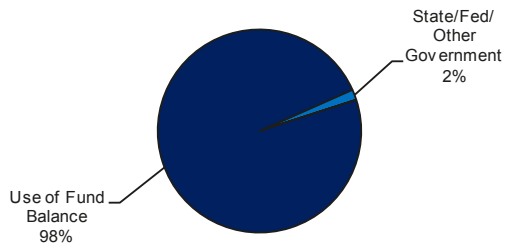
Total Requirements (Excl. Reimb.)	$147,865
Total Sources (Incl. Reimb.)	$2,500
Use of/ (Contribution to) Fund Balance	$145,365
Total Staff	0

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Agriculture/Weights and Measures
FUND: California Grazing

BUDGET UNIT: SCD ARE
FUNCTION: Public Protection
ACTIVITY: Other Protection

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	3,390	0	145,698	0	147,865	**2,167**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	0	3,390	0	145,698	0	147,865	**2,167**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	3,390	0	145,698	0	147,865	**2,167**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	3,390	0	145,698	0	147,865	**2,167**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	2,718	3,453	4,667	2,500	4,685	2,500	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	2,718	3,453	4,667	2,500	4,685	2,500	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	2,718	3,453	4,667	2,500	4,685	2,500	**0**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(2,718)	(63)	(4,667)	143,198	(4,685)	145,365	**2,167**
Available Reserves				4,667		7,185	**2,518**
Total Fund Balance				147,865		152,550	**4,685**
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 2017-18 ADOPTED BUDGET

Operating Expenses of $147,865 may provide for a variety of grazing/range improvement projects on federal lands. Expenditures will be made from this budget unit as 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 finance 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 2017-18 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.

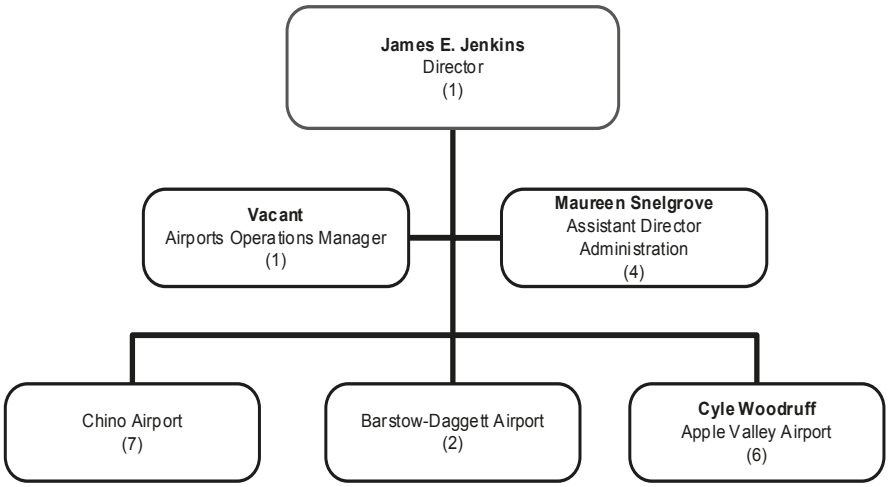
AIRPORTS
James E. Jenkins

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



Note: The above organizational chart has been updated since the Recommended Budget to more accurately reflect the distribution of administrative staff.

2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Airports	3,444,670	3,444,670	0			21
Total General Fund	3,444,670	3,444,670	0	0	0	21
Special Revenue Funds						
Airports Special Revenue Funds - Consolidated	9,637,947	7,979,106		1,658,841		0
Total Special Revenue Funds	9,637,947	7,979,106	0	1,658,841	0	0
Enterprise Funds						
CSA 60 - Apple Valley Airport - Operations	3,377,591	2,758,879			618,712	0
CSA 60 - Apple Valley Airport - Capital Improvement Program	3,215,624	1,399,209			1,816,415	0
Total Enterprise Funds	6,593,215	4,158,088	0	0	2,435,127	0
Total - All Funds	19,675,832	15,581,864	0	1,658,841	2,435,127	21

2016-17 MAJOR ACCOMPLISHMENTS

- Successfully completed three federal grant projects including the Apple Valley Airport runway 18-36 rehabilitation design, Chino Airport northwest apron rehabilitation design, and the Chino Airport pavement management program.
- Hosted two record attendance air shows with over 14,000 attendees at the Apple Valley Airport and over 27,000 attendees at the Chino Airport.
- Awarded $3.9 million federal grant for pavement rehabilitation at Chino Airport.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target
OBJECTIVE	**Work with Federal, State and regional governments and organizations, to ensure San Bernardino County receives its fair share of resources.**	Percentage of airport infrastructure area inspected annually.	25%	15%	30%	15%
STRATEGY	Improve and maintain Airport infrastructure, such as runways and drainage systems by maximizing utilization of Federal Aviation Administration and Caltrans Aeronautics funding.					
STRATEGY	Continue to develop and maintain focus on structured and preventative maintenance programs to address infrastructure deficiencies.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.**	New property use revenue generated.	$71,869	$45,000	$49,300	$30,000
STRATEGY	Leverage ground use at various County airports to produce new revenue streams to subsidize ongoing airport operational costs.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.**	Occupancy rate of developed space for commercial use.	90%	92%	93%	93%
STRATEGY	Maximize structured outreach activities to private sector business entities thus informing prospective businesses of real estate opportunities at various County airports.					
STRATEGY	Closely monitor existing airport businesses to ensure continued success; assist by providing clearinghouse guidance to available resources.					

Airports

DESCRIPTION OF MAJOR SERVICES

The Department of Airports provides for the management, development, maintenance and operation of six airports. The department assures that County airports are maintained and operated in compliance with state and federal regulations. The department works cooperatively with other airports located within the County regarding state and federal aviation programs, issues and requirements. The department participates and provides input to aviation industry support organizations, as necessary, to develop local, state and national aviation policy.

Budget at a Glance

Total Requirements (Excl. Reimb.)	$4,903,058
Total Sources (Incl. Reimb.)	$4,903,058
Net County Cost	$0
Total Staff	21
Funded by Net County Cost	0%

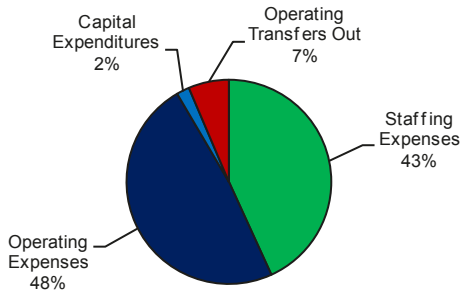
The County's six airports include:

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.

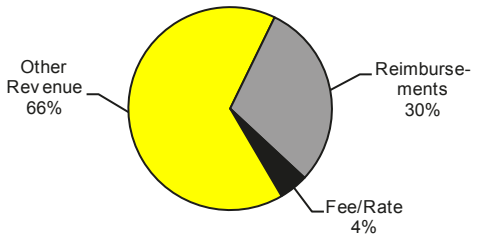
The County's airports produce revenue to operate and maintain the airport system. Revenues are generated from facility rents, concession and user fees, and, in the case of Apple Valley Airport, property taxes dedicated to the support of CSA 60. State and federal grants are significant sources for funds to construct, improve and maintain airport infrastructure.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Airports
FUND: General

BUDGET UNIT: AAA APT
FUNCTION: Public Ways and Facilities
ACTIVITY: Transportation Terminals

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	1,855,067	1,768,633	1,882,608	1,773,372	1,773,371	2,117,485	**344,113**
Operating Expenses	1,855,126	1,883,999	1,897,395	2,401,576	2,010,182	2,371,999	**(29,577)**
Capital Expenditures	7,895	0	9,503	11,000	10,451	100,000	**89,000**
Total Exp Authority	3,718,088	3,652,632	3,789,506	4,185,948	3,794,004	4,589,484	**403,536**
Reimbursements	(936,848)	(1,000,837)	(981,191)	(1,294,526)	(988,267)	(1,458,388)	**(163,862)**
Total Appropriation	2,781,240	2,651,795	2,808,315	2,891,422	2,805,737	3,131,096	**239,674**
Operating Transfers Out	194,696	865,875	718,256	555,473	554,582	313,574	**(241,899)**
Total Requirements	2,975,936	3,517,670	3,526,571	3,446,895	3,360,319	3,444,670	**(2,225)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	40,000	43,064	40,000	0	0	0	**0**
Fee/Rate	189,008	289,519	308,625	230,932	279,150	226,752	**(4,180)**
Other Revenue	2,744,516	3,185,088	3,074,466	2,681,464	3,082,609	3,217,918	**536,454**
Total Revenue	2,973,524	3,517,671	3,423,091	2,912,396	3,361,760	3,444,670	**532,274**
Operating Transfers In	23,502	0	103,508	534,499	(1,441)	0	**(534,499)**
Total Financing Sources	2,997,026	3,517,671	3,526,599	3,446,895	3,360,319	3,444,670	**(2,225)**
Net County Cost	(21,090)	(1)	(28)	0	0	0	**0**
Budgeted Staffing*	20	20	20	21	21	21	**0**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Staffing Expenses of $2.1 million fund 21 positions that provide support for six County-operated airports. Operating Expenses of $2.4 million include countywide services (including COWCAP), insurance, utilities, other professional services, and general maintenance. Reimbursements of $1.5 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 are decreasing by $2,225 primarily due to the following:

- Increased Reimbursements of $163,862 primarily caused by repayment of capitalized software expenses from the CSA 60 Apple Valley Airport and Chino Airport Commercial Hangars budget units.
- Decreased Operating Transfers Out of $241,899 caused by reduced earnings being transferred to the Airports Capital Improvement Program budget unit to be used on future capital projects.
- Decreased Operating Expenses of $29,577 primarily due to a decrease in property insurance costs.
- These decreased costs are offset by increases of $344,113 in Staffing Expenses caused by an adjustment to the 2016-17 budget to reflect salary savings, and $89,000 in Capital Expenditures for the purchase of a new billing software.

Sources are decreasing by $2,225 primarily due to an increase in Other Revenue of $536,454 caused by forecasting rent and concessions revenue at 95% earning capacity compared to a conservative estimate of 75% used in prior years. Operating Transfers In of $534,499 are no longer required now that rents and concessions revenue are budgeted more accurately. Sources will be monitored closely and requirements may increase or decrease depending on revenue earned from leased space.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Administration	6	0	0	0	6	0	6
Apple Valley Airport	6	0	0	0	6	0	6
Barstow-Dagget Airport	2	0	0	0	2	0	2
Chino Airport	7	0	0	0	7	0	7
Total	21	0	0	0	21	0	21

*Detailed classification listing available in Appendix D.
Note: The above position summary has been updated since the Recommended Budget to more accurately reflect the distribution of administrative staff.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $2.1 million fund 21 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. 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.

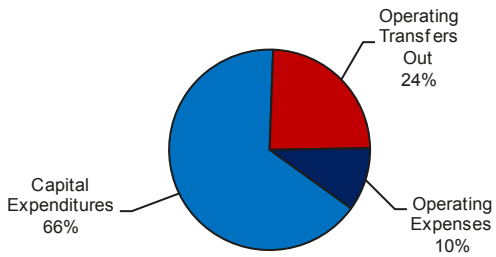
Budget at a Glance

Total Requirements (Excl. Reimb.)	$9,637,947
Total Sources (Incl. Reimb.)	$7,979,106
Use of/ (Contribution to) Fund Balance	$1,658,841
Total Staff	0

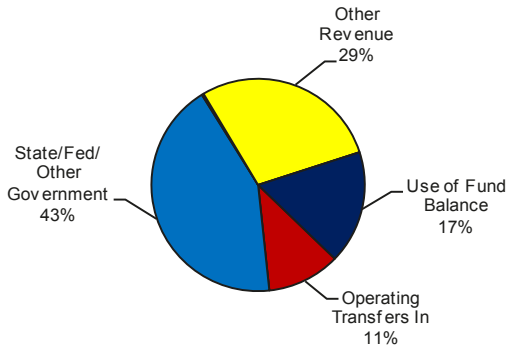
Airports Capital Improvement Program is a Capital Improvement Program (CIP) that is managed by the Department of Airports and includes projects for Baker Airport, Barstow-Daggett Airport, Chino Airport, Needles Airport, and Twentynine Palms Airport. Projects funded in this budget unit include utilities, storm water, 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.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

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

BUDGET UNIT: Various
FUNCTION: General
ACTIVITY: Plant Acquisition

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	1,214,034	939,378	1,142,421	1,499,172	420,652	985,363	**(513,809)**
Capital Expenditures	914,532	1,402,992	584,383	795,359	508,090	6,324,000	**5,528,641**
Total Exp Authority	2,128,566	2,342,370	1,726,804	2,294,531	928,742	7,309,363	**5,014,832**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	2,128,566	2,342,370	1,726,804	2,294,531	928,742	7,309,363	**5,014,832**
Operating Transfers Out	583,255	1,378,387	441,158	4,966,154	147,807	2,328,584	**(2,637,570)**
Total Requirements	2,711,821	3,720,757	2,167,962	7,260,685	1,076,549	9,637,947	**2,377,262**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	102,509	433,764	3,463,203	151,676	4,128,504	**665,301**
Fee/Rate	7,428	32,134	29,545	26,384	39,114	28,760	**2,376**
Other Revenue	1,677,979	1,832,776	2,104,405	1,134,043	1,113,657	2,752,115	**1,618,072**
Total Revenue	1,685,407	1,967,419	2,567,714	4,623,630	1,304,447	6,909,379	**2,285,749**
Operating Transfers In	758,816	1,215,875	1,020,256	568,080	554,583	1,069,727	**501,647**
Total Financing Sources	2,444,223	3,183,294	3,587,970	5,191,710	1,859,030	7,979,106	**2,787,396**
Fund Balance							
Use of / (Contribution to) Fund Balance**	267,598	537,463	(1,420,008)	2,068,975	(782,481)	1,658,841	**(410,134)**
Available Reserves				2,014,536		3,251,646	**1,237,110**
Total Fund Balance				4,083,511		4,910,487	**826,976**
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 2017-18 ADOPTED BUDGET

	2017-18				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
Chino Airport Commercial Hangars (RCI)	414,075	920,875	(506,800)	1,251,276	0
Airports Capital Improvement Program (RAA & RCD)	9,223,872	7,058,231	2,165,641	2,000,370	0
Total Special Revenue Funds	9,637,947	7,979,106	1,658,841	3,251,646	0

Chino Airport Commercial Hangars has $414,075 in Requirements which includes $211,710 for services and supplies primarily for maintenance repairs, $187,365 for transfers associated with labor incurred in other budget units including County Counsel and $15,000 for the purchase of a new scissor lift to perform maintenance activities at the hangars.

Sources of $920,875 are primarily from commercial tenants who pay rents and concessions to conduct business at the airport.

Airports Capital Improvement Program has $9.2 million in Requirements which includes $6.3 million in Capital Expenditures primarily due to construction improvements at Chino Airport including phase II of the northwest apron rehabilitation and well installations and testing associated with the groundwater plume. Also included in

Requirements is $2.4 million in Operating Transfers Out to the Real Estate Services Project Management Division (PMD) for management and construction of various CIP projects. More detail about projects budgeted for 2017-18 can be found in Exhibit A of the Capital Improvement Program section of this budget book.

Sources of $7.1 million are primarily from anticipated state and federal grants for repayment of expenditures related to the Chino Airport northwest apron rehabilitation and insurance settlements for plume related expenses.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $2.4 million primarily due to a $5.5 million increase in Capital Expenditures for Phase II of the Chino northwest apron rehabilitation project and the construction of wells, testing, and monitoring connected to the Chino plume. These increased costs are offset by decreases of $2.6 million in Operating Transfers Out due to the completion of various capital projects including:

- Chino Airport northwest apron rehabilitation – Phase I
- Chino Airport commercial hangar air compressor replacement
- Needles Airport drainage improvements
- Needles Airport Layout Plan (ALP)
- Twentynine Palms Airport drainage improvements

Sources are increasing by $2.8 million primarily due to an estimated $1.9 million in insurance settlements for plume related expenses, $665,301 increase in federal grant revenue for Phase II of the Chino northwest apron rehabilitation project and a $501,647 increase in Operating Transfers In primarily due to excess earnings in the Airports General Fund budget unit.

ANALYSIS OF FUND BALANCE

The budget includes a Use of Fund Balance of $1.7 million which is for one-time capital projects. Additionally, reserves of $3.3 million 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

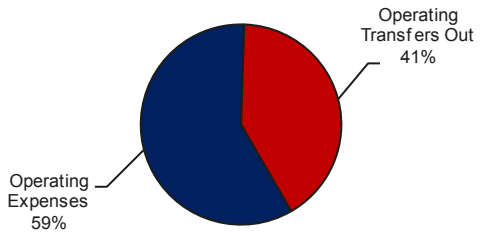
County Service Area 60 (CSA 60) funds the operation, capital projects and maintenance of Apple Valley Airport, which is administered and staffed by the County of San Bernardino Department of Airports. Apple Valley Airport, which was built in 1970, is a public use airport providing general aviation services 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

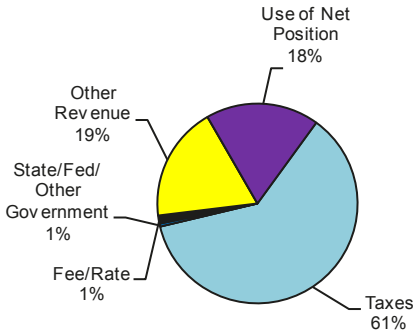
Total Requirements (Excl. Reimb.)	$3,377,591
Total Sources (Incl. Reimb.)	$2,758,879
Use of / (Contribution To) Net Position	$618,712
Total Staff	0

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	1,394,940	1,458,961	1,651,796	1,704,366	1,475,223	1,987,382	**283,016**
Capital Expenditures	5,184	0	0	35,000	10,451	0	**(35,000)**
Total Exp Authority	1,400,124	1,458,961	1,651,796	1,739,366	1,485,674	1,987,382	**248,016**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	1,400,124	1,458,961	1,651,796	1,739,366	1,485,674	1,987,382	**248,016**
Operating Transfers Out	0	0	0	0	0	1,390,209	**1,390,209**
Total Requirements	1,400,124	1,458,961	1,651,796	1,739,366	1,485,674	3,377,591	**1,638,225**
Sources							
Taxes	2,033,265	2,117,048	2,238,271	2,035,000	2,346,705	2,069,865	**34,865**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	29,892	29,169	28,693	15,000	19,940	16,000	**1,000**
Fee/Rate	3,764	26,315	52,409	56,200	39,996	44,300	**(11,900)**
Other Revenue	722,234	573,176	574,958	506,868	623,254	628,714	**121,846**
Total Revenue	2,789,155	2,745,708	2,894,331	2,613,068	3,029,894	2,758,879	**145,811**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	2,789,155	2,745,708	2,894,331	2,613,068	3,029,894	2,758,879	**145,811**
Net Position							
Use of/ (Contribution to) Net Position**	(1,389,031)	(1,286,747)	(1,242,535)	(873,702)	(1,544,220)	618,712	**1,492,414**
Est. Net Position Available						23,391,692	
Total Est. Unrestricted Net Position						24,010,404	
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 2016-17 Final Budget and 2016-17 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 2017-18 ADOPTED BUDGET

Requirements of $3.4 million include $2.0 million in Operating Expenses primarily for transfers to reimburse the Airports General Fund budget unit for Staffing Expenses and services and supplies related to the operation of the Apple Valley Airport. Sources of $2.8 million primarily consist of $2.1 million from tax revenue receipts and $628,714 in Other Revenue for leased space.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $1.6 million primarily due to an Operating Transfer Out to the CSA 60 Apple Valley Airport Capital Improvement Program budget unit to fund land acquisition expenses for a drainage basin project at the southwest quadrant of Apple Valley Airport.

ANALYSIS OF NET POSITION

Net Position is decreasing by $618,712 primarily due to one-time transfers to the CSA 60 - Apple Valley Airport CIP budget unit. Estimated Net Position Available of $23,391,692 is remaining for future CIP projects and other airport expenses when they arise.

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 Expenses incurred in connection with service to the Apple Valley Airport.



CSA 60 – Apple Valley Airport – Capital Improvement Program

DESCRIPTION OF MAJOR SERVICES

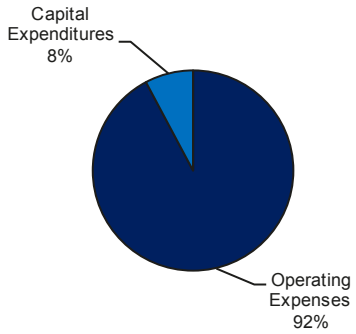
County Service Area 60 (CSA 60), through the Department of Airports, manages the Capital Improvement Program (CIP) for Apple Valley Airport. Projects include utility, storm water, fire suppression plans, Airport Master Plan and construction/rehabilitation of numerous runways, taxiways, and airport facilities.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

Budget at a Glance

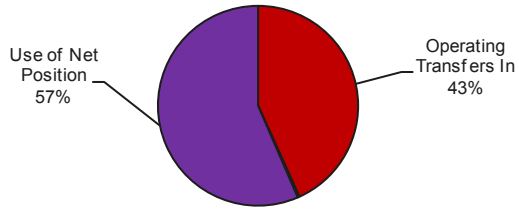
Total Requirements (Excl. Reimb.)	$3,215,624
Total Sources (Incl. Reimb.)	$1,399,209
Use of / (Contribution To) Net Position	$1,816,415
Total Staff	0

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	83,608	20,928	41,293	1,639,336	49,355	2,965,624	**1,326,288**
Capital Expenditures	54,535	104,773	134,720	250,000	32,215	250,000	**0**
Total Exp Authority	138,143	125,701	176,013	1,889,336	81,570	3,215,624	**1,326,288**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	138,143	125,701	176,013	1,889,336	81,570	3,215,624	**1,326,288**
Operating Transfers Out	1,139,066	250	0	0	0	0	**0**
Total Requirements	1,277,209	125,951	176,013	1,889,336	81,570	3,215,624	**1,326,288**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	59,300	175,326	18,900	32,470	0	**(18,900)**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	8,324	7,345	10,246	5,000	15,461	9,000	**4,000**
Total Revenue	8,324	66,645	185,572	23,900	47,931	9,000	**(14,900)**
Operating Transfers In	0	0	0	0	0	1,390,209	**1,390,209**
Total Financing Sources	8,324	66,645	185,572	23,900	47,931	1,399,209	**1,375,309**
Net Position							
Use of/ (Contribution to) Net Position**	1,268,885	59,306	(9,559)	1,865,436	33,640	1,816,415	**(49,021)**
Est. Net Position Available						0	
Total Est. Unrestricted Net Position						1,816,415	
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 2016-17 Final Budget and 2016-17 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 2017-18 ADOPTED BUDGET

Requirements of $3.2 million consist primarily of Operating Expenses of $3.0 million for transfers to Real Estate Services – Project Management Division (PMD) for the management and construction of CIP projects at Apple Valley Airport. More detail about projects budgeted for 2017-18 can be found in Exhibit A of the Capital Improvement Program section of this budget book.

Sources of $1.4 million consist of Operating Transfers In from the CSA 60 – Apple Valley Airport Operations budget unit primarily to fund land acquisitions for drainage basins.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $1.3 million primarily due to land acquisition expenses for the drainage basin project at the southwest quadrant of Apple Valley Airport. Sources are increasing by $1.4 million due to an Operating Transfer In from the CSA 60 – Apple Valley Airport Operations budget unit to fund the land acquisition.



ANALYSIS OF NET POSITION

The budget includes the Use of Net Position of $1.8 million which is for one-time capital projects. Funds were previously transferred from the CSA 60 – Apple Valley Airport Operations budget unit when new projects require funding.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

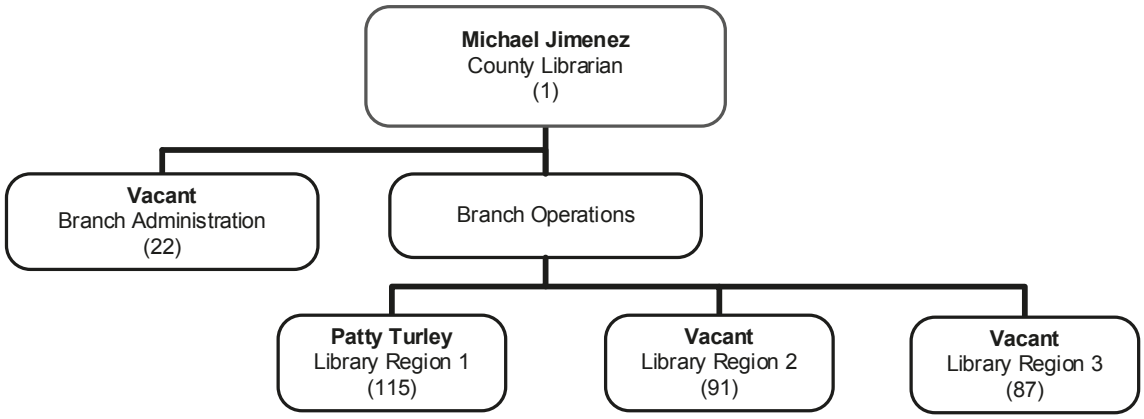
COUNTY LIBRARY
Michael Jimenez

DEPARTMENT MISSION STATEMENT

The San Bernardino County Library System (SBCL) is a dynamic network of 32 branches that serves a diverse population over a vast geographic area. SBCL strives to provide equal access to information, technology, programs, and services for all the people who call San Bernardino County home.



ORGANIZATIONAL CHART



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Special Revenue Funds						
County Library	19,528,830	16,642,050		2,886,780		316
Bloomington Library Reserve	227,380	1,500		225,880		0
Total Special Revenue Funds	19,756,210	16,643,550		3,112,660		316
Total - All Funds	19,756,210	16,643,550	0	3,112,660	0	316

2016-17 MAJOR ACCOMPLISHMENTS

- Completed computer replacements at the Barstow, Lake Arrowhead, Hesperia, and Muscoy Branch Libraries.
- Completed ADA upgrades to the public restrooms at the Barstow Branch Library.
- Completed the largest Summer Reading Program in County Library history with 35,500 participants, a 15% increase over the previous year's program.
- Conducted three New Book Festivals at the Chino Hills, Fontana and Hesperia Branch Libraries promoting reading and fun, where over 20,000 books were checked out.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 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 old.	100%	100%	100%	100%
STRATEGY	Maintain a replacement cycle for computer hardware between four to five years to ensure that public access computers are available for use and fully functional with reliable hardware and software.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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.	245,592	200,000	249,388	220,000
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**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Number of digital materials checked out.	152,517	160,000	215,661	185,000
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

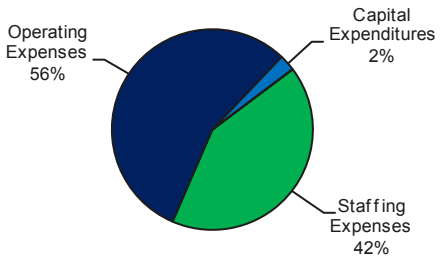
The San Bernardino County Library (Library) provides public library services through a network of thirty two branches in the unincorporated areas and seventeen cities within the County. The Library provides free access to information through its materials collection and offers almost 1,000 public accessible 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 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 one million items. In addition, the Library's OverDrive, Cloud Library, Freegal and Zinio systems allows online access for library patrons, in branch or from home, to thousands of eBooks, audiobooks, magazines, music, and movies through their tablet, eReader, or web browser.

Budget at a Glance

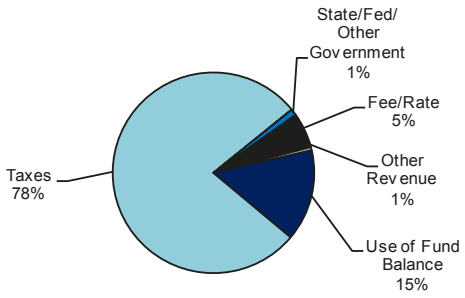
Total Requirements (Excl. Reimb.)	$19,637,475
Total Sources (Incl. Reimb.)	$16,750,695
Use of/ (Contribution to) Fund Balance	$2,886,780
Total Staff	316

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: County Library
FUND: County Library

BUDGET UNIT: SAP CLB
FUNCTION: Education
ACTIVITY: Library

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	7,101,062	6,118,669	6,144,242	7,761,698	6,645,106	8,157,834	**396,136**
Operating Expenses	7,619,788	8,464,728	10,761,141	10,401,373	10,255,514	10,863,641	**462,268**
Capital Expenditures	24,268	270,511	564,283	412,500	121,478	511,000	**98,500**
Total Exp Authority	14,745,118	14,853,908	17,469,666	18,575,571	17,022,098	19,532,475	**956,904**
Reimbursements	(105,384)	(148,543)	(111,030)	(108,259)	(205,725)	(108,645)	**(386)**
Total Appropriation	14,639,734	14,705,365	17,358,636	18,467,312	16,816,373	19,423,830	**956,518**
Operating Transfers Out	82,991	61,791	81,257	55,000	55,000	105,000	**50,000**
Total Requirements	14,722,725	14,767,156	17,439,893	18,522,312	16,871,373	19,528,830	**1,006,518**
Sources							
Taxes	13,883,392	14,441,702	15,190,989	14,688,039	16,043,947	15,325,000	**636,961**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	248,004	248,324	252,574	209,000	232,800	205,000	**(4,000)**
Fee/Rate	1,046,064	1,053,323	1,010,575	998,800	1,114,386	973,800	**(25,000)**
Other Revenue	1,010,963	431,730	346,142	128,750	776,195	138,250	**9,500**
Total Revenue	16,188,423	16,175,079	16,800,280	16,024,589	18,167,328	16,642,050	**617,461**
Operating Transfers In	87,863	0	0	0	0	0	**0**
Total Financing Sources	16,276,286	16,175,079	16,800,280	16,024,589	18,167,328	16,642,050	**617,461**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(1,553,561)	(1,407,923)	639,613	2,497,723	(1,295,954)	2,886,780	**389,057**
Available Reserves				4,581,295		5,523,925	**942,630**
Total Fund Balance				7,079,018		8,410,705	**1,331,687**
Budgeted Staffing*	279	291	295	298	298	316	**18**

*Data represents final budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Staffing Expenses of $8.2 million fund 316 positions that provide services at 32 library branches and support staff at Library Administration. Operating Expenses of $10.9 million include general operating expenses for branch locations such as telecommunication charges for internet access, utilities, landscaping, custodial services, COWCAP charges, one-time branch remodel expenses, equipment replacement, library databases, eBooks and books/DVDs. Operating Expenses also include the following Library programs at all branches: literacy, new book festival, summer reading program, and various children, teen and adult programs. Sources of $16.6 million primarily represent property tax allocations and library fines and fees collected from patrons.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $1.0 million primarily due to increases in Operating Expenses of $462,268 to purchase new materials, Staffing Expenses of $396,136 related to the addition of 20 limited term positions which will replace some temporary help services, and $98,500 in Capital Expenditures to purchase a new Adventure Bus to replace the existing vehicle that can no longer be driven due to emission standards. Sources are increasing by $617,461 due to an increase in property tax allocations.

ANALYSIS OF FUND BALANCE

The department will be utilizing $2.9 million of Fund Balance for one-time expenditures 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 along with networking devices for connectivity. In addition to these expenses, the department will be purchasing several pieces of equipment to replace existing items including one camera system, a virtual server, two book drops, and additional new items that include a book sorter, two self-checkout units, one set of radio frequency identification security gates, and an Ethernet switch. Fund Balance Available Reserves are used to maintain a minimum 20% reserve for unforeseen or one-time expenditures.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Branch Administration	24	0	-2	1	23	0	23
Library Region 1	86	10	0	19	115	13	102
Library Region 2	106	5	0	-20	91	8	83
Library Region 3	82	5	0	0	87	11	76
Total	298	20	-2	0	316	32	284

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $8.2 million fund 316 budgeted positions of which 284 are regular positions and 32 are limited term positions. The budget includes a net increase of 18 budgeted positions. This includes the addition of 20 limited term positions (public service employees) to assist with filling staff vacancies while recruitments are in process, in an effort to reduce reliance on temporary help services. In addition, two positions are transferred to the Community Services budget unit as they perform administrative duties for all departments within the Community Services Group.

Bloomington Library Reserve

DESCRIPTION OF MAJOR SERVICES

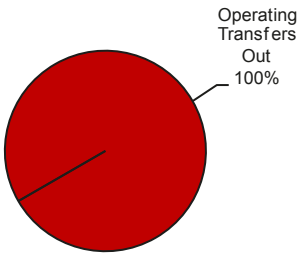
The Bloomington Library was opened in May 2016 as part of the Bloomington Intergenerational Housing Project and provides public library services to the residents of the unincorporated community of Bloomington and surrounding areas. Due to the Bloomington Library being co-located within the housing project, 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

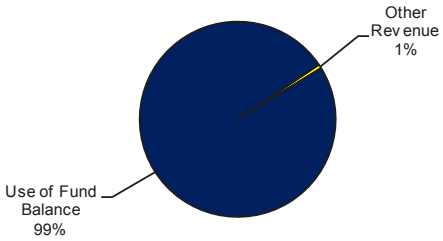
Total Requirements (Excl. Reimb.)	$227,380
Total Sources (Incl. Reimb.)	$1,500
Use of/ (Contribution to) Fund Balance	$225,880
Total Staff	0

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: County Library
FUND: Bloomington Library Reserve

BUDGET UNIT: SZC CLB
FUNCTION: Education
ACTIVITY: Library

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	0	0	0	0	0	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
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	176,900	0	227,380	**50,480**
Total Requirements	0	0	0	176,900	0	227,380	**50,480**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	176,424	550	49,784	1,500	**950**
Total Revenue	0	0	176,424	550	49,784	1,500	**950**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	0	0	176,424	550	49,784	1,500	**950**
Fund Balance							
Use of / (Contribution to) Fund Balance**	0	0	(176,424)	176,350	(49,784)	225,880	**49,530**
Available Reserves				75		329	**254**
Total Fund Balance				176,425		226,209	**49,784**
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 2017-18 ADOPTED BUDGET

Requirements of $227,380 represent Operating Transfers Out to the County Library budget unit for potential building repairs at the Bloomington Library. Sources of $1,500 is annual interest earned on cash in the fund.

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating Transfers Out are increasing by $50,480 primarily due to additional reserve funds received in the prior year from the Related California real estate firm for future building repairs. Sources are increasing by $950, 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 building. Use of Fund Balance totaling $225,880 is budgeted in 2017-18 in case an emergency repair is needed, to minimize the impacts to Bloomington Library patrons.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

COUNTY MUSEUM

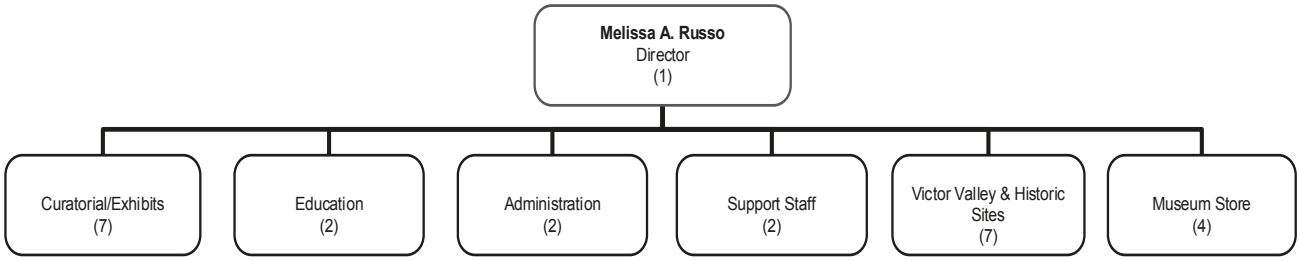
Melissa A. Russo

DEPARTMENT MISSION STATEMENT

Through the lens of the region's dynamic cultural and natural history, the San Bernardino County Museum develops visitors' appreciation of our diverse regional identity to spark their curiosity, to stimulate inquiry, to challenge their assumptions, and to invite them to contribute to our common future.



ORGANIZATIONAL CHART



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
County Museum	3,481,036	367,945	3,113,091			21
Total General Fund	3,481,036	367,945	3,113,091	0	0	21
Enterprise Fund						
Museum Store	107,410	77,500			29,910	4
Total Enterprise Fund	107,410	77,500	0	0	29,910	4
Total - All Funds	3,588,446	445,445	3,113,091	0	29,910	25

2016-17 MAJOR ACCOMPLISHMENTS

- Exceeded performance measure to secure funding support from the Museum Association which provided $287,212 for museum exhibits, programs and initiatives.
- Developed a five-year Strategic Plan, including a new museum mission statement, with the broad participation of other County departments, community stakeholders, and the Museum Association.
- Opened 14 new temporary and quasi-permanent exhibits. Exhibits opened at the Redlands Museum include: "Stitches in Time: Quilts & Coverlets," "Birdwatching at the Museum," "Over Here, Over There: In Times of War," "Visions of Southern California: the Midcentury Modern Designs of Paul Revere Williams and Maria Fisk," "Sacred Earth," "Hall of BioDiversity" and "Beauty and the Beast: California Wildflowers and Climate Change." Exhibits opened at the Victor Valley Museum include: "Mysteries in the Museum," "California Bling," Sacred Earth," "Magnificent Minerals," "Art of Sadie Patterson," "Women Over 50," and "CuriousCity."
- Introduced the first annual Dome Talks to bring five nationally recognized speakers and authors to the museum to engage in community conversations on topics relevant to the region.

- Partnered with the Museum Association and Friends of Victor Valley Museum to develop successful member, public, and media events including: Train Days, the Great ShakeOut, May the 4th (collaboration with area museums), Insectival, Santa's PJ Party, Youth Art Workshops, Summer Movie Nights and Summer Explorer Camps.
- Completed move of offsite collections storage to space with improved climate control and shelving.
- Transferred ownership of the Daggett Stone Hotel to Daggett Historical Society.
- Participated in the national Bank of America Museums on Us program.
- Renovated and updated museum-wide wayfinding and interpretive signage.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Number of entities participating in public safety and college and career readiness programming at County Museum.	N/A	50	53	54
STRATEGY	Implement events that educate the public on current issues around public safety and interest, like earthquakes, drought, flood, climate, to improve resiliency, adaptation, and inspire preparedness and practice amongst homes, schools, and organizations.					
STRATEGY	Develop and implement programming for field trip, out-of-school and after school students to develop an education pipeline to college and career readiness.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**	Number of general attendees visiting the Redlands Museum.	54,212	56,000	57,203	59,000
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**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Develop a long-term budget plan which brings County operations into both fiscal and programmatic balance, including full funding of reserves for infrastructure and operating system maintenance and replacement.**	Secure programmatic and special event funding support from the Museum Association.	$76,087	$85,000	$287,212	$100,000
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

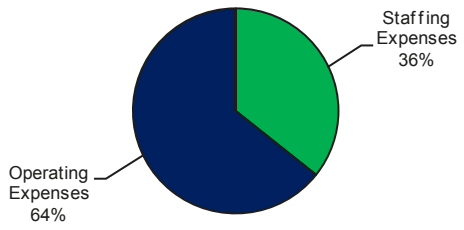
The County Museum (Museum) is an accredited regional museum in California and provides enhanced "Quality of Life" for County and regional residents. The Museum is comprised of the following focus areas: Anthropology, History, Earth Sciences, Integrated Sciences, and Visitor Engagement. All areas enhance public learning through exhibits and public and educational programming and activities for families, individuals, and school groups at the main Museum facility in Redlands, Victor Valley Museum in Apple Valley, and five historic sites: Agua Mansa Cemetery in Colton, Casa de Rancho Cucamonga (John Rains House) in Rancho Cucamonga, 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.

Budget at a Glance

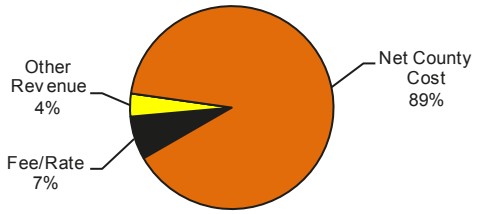
Total Requirements (Excl. Reimb.)	$3,481,036
Total Sources (Incl. Reimb.)	$367,945
Net County Cost	$3,113,091
Total Staff	21
Funded by Net County Cost	89%

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

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

BUDGET UNIT: AAA CCM
FUNCTION: Recreation & Cultural
ACTIVITY: Culture

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	1,470,764	894,191	922,713	1,190,367	1,070,164	1,242,928	**52,561**
Operating Expenses	1,598,512	1,886,279	2,509,495	2,930,736	2,834,106	2,238,108	**(692,628)**
Capital Expenditures	0	0	0	15,000	10,492	0	**(15,000)**
Total Exp Authority	3,069,276	2,780,470	3,432,208	4,136,103	3,914,762	3,481,036	**(655,067)**
Reimbursements	(66,000)	0	0	0	0	0	**0**
Total Appropriation	3,003,276	2,780,470	3,432,208	4,136,103	3,914,762	3,481,036	**(655,067)**
Operating Transfers Out	0	0	0	55,000	55,000	0	**(55,000)**
Total Requirements	3,003,276	2,780,470	3,432,208	4,191,103	3,969,762	3,481,036	**(710,067)**
Sources							
Taxes	0	60	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	484,603	381,597	274,511	223,000	276,208	240,445	**17,445**
Other Revenue	101,287	445,757	215,410	396,376	413,606	127,500	**(268,876)**
Total Revenue	585,890	827,414	489,921	619,376	689,813	367,945	**(251,431)**
Operating Transfers In	0	0	0	0	2,500	0	**0**
Total Financing Sources	585,890	827,414	489,921	619,376	692,313	367,945	**(251,431)**
Net County Cost	2,417,386	1,953,056	2,942,287	3,571,727	3,277,449	3,113,091	**(458,636)**
Budgeted Staffing*	22	21	22	22	22	21	**(1)**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Staffing Expenses of $1.2 million fund 21 positions that provide program services and oversight for the main Museum facility in Redlands, Victor Valley Museum in Apple Valley, and five historic sites throughout the County. Operating Expenses of $2.2 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 $367,945 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 of $588,097 to support operations.

Requirements are decreasing by $710,067 primarily due to one-time allocations of Net County Cost to fund accreditation activities for the Museum in 2016-17. Sources are decreasing by $251,431 primarily due to one-time funding from the Museum Association from a bequest for the Caves and Lakes exhibit in 2016-17.



2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 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	-1	0	7	6	1
Total	22	0	-1	0	21	6	15

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $1.2 million fund 21 budgeted positions of which 15 are regular positions and 6 are limited term positions. One Contract Site Manager position was deleted due to the transfer of the Daggett Stone Hotel to the Daggett Historical Society.

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.

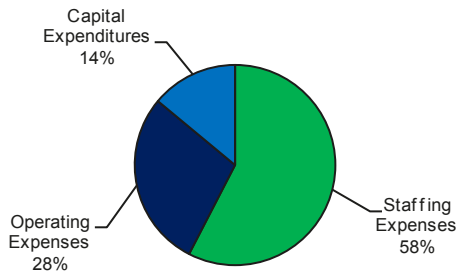
Budget at a Glance

Total Requirements (Excl. Reimb.)	$107,410
Total Sources (Incl. Reimb.)	$77,500
Use of / (Contribution To) Net Position	$29,910
Total Staff	4

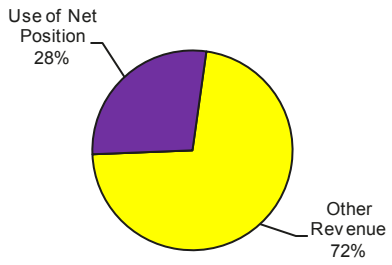
The Museum Store provides important information to patrons regarding current exhibitions in the Museum and enhances lifelong learning for families and adult audiences. The Museum Store continues to develop its operations and product offerings to ensure sales correspond with new exhibits, services, and new programs. Alternative store products will continue to be introduced and evaluated to maintain a positive cash balance.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

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

BUDGET UNIT: EMM CCM
FUNCTION: Recreation & Cultural
ACTIVITY: Recreation Facilities

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	3,144	16,479	21,425	32,777	31,324	61,845	**29,068**
Operating Expenses	23,962	20,999	21,373	35,315	23,970	30,565	**(4,750)**
Capital Expenditures	0	0	0	12,000	0	15,000	**3,000**
Total Exp Authority	27,106	37,478	42,798	80,092	55,294	107,410	**27,318**
Reimbursements	0	0	0	0	(33,700)	0	**0**
Total Appropriation	27,106	37,478	42,798	80,092	21,594	107,410	**27,318**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	27,106	37,478	42,798	80,092	21,594	107,410	**27,318**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	83,767	64,304	54,952	68,092	60,936	77,500	**9,408**
Total Revenue	83,767	64,304	54,952	68,092	60,936	77,500	**9,408**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	83,767	64,304	54,952	68,092	60,936	77,500	**9,408**
Net Position							
Use of/ (Contribution to) Net Position**	(56,661)	(26,826)	(12,154)	12,000	(39,342)	29,910	**17,910**
Est. Net Position Available						74,432	
Total Est. Unrestricted Net Position						104,342	
Budgeted Staffing*	1	2	3	3	3	4	**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 2016-17 Final Budget and 2016-17 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 2017-18 ADOPTED BUDGET

Staffing Expenses of $61,845 fund two part-time regular positions and two part-time limited term positions that operate the Museum Store. Operating Expenses of $30,565 are for purchases of inventory for resale. Capital Expenditures of $15,000 are related to purchases of hardware to replace the current point-of-sale (POS) system that no longer meets the needs of the store. Sources of $77,500 are from revenue generated from novelty items/souvenir sales, books and publications, and funding from the Museum Association to partially fund a limited term position.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $27,318 primarily due to an increase in Staffing Expenses of $29,068 that reflects the addition of 1 limited term position.

Sources are increasing by $9,408 as a result of the Museum Association partially funding the new limited term position.

ANALYSIS OF NET POSITION

Use of Net Position of $29,910 funds the replacement of the POS system in the Museum Store and at the front desk, improving inventory tracking, reporting capabilities and overall functionality, as well as funding one-half of the new limited term position in conjunction with the Museum Association's support to fund one-time projects.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Museum Store	3	1	0	0	4	2	2
Total	3	1	0	0	4	2	2

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $61,845 fund 4 budgeted positions of which 2 are regular positions and 2 are limited term positions. The budget includes the addition of 1 limited term employee to accomplish special projects for the Museum Store and Museum.



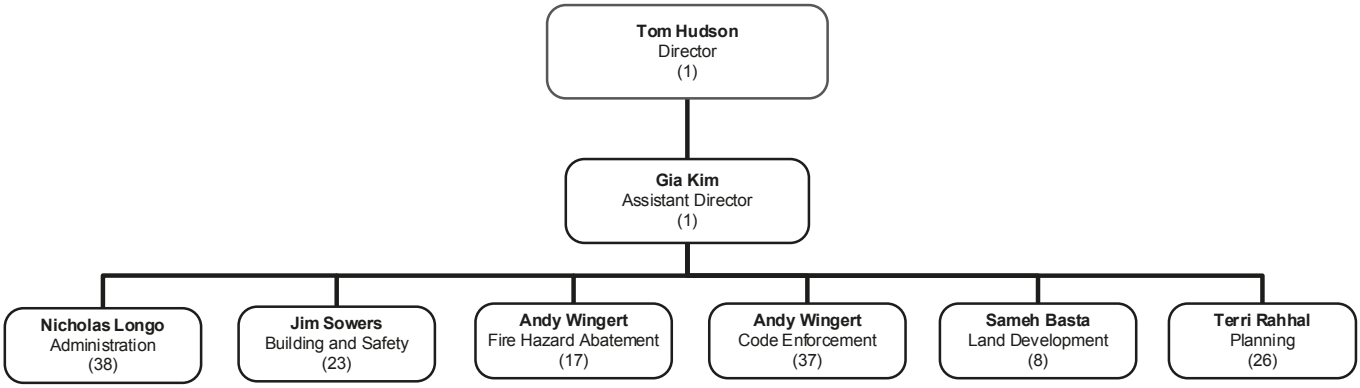
LAND USE SERVICES
Tom Hudson

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



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Administration	1,326,409	0	1,326,409			40
Planning	6,412,700	1,902,000	4,510,700			26
Building & Safety	5,735,018	5,083,000	652,018			23
Code Enforcement	5,458,449	763,500	4,694,949			37
Fire Hazard Abatement	2,687,251	2,372,273	314,978			17
Land Development	975,674	295,000	680,674			8
Total General Fund	22,595,501	10,415,773	12,179,728			151
Total - All Funds	22,595,501	10,415,773	12,179,728	0	0	151

2016-17 MAJOR ACCOMPLISHMENTS

- Received three NACo awards for the San Bernardino County Partnership for Renewable Energy and Conservation (SPARC) Forum community engagement web site, the Building Regulations and Standards Summary (BRASS) report and a new streamlined permit program for solar energy systems.
- Lead the establishment of a bi-county solar energy system permit program with consistent standards and plan review procedures in San Bernardino County, Riverside County, and the City of Riverside.

- Completed an extensive public engagement program to determine community goals and priorities through a series of 66 workshops in 27 communities throughout the County.
- Completed a major business process reorganization in the Code Enforcement Division in which staff are no longer assigned to regions, but to sections focusing on specific business processes such as, but not limited to: a team of first responders to handle all routine complaints which has resulted in the majority (70%) of the complaints received by Code Enforcement being closed at a much faster rate; a permitting team who handle the issuance of all types of permits; and a special programs team who address all transient violations of County Code, such as illegal dumping, illegal vending and vehicle sales enforcement.
- Continued work on the EZ-Online Permitting System (Accela) for Phase I processes which launches in July 2017.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 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%	92%	80%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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).	83%	80%	82%	80%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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).	78%	80%	85%	80%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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%	100%	80%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms.					



DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 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).	98%	80%	98%	85%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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).	95%	80%	98%	85%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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) .	86%	70%	76%	70%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms.					
COUNTY GOAL: ENSURE DEVELOPMENT OF A WELL-PLANNED, BALANCED, AND SUSTAINABLE COUNTY		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Ensure the County's approach to development recognizes the diverse character of County unincorporated areas.**	Complete 100% of the following Countywide Plan tasks: 1. Web-based mapping and database development; 2. Website development and launch; 3. Finalize scenario model for CEQA analysis; 4. County Policy Plan; 5. County Business Plan; and 6. Draft and Final	95%	100%	98%	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	Prepare for review and adoption of elements and associated web content for the Countywide Plan.					

Administration

DESCRIPTION OF MAJOR SERVICES

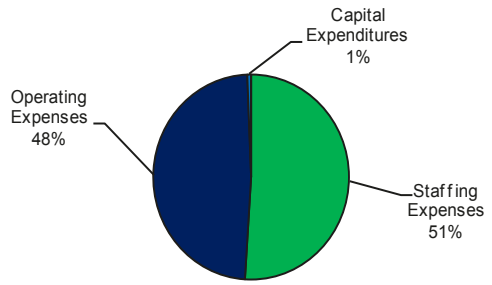
The Administration division provides centralized fiscal services, personnel, and customer service support to all divisions and offices throughout Land Use Services.

Budget at a Glance

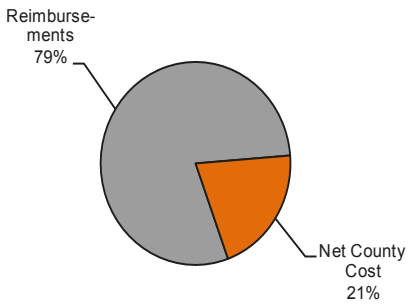
Total Requirements (Excl. Reimb.)	$6,409,067
Total Sources (Incl. Reimb.)	$5,082,658
Net County Cost	$1,326,409
Total Staff	40
Funded by Net County Cost	21%

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

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

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	2,592,364	2,528,765	2,684,008	2,745,799	2,745,799	3,268,849	**523,050**
Operating Expenses	1,920,197	4,169,156	2,671,037	3,621,554	3,592,513	3,100,218	**(521,336)**
Capital Expenditures	634,950	0	0	34,881	34,880	40,000	**5,119**
Total Exp Authority	5,147,511	6,697,921	5,355,045	6,402,234	6,373,193	6,409,067	**6,833**
Reimbursements	(4,040,418)	(4,437,582)	(3,775,964)	(4,751,857)	(4,751,857)	(5,082,658)	**(330,801)**
Total Appropriation	1,107,093	2,260,340	1,579,082	1,650,377	1,621,336	1,326,409	**(323,968)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	1,107,093	2,260,340	1,579,082	1,650,377	1,621,336	1,326,409	**(323,968)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	22,107	0	0	0	0	**0**
Total Revenue	0	22,107	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	0	22,107	0	0	0	0	**0**
Net County Cost	1,107,093	2,238,233	1,579,082	1,650,377	1,621,336	1,326,409	**(323,968)**
Budgeted Staffing*	37	36	38	38	38	40	**2**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Staffing Expenses of $3.3 million fund 40 budgeted positions, of which three are limited term. Operating Expenses of $3.1 million include $1.3 million for applications development and direct labor charges primarily related to the Accela Permitting System upgrade and implementation, $95,627 in licensing fees for the department's electronic document review software and Enterprise Agreement, $1.4 million for labor related to technology maintenance, facilities maintenance charges, data processing charges, legal services and other expenses, and $349,868 for COWCAP charges. Reimbursements of $5.1 million are primarily comprised of transfers in from the other Land Use Services budget units for administrative support.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $323,968, 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 $523,050 is primarily due to the addition of one Staff Analyst II and one Land Use Services Coordinator from the Planning Division.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Administration	38	2	0	0	40	3	37
Total	38	2	0	0	40	3	37

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $3.3 million fund 40 budgeted positions of which 37 are regular positions and 3 are limited term positions. Changes in staffing include the addition of 1 Staff Analyst II position and 1 Land Use Services Coordinator position from the Planning Division. These changes will enable the department to continue to improve customer service delivery and support throughout the various divisions of Land Use Services.



Planning

DESCRIPTION OF MAJOR SERVICES

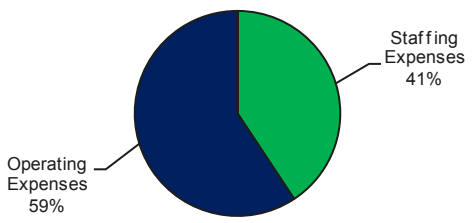
The Planning Division oversees land use, community design, and industrial, commercial, and residential development. Planning facilitates the review, processing, and approval of applications for land use and land divisions within the County unincorporated areas; oversees General Plan implementation, updates and annual reports as required by law; maintains, updates, and interprets the Development Code; serves as the County lead for California Environmental Quality Act (CEQA) compliance, oversees the preparation of environmental reports for private and capital improvement projects; reviews and processes mining and reclamation plans in compliance with Surface Mining and Reclamation Act (SMARA); and conducts annual mine inspections to ensure adequate reclamation financial assurances for mining operations.

Budget at a Glance

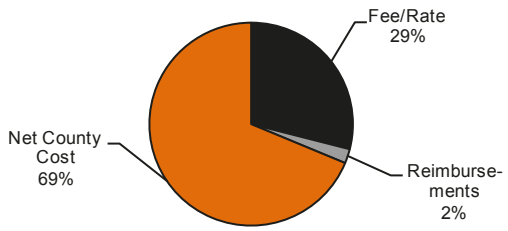
Total Requirements (Excl. Reimb.)	$6,562,700
Total Sources (Incl. Reimb.)	$2,052,000
Net County Cost	$4,510,700
Total Staff	26
Funded by Net County Cost	69%

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

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

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	1,732,320	2,111,326	2,177,629	2,764,171	2,220,494	2,671,366	**(92,805)**
Operating Expenses	3,179,318	8,843,851	5,906,917	4,952,793	4,952,793	3,891,334	**(1,061,459)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	4,911,638	10,955,177	8,084,546	7,716,964	7,173,287	6,562,700	**(1,154,264)**
Reimbursements	(320,172)	(17,224)	(455,002)	(194,849)	(194,859)	(150,000)	**44,849**
Total Appropriation	4,591,466	10,937,953	7,629,544	7,522,115	6,978,428	6,412,700	**(1,109,415)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	4,591,466	10,937,953	7,629,544	7,522,115	6,978,428	6,412,700	**(1,109,415)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	112,040	507,999	399,892	0	(625)	0	**0**
Fee/Rate	2,473,615	2,350,023	2,473,442	2,445,000	1,431,380	1,902,000	**(543,000)**
Other Revenue	10,109	102,579	302,520	150,000	500,277	0	**(150,000)**
Total Revenue	2,595,764	2,960,601	3,175,854	2,595,000	1,931,032	1,902,000	**(693,000)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	2,595,764	2,960,601	3,175,854	2,595,000	1,931,032	1,902,000	**(693,000)**
Net County Cost	1,995,701	7,977,352	4,453,690	4,927,115	5,047,396	4,510,700	**(416,415)**
Budgeted Staffing*	26	31	31	29	29	26	**(3)**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Staffing Expenses of $2.7 million fund 26 budgeted positions, of which 22 are regular positions and 4 are limited term. Operating Expenses of $3.9 million include $1.3 million in professional services related to the utilization of consultant services, $125,428 for COWCAP, $435,000 in County Counsel expenses related to legal aspects of various planning projects, and $1.6 million in transfers to Land Use Services – Administration budget unit for administrative support.

Sources of $1.9 million include $1.1 million in revenues from applicants for project expenses and $800,000 in fees for current services.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $1.1 million primarily due to a reduction in the use of one-time funding for the Morongo Basin Cultural Plan ($150,000), the Environmental Element ($101,250), vehicle replacement ($50,000), a reduction in professional services ($254,500), the transfer of two positions to the Land Use Services - Administrative budget unit ($208,087), and the reduction in outside legal services ($377,000).

Sources are decreasing by $693,000 primarily as a result of the completion of projects and varying demand for Environmental Impact Report Consultant projects. These are subject to the volume of development applications received that require this service and can increase or decrease dependent upon project need.



2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Planning	29	0	-3	0	26	4	22
Total	29	0	-3	0	26	4	22

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $2.7 million fund 26 budgeted positions, of which 22 are regular positions and 4 are limited term. Changes in staffing include the deletion of 1 Contract Advance Planning Analyst, 1 Staff Analyst II and 1 Land Use Services Coordinator that will be transferred to the Land Use Services - Administrative budget unit. The deletions do not impact the workload to support the General Plan Update as the workload has been reduced and absorbed by existing staff. The Staff Analyst II and Land Use Services Coordinator positions are transferring to the Land Use Services - Administrative budget unit and reflect streamlining customer service delivery and support to the various divisions of Land Use Services.

Building & Safety

DESCRIPTION OF MAJOR SERVICES

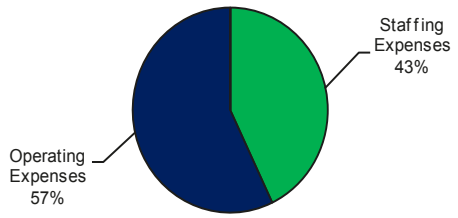
Building and Safety administers construction and occupancy standards to safeguard life, health, and property in the unincorporated areas of the County. The Division applies state law and County ordinances and inspects the construction, alteration, relocation, demolition, repair, occupancy, and use of buildings and structures to ensure compliance.

Budget at a Glance

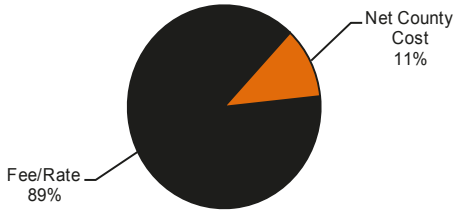
Total Requirements (Excl. Reimb.)	$5,737,702
Total Sources (Incl. Reimb.)	$5,085,684
Net County Cost	$652,018
Total Staff	23
Funded by Net County Cost	11%

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	1,444,114	1,340,231	1,637,580	1,864,781	1,864,781	2,462,360	**597,579**
Operating Expenses	2,607,926	3,387,203	3,913,023	4,139,179	4,108,851	3,275,342	**(863,837)**
Capital Expenditures	0	0	0	53,006	49,800	0	**(53,006)**
Total Exp Authority	4,052,040	4,727,434	5,550,603	6,056,966	6,023,431	5,737,702	**(319,264)**
Reimbursements	0	(92,624)	(28,176)	(24,993)	(24,992)	(2,684)	**22,309**
Total Appropriation	4,052,040	4,634,810	5,522,427	6,031,973	5,998,438	5,735,018	**(296,955)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	4,052,040	4,634,810	5,522,427	6,031,973	5,998,438	5,735,018	**(296,955)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	5,517,750	5,248,436	5,177,110	5,431,424	5,671,126	5,080,000	**(351,424)**
Other Revenue	2,739	18,420	75,192	11,000	53,071	3,000	**(8,000)**
Total Revenue	5,520,488	5,266,856	5,252,302	5,442,424	5,724,197	5,083,000	**(359,424)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	5,520,488	5,266,856	5,252,302	5,442,424	5,724,197	5,083,000	**(359,424)**
Net County Cost	(1,468,448)	(632,046)	270,125	589,549	274,242	652,018	**62,469**
Budgeted Staffing*	21	23	21	23	23	23	**0**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Staffing Expenses of $2.5 million fund 23 budgeted positions. Operating Expenses of $3.3 million are comprised mostly of transfers to Land Use Services – Administration budget unit for administrative support, vehicle services charges, COWCAP, and consultants.

Sources of $5.1 million are primarily related to fees charged for permit and plan reviews.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $296,955 primarily due to a one-time vehicle purchase in 2016-17, and a decreased seasonal need for consultants in support of plan review and permit inspections.

Staffing Expenses are increasing, and Operational Expenses are decreasing, as a result of transfers of appropriation totaling $580,928 from Staffing Expenses to Operating Expenses in 2016-17. These transfers funded consultant services due to staffing vacancies, and transfers to Land Use Administration for higher than anticipated administrative support.

Sources are decreasing by $359,424 primarily due to anticipated decreases in permit and plan review fee volume.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Building & Safety	23	0	0	0	23	0	23
Total	23	0	0	0	23	0	23

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $2.5 million fund 23 budgeted regular positions. There are no budgeted staffing changes.



Code Enforcement

DESCRIPTION OF MAJOR SERVICES

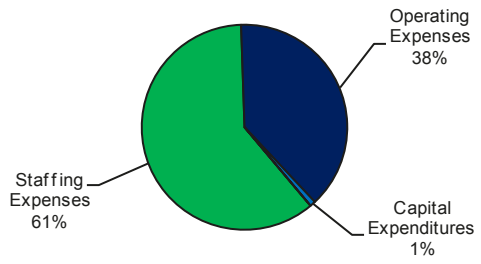
Code Enforcement administers programs designed to protect the public's safety, welfare, and property through enforcement of County ordinances and state laws related to housing and property.

Budget at a Glance

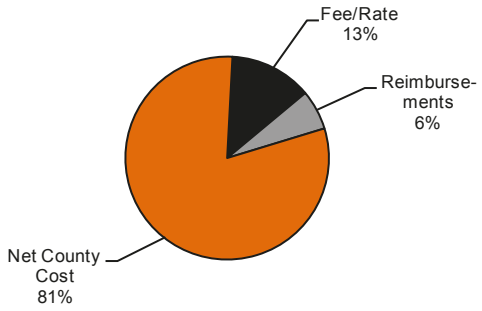
Total Requirements (Excl. Reimb.)	$5,828,451
Total Sources (Incl. Reimb.)	$1,133,502
Net County Cost	$4,694,949
Total Staff	37
Funded by Net County Cost	81%

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	2,969,924	2,665,772	2,922,007	3,289,463	3,071,057	3,530,792	**241,329**
Operating Expenses	2,573,586	2,713,123	3,035,835	3,272,789	2,048,778	2,245,659	**(1,027,130)**
Capital Expenditures	0	0	10,348	200,004	149,399	52,000	**(148,004)**
Total Exp Authority	5,543,510	5,378,895	5,968,191	6,762,256	5,269,233	5,828,451	**(933,805)**
Reimbursements	(346,422)	(387,232)	(384,523)	(907,944)	(348,585)	(370,002)	**537,942**
Total Appropriation	5,197,088	4,991,663	5,583,668	5,854,312	4,920,648	5,458,449	**(395,863)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	5,197,088	4,991,663	5,583,668	5,854,312	4,920,648	5,458,449	**(395,863)**
Sources							
Taxes	32,840	3	3	0	2	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	39,990	39,462	0	**(39,990)**
Fee/Rate	599,493	568,703	681,937	654,098	951,189	760,000	**105,902**
Other Revenue	4,492	160,239	194,787	500	15,708	3,500	**3,000**
Total Revenue	636,825	728,945	876,727	694,588	1,006,361	763,500	**68,912**
Operating Transfers In	0	278,084	0	0	0	0	**0**
Total Financing Sources	636,825	1,007,029	876,727	694,588	1,006,361	763,500	**68,912**
Net County Cost	4,560,263	3,984,634	4,706,941	5,159,724	3,914,288	4,694,949	**(464,775)**
Budgeted Staffing*	28	30	33	35	35	37	**2**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Staffing Expenses of $3.5 million fund 37 regular positions. Operating Expenses of $2.2 million include $500,000 for the demolition of derelict properties, $122,670 for graffiti abatement contracts, $100,000 for the Short-Term Rental Hotline, and $61,000 for blight abatement. Other major expenditures include $357,500 in vehicle service charges and the purchase of two new vehicles, $40,000 for illegal dumping enforcement, $564,098 which includes COWCAP, facilities charges, data processing charges, legal services and other expenses and $500,391 in transfers to Land Use Services – Administration division budget unit for administrative support.

Sources of $763,500 are primarily related to administrative citations and home rental permits.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $395,863 primarily due to the decrease in one-time expenses for demolition of structures from the Blue Cut Fire.

Sources are increasing by $68,912 primarily due to the increased number of Short-Term Rental applications and changes in code enforcement billing processes.



2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Code Enforcement	35	2	0	0	37	0	37
Total	35	2	0	0	37	0	37

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $3.5 million fund 37 budgeted regular positions. The budget includes an increase of 2 budgeted positions. The addition of 2 Code Enforcement Officer II positions is necessary to provide additional support to the Short-Term Rental and Demolition programs. This will allow the division to meet the growing demand for case management for these programs.

Fire Hazard Abatement

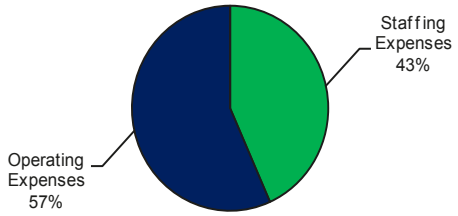
DESCRIPTION OF MAJOR SERVICES

Fire Hazard Abatement enforces the Fire and Hazardous Trees Ordinance in the unincorporated portions of the County and provides contract services to specified cities and fire districts within the County.

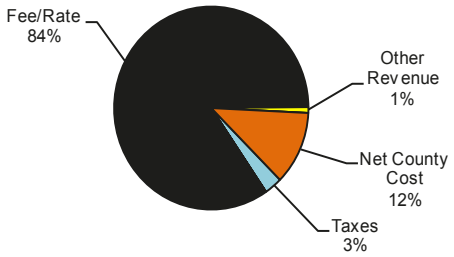
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$2,687,251
Total Sources (Incl. Reimb.)	$2,372,273
Net County Cost	$314,978
Total Staff	17
Funded by Net County Cost	12%

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

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

BUDGET UNIT: AAA WAB
FUNCTION: Public Protection
ACTIVITY: Protective Inspection

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	795,217	779,801	738,743	1,052,045	826,932	1,164,654	**112,609**
Operating Expenses	1,292,679	1,269,894	1,334,858	1,743,416	1,316,316	1,522,597	**(220,819)**
Capital Expenditures	0	0	0	50,000	49,800	0	**(50,000)**
Total Exp Authority	2,087,896	2,049,695	2,073,601	2,845,461	2,193,048	2,687,251	**(158,210)**
Reimbursements	(624)	0	0	0	(13,666)	0	**0**
Total Appropriation	2,087,272	2,049,695	2,073,601	2,845,461	2,179,382	2,687,251	**(158,210)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,087,272	2,049,695	2,073,601	2,845,461	2,179,382	2,687,251	**(158,210)**
Sources							
Taxes	69,756	122,685	71,899	80,000	64,197	80,000	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	1,803,319	1,935,313	1,796,874	2,436,073	1,784,110	2,267,273	**(168,800)**
Other Revenue	74,566	12,427	40,113	25,000	43,151	25,000	**0**
Total Revenue	1,947,640	2,070,425	1,908,885	2,541,073	1,891,458	2,372,273	**(168,800)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	1,947,640	2,070,425	1,908,885	2,541,073	1,891,458	2,372,273	**(168,800)**
Net County Cost	139,632	(20,730)	164,716	304,388	287,924	314,978	**10,590**
Budgeted Staffing*	15	17	14	17	17	17	**0**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Staffing Expenses of $1.2 million fund 17 budgeted positions, of which 15 are regular positions and 2 are limited term. Operating Expenses of $1.5 million include $620,000 for contract weed abatement services, $600,000 for transfers to Land Use Services – Administration and Code Enforcement budget units for administrative support, $100,000 for vehicle service charges, and $180,000 for general operating expenses. These expenses are necessary to identify and mitigate fire hazard risks throughout the County.

Sources of $2.4 million are primarily from contracts with cities and fire protection districts ($306,573), administrative citations ($280,000), and charges to property owners for abatement services ($1.0 million).

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and Sources are decreasing primarily due to a reduction in agricultural services as the 2017-18 season is projected to be an average rain season as compared to the previous season in which high rain totals necessitated increased abatement activity. This results in a reduction in projected fire hazard abatements and billing for services.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Fire Hazard Abatement	17	0	0	0	17	2	15
Total	17	0	0	0	17	2	15

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $1.2 million fund 17 budgeted positions of which 15 are regular positions and 2 are limited term. There are no budgeted staffing changes.



Land Development

DESCRIPTION OF MAJOR SERVICES

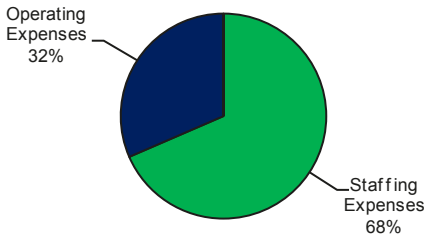
The Land Development division is responsible for review of local area drainage, grading plans, tentative, and final maps, conditioning of new developments and reviewing and processing improvement plans for roads and drainage facilities associated with land development projects in accordance with the San Bernardino County Development Code and General Plan within the County area.

Budget at a Glance

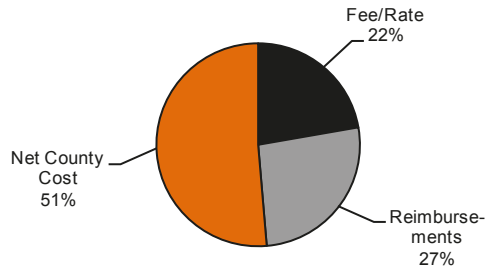
Total Requirements (Excl. Reimb.)	$1,325,674
Total Sources (Incl. Reimb.)	$645,000
Net County Cost	$680,674
Total Staff	8
Funded by Net County Cost	51%

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	926,966	817,417	851,765	945,850	774,379	907,932	**(37,918)**
Operating Expenses	242,936	409,325	306,669	363,833	330,421	417,742	**53,909**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	1,169,902	1,226,741	1,158,434	1,309,683	1,104,800	1,325,674	**15,991**
Reimbursements	(116,444)	(295,943)	(410,485)	(370,000)	(473,967)	(350,000)	**20,000**
Total Appropriation	1,053,458	930,798	747,949	939,683	630,833	975,674	**35,991**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	1,053,458	930,798	747,949	939,683	630,833	975,674	**35,991**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	452,648	464,348	341,508	281,112	280,527	295,000	**13,888**
Other Revenue	(118)	15,152	(2,568)	0	(17,345)	0	**0**
Total Revenue	452,530	479,499	338,940	281,112	263,182	295,000	**13,888**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	452,530	479,499	338,940	281,112	263,182	295,000	**13,888**
Net County Cost	600,928	451,299	409,008	658,571	367,650	680,674	**22,103**
Budgeted Staffing*	8	8	8	8	8	8	**0**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Staffing Expenses of $907,932 fund 8 budgeted regular positions. Operating Expenses of $417,742 include expenses for County Counsel, computer software, and transfers to Land Use Services – Administration budget unit for administrative support. Reimbursements of $350,000 are comprised mostly of transfers from the Building and Safety and Planning budget units for work performed.

Sources of $295,000 are primarily from fees for project-related expenses from applicants.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $35,991 primarily due to increases in Operating Expenses for administrative support from Land Use Services Administration. The Land Development division has continued to streamline the current operating processes to the development community, which includes consolidating the division's grading plan review with the Building and Safety Division's fees to streamline the fee process.

Sources are increasing by $13,888 as a result of anticipated increases in revenue from land development fee based applications for technical studies which are independent of applications submitted for planning projects.



2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 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 $907,932 fund eight budgeted regular positions. There are no budgeted staffing changes.

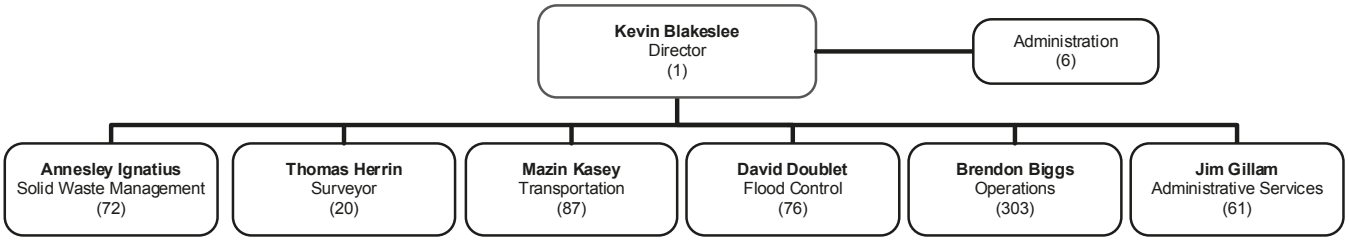
PUBLIC WORKS
Kevin Blakeslee

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



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Surveyor	3,190,773	2,540,375	650,398			22
Total General Fund	3,190,773	2,540,375	650,398			22
Special Revenue Funds						
DPW-Transportation-Consolidated	133,695,437	103,696,553		29,998,884		343
Survey Monument Preservation	80,635	80,000		635		0
Total Special Revenue Funds	133,776,072	103,776,553		29,999,519		343
Enterprise Funds						
Solid Waste - Consolidated	95,283,323	82,541,119			12,742,204	87
Total Enterprise Funds	95,283,323	82,541,119			12,742,204	87
Other Agencies						
Flood Control District - Consolidated	113,038,295	72,124,554		40,913,741		174
Flood Control District Equipment	4,766,500	2,510,000			2,256,500	0
Total Other Agencies	117,804,795	74,634,554		40,913,741	2,256,500	174
Total - All Funds	350,054,963	263,492,601	650,398	70,913,260	14,998,704	626

2016-17 MAJOR ACCOMPLISHMENTS

- Surveyor –
  - Implemented computer based map checking for Records of Survey and Corner Records review processes, which increased efficiency and expedited the process for more convenient turn-around of projects via e-mail or online submittal.
  - Improved the efficiency of aerial mapping and survey projects through the acquisition and implementation of unmanned aerial systems (UAS) equipment for use on selected projects.
  - Continued to provide support for Public Works GIS projects, including enhancements of the Public Works Storm Patrol Interface.
  - Continued work on preservation of survey monumentation for all Transportation and Flood Control projects administered.

- Solid Waste –
  - Completed 16 community cleanups with more planned through the end of June 2017.
  - Added eight new community partners to the Beverage Container Recycling Grant Program.
  - Operated Blue Cut Fire debris bin program by providing bins and debris disposal for cleanup of fire affected properties. Provided 50 bins to 26 individual properties to date.
  - Completed Capital improvement Projects at the Barstow and Big Bear Sanitary Landfills.
  - Received issuance of a Solid Waste Facility Permit for the lateral expansion at the Landers Sanitary Landfill increasing the disposal area from 44 acres to 92 acres, extending the site life to the year 2072.
  - Completed major improvements to the groundwater treatment system at the Mid-Valley Sanitary Landfill to include Soil Vapor Extraction of the vardose (unsaturated) zone, which has significantly increased the effectiveness of the system to remove volatile organic compounds from the underlying ground.
  - Received Regional Water Quality Control Board approval of the Notice of Non-Applicability to the State's Industrial Storm Water Quality Permit for the Landers Sanitary Landfill, reducing the requirements for best management practices to comply with the permit.

- Transportation –
  - Received federal authorization to proceed and expend $8.6 million in funding sources for the following projects:
    - Road resurfacing in the City of Needles (Segment N and 1A) - $5.2 million.
    - Design of the Glen Helen Bridge over the Cajon Wash - additional $266,000.
    - Construction of the National Trails Highway Bridge over Dola Ditch - $1.4 million.
    - Construction of the National Trails Highway Bridge over Lanzit Ditch - $1.7 million.
  - Awarded $200,000 from the Sustainability Planning Grant for active transportation infrastructure in the Morongo Basin.
  - Completed the following projects totaling $4.7 million:
    - Guardrail installation on 263rd Street – $100,000.
    - Widening of Slover Ave Phase II – $2.0 million.
    - Resurfaced 0.80 miles of the Trona Class I bike path - $43,000.
    - Reconstructed two miles of Spring Valley Lake Area roads – $1.4 million (Including - 8% City of Victorville share).
    - Construction and upgrades to ADA curb ramps in the South Bloomington Area – $750,000.
  - Reconstructed 0.89 miles of Ramona Avenue – $1.3 million (Including - 23% City of Chino share) and the Garnet Bridge – $4 million.
  - Prepared and applied chip seals to 214 miles of roadway at a total cost of $14.0 million (Chip Seals - $9.6 million, Preparation - $4.4 million).
  - Applied maintenance overlays to 84 miles - $9.9 million.

- Flood Control –
  - Completed the Wilson Creek Channel project in the City of Yucaipa - $1.1 million.
  - Executed an agreement with the San Bernardino Valley Water Conservation District for joint participation in the implementation of the Upper Santa Ana River Wash Land Management and Habitat Conservation Plan.
  - Prepared Dam Inundation Studies for eight Flood Control District facilities: Etiwanda Basin, Rich Basin, Alta Loma Basin No. 3, Sand Canyon Basin, West Badger Basin, North Badger Basin, Brush Basin, and Mac Quiddy Basin.
  - Upgraded 50 ALERT Legacy rain gauges to ALERT2 rain gauges which provide faster and more accurate transmission of data by automatically managing data transmission frequencies to avoid data collision.
  - Completed plans and specifications and advertisement for construction of the following projects:
    - San Sevaine Basin East Levee Embankment Reconfiguration, Fontana area.
    - Patton Basin Levee Embankment Reconfiguration, Highland/San Bernardino area.
    - Amethyst Basin Waterline Relocation, Victorville area.
  - Completed plans and specifications of the following projects:
    - Mojave River Phase II project, Victorville area.
    - Sand Creek/Warm Creek project, Highland area.
  - Completed acquisition of right-of-way for the Rimforest Basin project.
  - Executed an agreement with the City of Victorville for cost sharing of the Amethyst Basin Waterline Relocation project.
  - Obtained Board approval of environmental documents for seven major Capital Improvement Projects; West Fontana Channel, Bandicoot Basin, Oak Hills Basin, Donnell Basin, Desert Knolls Wash, Rimforest Storm Drain, and Amethyst Basin. These projects are estimated to total over $100 million in construction costs.
  - Received Proposition 1 Planning Grant to prepare a Regional Stormwater Resource Management Plan in the amount of $475,000.
  - Completed seven right-of-way surplus property sales totaling 20.44 acres and $898,300 in land value.



DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 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)	$33,348	$45,000	$41,649	$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**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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	2.2%	2.0%	2.49%	2.0%
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**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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	89.0%	85.0%	100.0%	85.0%
STRATEGY	Increase efficient use of financial resources by ensuring department construction projects are completed on time and within budget.					

Surveyor

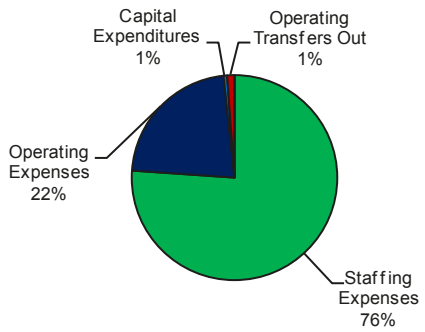
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$3,210,773
Total Sources (Incl. Reimb.)	$2,560,375
Net County Cost	$650,398
Total Staff	22
Funded by Net County Cost	20%

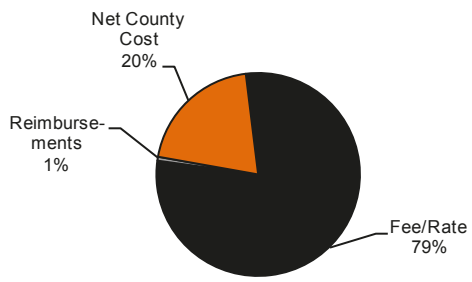
The function of the County Surveyor is to review subdivision maps as prescribed by state law, prepare legal descriptions and maps, perform design and construction surveys for various County departments, assist the public in matters relating to land boundaries, and ensure that sound surveying is used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

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Public Works - Surveyor
FUND: General

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	2,753,960	2,329,391	2,205,189	2,504,982	2,178,394	2,443,163	**(61,819)**
Operating Expenses	770,760	548,215	623,957	688,908	564,759	712,710	**23,802**
Capital Expenditures	129,483	0	175,735	141,000	121,510	18,000	**(123,000)**
Total Exp Authority	3,654,203	2,877,606	3,004,881	3,334,890	2,864,663	3,173,873	**(161,017)**
Reimbursements	(29,271)	(36,535)	(27,794)	(40,000)	(25,923)	(20,000)	**20,000**
Total Appropriation	3,624,932	2,841,071	2,977,087	3,294,890	2,838,740	3,153,873	**(141,017)**
Operating Transfers Out	0	0	10,524	36,900	2,892	36,900	**0**
Total Requirements	3,624,932	2,841,071	2,987,611	3,331,790	2,841,632	3,190,773	**(141,017)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	3,100,786	2,314,319	2,414,970	2,596,446	2,331,634	2,540,375	**(56,071)**
Other Revenue	371	22,915	3,014	25	0	0	**(25)**
Total Revenue	3,101,157	2,337,234	2,417,984	2,596,471	2,331,634	2,540,375	**(56,096)**
Operating Transfers In	0	0	75,728	0	0	0	**0**
Total Financing Sources	3,101,157	2,337,234	2,493,712	2,596,471	2,331,634	2,540,375	**(56,096)**
Net County Cost	523,775	503,837	493,899	735,319	509,997	650,398	**(84,921)**
Budgeted Staffing*	25	25	23	24	24	22	**(2)**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Requirements of $3.2 million primarily include $2.4 million in Staffing Expenses to fund 22 positions, Operating Expenses of $712,710 and Capital Expenditures of $18,000. Significant Operating Expenses include vehicle charges, professional services, central services, COWCAP, and transfers to fund administration and fiscal support provided by the Transportation Division and the Flood Control District. Capital Expenditures of $18,000 will fund two field computers 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 are decreasing by $141,017. The most notable changes are a decrease in Staffing Expenses of $61,819 primarily due to the deletion of one regular position and one limited term position, a decrease in Capital Expenditures of $123,000, and a decrease in Reimbursements of $20,000 from Flood Control District (Emergency Training and Storm Patrol) and Transportation (staff costs and indexing), offset by an increase in Operating Expenses of $23,802 primarily for purchasing safety equipment and supplies.

Sources are decreasing by $56,096 primarily due to the reduction of anticipated mapping and field survey work.

Net County Cost is decreasing by $84,921 primarily due to a reduction in one-time funding for costs associated with processing old Record of Surveys.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Surveyor Administration	1	0	0	0	1	0	1
Office Section	11	0	-1	0	10	0	10
Field Section	10	0	-1	0	9	0	9
Administrative Services	2	0	0	0	2	0	2
Total	24	0	-2	0	22	0	22

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $2.4 million fund 22 budgeted regular positions.

Two vacant positions (one regular and one limited term) are being deleted:

- Survey Party Chief (regular) in the Field Section is no longer necessary due to reduction in the number of field survey crews and redistributing workload among existing staff.
- Land Surveyor (limited term) in the Office Section was temporarily used to assist with various projects due to vacancies and is no longer necessary due to decrease in vacancies.



Survey Monument Preservation

DESCRIPTION OF MAJOR SERVICES

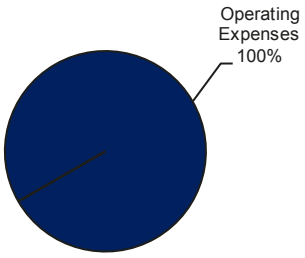
The Survey Monument Preservation budget unit was established to account for expenses incurred related to the retracement of re-monument surveys of major historical land division lines, upon which later surveys are based. These include, but are not limited to, surveys of government section lines, rancho 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

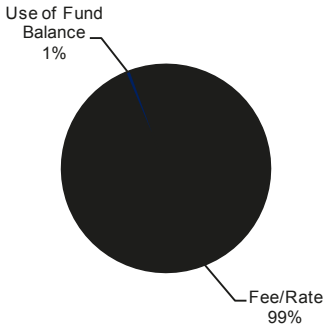
Total Requirements (Excl. Reimb.)	$80,635
Total Sources (Incl. Reimb.)	$80,000
Use of/ (Contribution to) Fund Balance	$635
Total Staff	0

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	52,297	411	80,516	365	80,635	**119**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	0	52,297	411	80,516	365	80,635	**119**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	52,297	411	80,516	365	80,635	**119**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	52,297	411	80,516	365	80,635	**119**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	64,760	64,110	80,230	80,000	73,670	80,000	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	64,760	64,110	80,230	80,000	73,670	80,000	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	64,760	64,110	80,230	80,000	73,670	80,000	**0**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(64,760)	(11,813)	(79,819)	516	(73,305)	635	**119**
Available Reserves				204,518		277,703	**73,185**
Total Fund Balance				205,034		278,338	**73,304**
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 2017-18 ADOPTED BUDGET

Operating Expenses of $80,635 are for services specifically related to retracement or re-monument surveys. Sources of $80,000 are from fees charged to the public for filing or recording specific types of grant deeds conveying real property.

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no significant changes to Requirements or Sources. Fund Balance is increasing by $73,304.

ANALYSIS OF FUND BALANCE

Use of Fund Balance of $635 will provide for one-time expenditures for County services in 2017-18. The monument preservation services are provided based on availability of staff resources and the available fund balance. Remaining Fund Balance of $277,703 is being set aside in Available Reserves for future services.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



DPW – Transportation Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

The Transportation division is responsible for the operation, maintenance, and improvement of the County's Maintained Road System (Road System) that currently includes approximately 2,550 miles of roadways. Additional activities include administration, planning, design, construction, environmental management, and traffic operations.

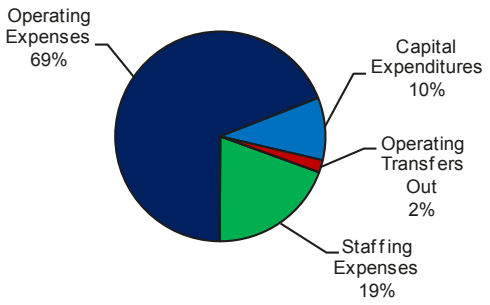
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$150,740,442
Total Sources (Incl. Reimb.)	$120,741,558
Use of/ (Contribution to) Fund Balance	$29,998,884
Total Staff	343

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 90 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.

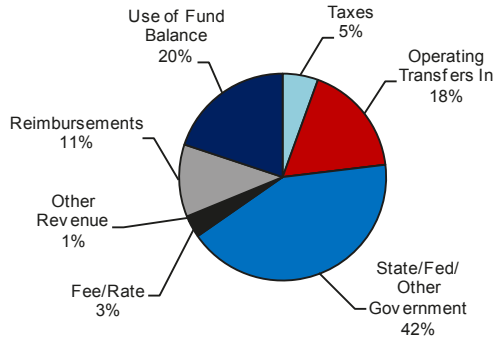
Road System improvements include roadway resurfacing, reconstruction, and other pavement improvement projects that further the County's goal of maintaining the pavement in good or better condition. Other services include construction of bridges, traffic signals, widening and infrastructure projects, including new roads, freeway interchanges, and railroad grade separations, in addition to seeking and securing other state and federal funding for construction projects.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

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

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	29,000,383	25,187,400	25,153,956	28,694,413	25,496,321	29,456,929	**762,516**
Operating Expenses	72,274,471	58,577,893	51,842,840	100,687,088	57,189,661	103,922,695	**3,235,607**
Capital Expenditures	4,655,084	4,751,154	2,971,414	9,829,000	839,422	14,487,000	**4,658,000**
Total Exp Authority	105,929,938	88,516,447	79,968,210	139,210,501	83,525,404	147,866,624	**8,656,123**
Reimbursements	(17,659,771)	(16,994,222)	(16,864,311)	(18,749,709)	(13,503,121)	(17,045,005)	**1,704,704**
Total Appropriation	88,270,167	71,522,225	63,103,899	120,460,792	70,022,284	130,821,619	**10,360,827**
Operating Transfers Out	629,116	111,399	355,761	14,186,384	13,072,051	2,873,818	**(11,312,566)**
Total Requirements	88,899,283	71,633,624	63,459,660	134,647,176	83,094,335	133,695,437	**(951,739)**
Sources							
Taxes	6,293,699	5,986,421	8,771,881	6,567,918	5,882,663	8,356,140	**1,788,222**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	75,539,535	62,435,379	44,341,325	68,073,388	47,947,926	63,655,522	**(4,417,866)**
Fee/Rate	9,348,611	8,305,520	4,648,474	5,531,784	6,488,840	4,020,798	**(1,510,986)**
Other Revenue	953,632	1,600,879	1,201,679	864,018	4,277,100	1,202,303	**338,285**
Total Revenue	92,135,477	78,328,199	58,963,359	81,037,108	64,596,528	77,234,763	**(3,802,345)**
Operating Transfers In	5,100,429	5,925,918	18,764,937	26,724,971	25,876,072	26,461,790	**(263,181)**
Total Financing Sources	97,235,906	84,254,117	77,728,296	107,762,079	90,472,601	103,696,553	**(4,065,526)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(8,336,623)	(12,620,493)	(14,268,636)	26,885,097	(7,378,266)	29,998,884	**3,113,787**
Available Reserves				70,567,288		75,041,140	**4,473,852**
Total Fund Balance				97,452,385		105,040,024	**7,587,639**
Budgeted Staffing*	345	341	341	347	347	343	**(4)**

*Data represents final budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

DETAIL OF 2017-18 ADOPTED BUDGET

	2017-18				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
Road Operations	114,569,331	86,486,980	28,082,351	31,692,145	343
Measure I	17,124,469	13,668,408	3,456,061	21,297,036	0
Facilities Development Plans	714,000	627,070	86,930	2,508,413	0
Regional Development Mitigation Plan	1,287,637	2,914,095	(1,626,458)	19,543,546	0
Total Special Revenue Funds	133,695,437	103,696,553	29,998,884	75,041,140	343

Road Operations has Requirements of $114.6 million including Staffing Expenses of $29.5 million to fund 343 positions; $85.0 million in Operating Expenses primarily include professional services, equipment usage, and material purchases for road construction and maintenance projects, vehicle maintenance, and transfers for labor/equipment usage within all Department of Public Works divisions which are offset by Reimbursements of $16.8 million. Remaining Requirements consist of Capital Expenditures ($14.5 million), which includes $3.7 million to purchase land and right-of-way needed for road construction projects and $10.7 million for replacement of heavy equipment needed for daily road operations and maintenance, and Operating Transfers Out ($2.5 million), which is primarily being transferred to the equipment fund to fund future equipment replacements and to



the Program Management Division for road yard improvement projects. Major road construction projects include: realignment and reconstruction of Needles Highway in the Needles area; multi-year structural improvements to 127 historically significant bridges on National Trails Highway; design and right-of-way activities on Interstate 10 at Cedar Avenue interchange project; design of the Baker Boulevard bridge at the Mojave River and Yermo Road bridge at the Manix wash; construction of Phase III of the trail system on the Santa Ana River; reconstruction of Institution Road in the Verdemont area; and construction of culverts on Lone Pine Canyon Road in the Wrightwood area.

Sources of $86.5 million include $57.4 million in State/Federal/Other Governmental Revenue which includes Gas Tax ($36.9 million) and other governmental revenue ($20.5 million) for pavement improvement and capital construction projects; and Operating Transfers In of $26.1 million which primarily consists of Discretionary General Funding for pavement improvement and capital projects. Additional sources of $3.0 million include revenue from the 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 $28.1 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 $17.1 million including Operating Expenses of $17.3 million which fund pavement preservation and improvement projects ($16.1 million), intersection improvements ($306,000), bridge replacement ($800,000), and bike path reconstruction ($92,000); offset by Reimbursements of $216,441 from Road Operations. Major pavement preservation projects include: surface seals, mills and overlays in the San Bernardino Valley and Victor Valley; and reconstruction projects including Etiwanda Avenue and Randall Avenue in the Fontana area, Luna Road in the Victorville area, and Park Boulevard in the Joshua Tree area.

Sources of $13.7 million include Measure I sales tax and interest earnings, and contributions from the State of California and San Bernardino County Transportation Authority for various reconstruction and bridge projects. Fund Balance of $3.5 million is being used for the projects noted above.

Facilities Development Plans has Requirements of $714,000 including Operating Expenses of $655,000 for the design of Shadow Mountain Road in the Helendale/Oro Grande Area, and the Rock Springs Road widening and bridge replacement over the Mojave River in the Southeast Apple Valley area; and Operating Transfers Out of $59,000 for right-of-way acquisition for Rock Springs Road. Sources of $627,070 consist of Highway Bridge Program Funding, development fees and interest earnings. Fund Balance of $86,930 is being used for the projects noted above.

Regional Development Mitigation Plan has Requirements of $1.3 million including Operating Expenses of $962,179 primarily for the reconstruction of Alabama at I-10 interchange and Operating Transfers Out of $325,458 for La Mesa Road. Sources of $2.9 million include development fees and interest earnings of $1.9 million, and Operating Transfers In of $325,458 for La Mesa Road. The Fund Balance will increase by $1.6 million and will be used to fund future projects.

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Requirements of $133.7 million consist of Staffing Expenses of $29.5 million; Operating Expenses of $103.9 million, predominantly for capital and pavement improvement projects ($67.2 million), equipment and material usage for maintenance activities ($12.4 million), administrative functions ($7.7 million), and Transfers ($16.6 million) which are offset by Reimbursements of $17.0 million as they fund internal labor and equipment usage; Capital Expenditures of $14.5 million for heavy equipment replacement and right-of-way purchases; and Operating Transfers Out of $2.9 million which is primarily a contribution to the equipment fund for future equipment replacements.

Sources of $103.7 million include $63.7 million in State/Federal/Other Government Revenue which includes Gas Tax ($36.9 million) and other governmental revenue for capital projects ($26.8 million); $26.5 million in Operating Transfers In which consists of Discretionary General Funding for pavement improvement and capital projects ($21.8 million), contributions to the equipment fund ($2.0 million), transfers from Regional Parks for Santa Ana River Trail ($2.1 million) and transfers from Measure I and Facilities and Regional Development Mitigation Plans for shares of various projects ($600,000); $8.4 million in Measure I sales tax; and $5.2 million in miscellaneous revenue including 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 decreasing by $951,739 due to a decrease in Operating Transfers Out of $11.3 million as a result of the use of one-time funds in 2016-17 to set aside reserves for a new Public Works building. This decrease is offset by an increase in Operating Expenses of $3.2 million, an increase in Staffing Expenses of $762,516 primarily due to negotiated salary increases, an increase in Capital Expenditures of $4.7 million for heavy equipment purchases, and a decrease in Reimbursements of $1.7 million as a result of a reduction in projects funded by Measure I and the Facilities and Regional Development Mitigation Plans.

Sources are decreasing by $4.1 million primarily due to a decrease in State/Federal/Other Governmental Aid of $4.4 million for road construction projects, a decrease in Operating Transfers In of $263,181, and a decrease in other miscellaneous sources of $1.2 million. These decreases are offset by an increase in Measure I revenue of $1.8 million.

ANALYSIS OF FUND BALANCE

Use of Fund Balance of $30.0 million is for one-time expenditures of $28.0 million. This $28.0 million of Fund Balance was generated from revenues that are dedicated to and reserved for the construction of transportation projects. The additional $2.0 million is for one-time expenditures for future equipment purchases to replace aging equipment, which are necessary for maintenance activities to keep the Road System investment from deteriorating. 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. The remaining Available Fund Balance Reserves of $75.0 million are set aside for one-time expenditures of capital projects of $74.4 million and technology systems improvements of $550,000.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Administration	5	0	-1	0	4	0	4
Design	26	0	0	0	26	2	24
Planning	21	0	0	0	21	1	20
Traffic	24	0	0	0	24	0	24
Operations	188	0	0	0	188	44	144
Contracts/Inspections	18	0	-3	0	15	0	15
Traffic Operations Services	22	0	0	0	22	1	21
Administrative Services	18	0	0	0	18	1	17
Permits	10	0	-1	0	9	0	9
Information Technology Services	7	1	0	0	8	2	6
Budget/Revenue Claiming	7	0	0	0	7	2	5
Environmental Management	1	0	0	0	1	1	0
Total	347	1	-5	0	343	54	289

*Detailed classification listing available in Appendix D.



STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $29.5 million fund 343 budgeted positions of which 289 are regular positions and 54 are limited term positions. This includes a net decrease of 4 positions.

A total of 1 regular position is added to the budget:

- Department Systems Engineer in Information Technology Services section is needed to meet ongoing high level technological support requirements.

A total of 5 positions (1 regular, 4 limited term) have been deleted from the budget:

- 1 Secretary II is no longer required due to departmental reorganization.
- 4 Contract Project Senior Inspectors are no longer needed.

PROPOSED 2017-18 ROAD MAINTENANCE AND REHABILITATION ACCOUNT (RMRA) PROJECTS

Senate Bill 1, the Road Repair and Accountability Act signed by the Governor in April 2017, will provide the County with additional transportation funding. Included in this funding are Road Maintenance and Rehabilitation Account (RMRA) funds, which will be continuously appropriated and is expected to begin flowing to counties in monthly apportionments from the State Controller's Office by February 2018. These new local RMRA funds are accompanied by additional reporting and eligibility requirements. In order to receive an apportionment of RMRA funding, counties must submit to the California Transportation Commission (CTC) an annual list of projects proposed to be constructed with RMRA funding. As part of the Maintenance of Effort (MOE) requirement, the County must also annually expend from the County General Fund for road maintenance and rehabilitation purposes no less than $2,617,854. The MOE is the annual average of its expenditures from the County General Fund during the fiscal years 2009-10, 2010-11, and 2011-12. This initial list shall be included as part of a county's budget and use of the funds shall remain flexible as long as the funds are only used on eligible projects. The initial list of proposed projects to be funded by RMRA funds is as follows:

SB 1 Project List
Project Starts in FY17/18

No.	Road Name	Limits	Project Description	Estimated Useful Life (Years)	Estimated Cost	Anticipated Construction Year
	OPS PROJECTS					
1	Havasu Lake Area Chip Seal	Various	Chip Seal	7 ~ 10	$450,000	FY 17/18
2	Big River Area Chip Seal	Various	Chip Seal	7 ~ 10	$1,800,000	FY 17/18
3	Pioneertown Area Roads Chip Seal	Various	Chip Seal	7 ~ 10	$1,200,000	FY 17/18
	DESIGN PROJECTS					
4	Randall Ave	Cherry Ave/Poplar Ave	Rehabilitation	12 ~ 15	$1,500,000	FY 18/19
5	Linden Ave	San Bernardino to Randall	Rehabilitation	12 ~ 15	$500,000	FY 18/19
6	Hemlock Ave and Sequoia Ave	Valley Blvd N/Ceres Ave and Hemlock to Beech	Rehabilitation	12 ~ 15	$800,000	FY 18/19
7	Banana Ave	Valley Blvd N/San Bernardino Ave	Rehabilitation	12 ~ 15	$600,000	FY 18/19
8	Calabash Ave	Valley Blvd N/San Bernardino Ave	Reconstruction	20	$1,400,000	FY 18/19
9	Almond Ave	.25M S/San Bernardino Ave N/San Bernardino Ave	Reconstruction	20	$300,000	FY 18/19
10	Wabash and Sand Canyon Rd	Wabash Ave from South of SH38 to San Bernardino Ave; Sand Canyon Rd from Crafton Ave SE to Yucaipa City Limit	Reconstruction	20	$3,000,000	FY 19/20
11	Merrill Ave	Cherry Ave E/Catawba Ave	Reconstruction	20	$2,800,000	FY 19/20
			Total Estimated Cost		**$ 14,350,000**	

Solid Waste Enterprise Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

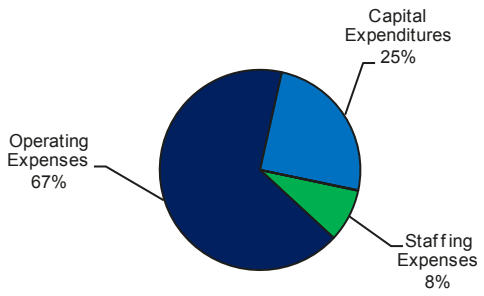
The Solid Waste Management Division (SWMD) provides for the operation and management of the County's solid waste disposal system, which consists of five regional landfills, nine transfer stations, and 34 closed landfills or disposal sites. SWMD also administers the County's solid waste franchise program, 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.)	$95,388,823
Total Sources (Incl. Reimb.)	$82,646,619
Use of / (Contribution To) Net Position	$12,742,204
Total Staff	87

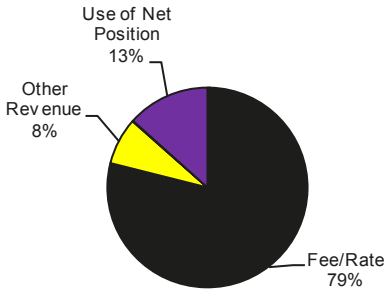
SWMD performs capital improvement projects for site enhancements and expansions; closures of landfills; environmental mitigation, and operations, maintenance, and monitoring (OM&M) of landfill environmental control systems. In addition, SWMD operates current programs to help mitigate issues that may arise from operations and management of County owned landfills or transfer stations. These programs are the Household Hazardous Waste Program for unincorporated County communities and the Host Cities Program for six host cities with a County landfill or transfer station within its boundary or sphere of influence.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Public Works - Solid Waste Management
FUND: Solid Waste Enterprise Funds Consolidated

BUDGET UNIT: EAA, EAN, IDA
FUNCTION: Public Ways and Facilities
ACTIVITY: Public Ways

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	6,989,496	6,869,541	7,297,436	8,009,294	7,431,331	8,146,666	**137,372**
Operating Expenses	50,256,405	56,544,863	57,620,948	60,146,138	51,015,330	63,554,017	**3,407,879**
Capital Expenditures	4,678,879	3,643,579	1,158,455	6,658,500	2,113,753	23,616,000	**16,957,500**
Total Exp Authority	61,924,780	67,057,983	66,076,839	74,813,932	60,560,414	95,316,683	**20,502,751**
Reimbursements	(69,931)	(101,202)	(160,562)	(165,781)	(157,179)	(105,500)	**60,281**
Total Appropriation	61,854,849	66,956,781	65,916,277	74,648,151	60,403,235	95,211,183	**20,563,032**
Operating Transfers Out	10,467,120	7,000,000	7,369,441	8,893,332	1,822,927	72,140	**(8,821,192)**
Total Requirements	72,321,969	73,956,781	73,285,718	83,541,483	62,226,162	95,283,323	**11,741,840**
Sources							
Taxes	247,413	248,388	215,196	233,000	224,446	238,000	**5,000**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	671,436	78,500	89,741	78,000	78,368	77,457	**(543)**
Fee/Rate	59,544,160	75,769,677	76,654,139	72,329,038	77,446,705	74,925,824	**2,596,786**
Other Revenue	8,280,920	11,062,359	2,688,081	10,195,080	3,089,363	7,249,838	**(2,945,242)**
Total Revenue	68,743,929	87,158,924	79,647,157	82,835,118	80,838,882	82,491,119	**(343,999)**
Operating Transfers In	10,550,000	7,000,000	7,305,000	7,150,000	0	50,000	**(7,100,000)**
Total Financing Sources	79,293,929	94,158,924	86,952,157	89,985,118	80,838,882	82,541,119	**(7,443,999)**
Net Position							
Use of/ (Contribution to) Net Position**	(6,971,960)	(20,202,143)	(13,666,439)	(6,443,635)	(18,612,720)	12,742,204	**19,185,839**
Est. Net Position Available						(2,936,793)	
Total Est. Unrestricted Net Position						9,805,411	
Budgeted Staffing*	82	83	86	87	87	87	**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 2016-17 Final Budget and 2016-17 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 2017-18 ADOPTED BUDGET

	2017-18				
	Requirements	Sources	Use of / (Contribution to) Net Position	Estimated Net Position Available *	Staffing
Enterprise Funds					
Operations Fund (Fund EAA)	95,283,323	82,491,119	12,792,204	0	87
Closure and Post-Closure Fund (Fund EAN)	0	0	0	0	0
Earned Leave Fund (Fund IDA)	0	50,000	(50,000)	0	0
Total Enterprise Funds	95,283,323	82,541,119	12,742,204	0	87

* Negative Net Position is not allocated between funds.

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Operations Fund includes Requirements of $95.3 million for the operation of the County's solid waste disposal system. This includes staffing expenses of $8.1 million for staffing expenses that support 87 budgeted positions. Operating Expenses of $63.6 million consists primarily of $52.2 million for Services and Supplies (primarily for landfill operation contracts, legal services, and professional services), $10.3 million for other charges (primarily for payments to cities hosting landfills, payments to the Board of Equalization, and revenue share payments to cities with Waste Disposal Agreements), and $1.1 million in central service payments and administrative transfers to other County departments and divisions within Public Works. Capital Expenditures of $23.6 million consist primarily of $22.5 million for improvements to land for expansion projects at Landers, Mid-Valley, and San Timoteo Sanitary Landfills, and $1.1 million for equipment, land purchases, and construction of scale houses. Operating Transfers Out of $72,140 consist primarily of payments to the Solid Waste Earned Leave Fund. Requirements are offset by Reimbursements of $105,500 for shared costs between divisions of Public Works. Sources of $82.5 million include funds generated from landfill gate fees, special land use assessments, solid waste franchise fees, royalty agreements, land leases, and interest earned on fund balance. This budget unit will reduce Net Position by $12.7 million primarily due to an increase in landfill expansion projects.

Closure and Post Closure Maintenance Fund is not expected to have any required Financial Assurance activity for 2017-18.

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 budget unit will contribute $50,000 to Net Position.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $11.7 million. Significant changes include an increase in services and supplies of $3.8 million primarily due to an increase in professional services in support of expansion plans and software upgrade for scales, and an increase to improvements to land of $16.7 million for expenses associated with several expansion projects. These increases are partially offset by a decrease in Operating Transfers Out of $8.8 million due to the consolidation of several funds into one Operations Fund, eliminating the need for Operating Transfers between funds.

Sources are decreasing by $7.4 million due to decreases in Other Revenue of $2.9 million (one-time refund for excess payments for environmental liability insurance) and Operating Transfers In of $7.1 million (elimination of transfers between funds due to the Operating Fund consolidation), offset by increases in fees of $2.6 million.

ANALYSIS OF NET POSITION

Unrestricted Net Position is anticipated to decrease by $12.7 million from an estimated balance of $9.8 million to an estimated deficit of $2.9 million. This reduction is a result of planned increases in landfill expansion projects at the Landers, Mid-Valley, and San Timoteo Sanitary Landfills.

It is SWMD's intent to use Net Position to fund only capital improvement costs that exceed available operating revenues. Net Position does not fund ongoing operations. SWMD is estimating its Unrestricted Net Position to be in deficit by $2.9 million at June 30, 2018 due to the inclusion of an estimated $149.4 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 $59.8 million, which are funded and set aside as Restricted Net Position. These liabilities do not come due within the current year and represent future costs that will be funded with future revenues. While the Unrestricted Net Position is negative due to these long-term obligations, 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 performing maintenance activities in-house when cost effective and continues to seek opportunities for additional tonnage to increase revenue.



2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Administration	6	0	0	0	6	0	6
Information Technology Services	3	0	0	0	3	0	3
Operations and Scales	36	0	0	0	36	0	36
Engineering	22	0	0	0	22	0	22
Administrative Services	12	0	0	0	12	0	12
Solid Waste Programs	8	0	0	0	8	1	7
Total	87	0	0	0	87	1	86

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $8.1 million fund 87 budgeted positions of which 86 are regular positions and 1 is a limited term position. There are no changes in budgeted staffing.

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.)	$130,097,375
Total Sources (Incl. Reimb.)	$89,183,634
Use of/ (Contribution to) Fund Balance	$40,913,741
Total Staff	174

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.

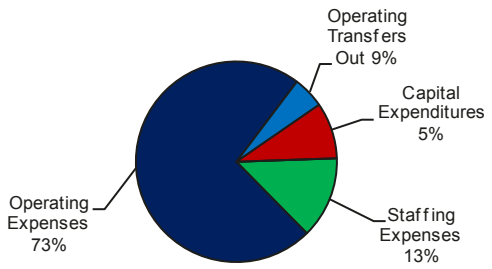
Facility Maintenance: The District has a proactive maintenance program for its facilities. Regular inspections of the storm drains, channels, and basins are made as required by various state and federal agencies.

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.

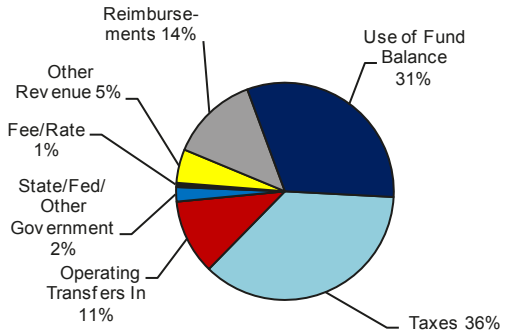
Flood Operations: During the flood season, District operations staff regularly patrol and monitor District facilities and perform flood fighting operations and emergency repairs as needed. The District also maintains telemetry systems for monitoring rainfall and runoff and dispatches storm patrols as 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.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Public Works-Flood Control District
FUND: Consolidated

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	13,479,022	13,493,019	14,166,579	16,567,616	14,926,972	17,169,457	**601,841**
Operating Expenses	47,704,012	43,790,822	68,333,312	80,518,101	40,945,644	94,507,480	**13,989,379**
Capital Expenditures	1,481,205	7,922	1,866,681	9,673,684	765,256	6,629,460	**(3,044,224)**
Total Exp Authority	62,664,239	57,291,763	84,366,572	106,759,401	56,637,872	118,306,397	**11,546,996**
Reimbursements	(13,392,910)	(14,268,750)	(14,305,949)	(16,663,816)	(15,044,141)	(17,059,080)	**(395,264)**
Total Appropriation	49,271,329	43,023,013	70,060,623	90,095,585	41,593,731	101,247,317	**11,151,732**
Operating Transfers Out	6,231,215	7,093,645	8,007,151	18,031,695	15,873,135	11,790,978	**(6,240,717)**
Total Requirements	55,502,544	50,116,658	78,067,774	108,127,280	57,466,866	113,038,295	**4,911,015**
Sources							
Taxes	40,793,120	43,554,376	46,017,624	45,315,452	49,386,202	47,459,000	**2,143,548**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	5,025,892	3,761,936	5,995,012	2,767,476	4,614,079	2,789,756	**22,280**
Fee/Rate	586,280	715,203	658,542	774,400	1,129,131	816,980	**42,580**
Other Revenue	2,660,378	16,017,862	11,724,136	5,922,234	3,909,995	6,524,800	**602,566**
Total Revenue	49,065,670	64,049,377	64,395,314	54,779,562	59,039,407	57,590,536	**2,810,974**
Operating Transfers In	7,539,515	8,393,645	10,125,531	16,781,526	14,398,510	14,534,018	**(2,247,508)**
Total Financing Sources	56,605,185	72,443,022	74,520,845	71,561,088	73,437,917	72,124,554	**563,466**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(1,102,641)	(22,326,364)	3,546,929	36,566,192	(15,971,051)	40,913,741	**4,347,549**
Available Reserves				66,507,155		78,088,690	**11,581,535**
Total Fund Balance				103,073,347		119,002,431	**15,929,084**
Budgeted Staffing*	150	162	166	174	174	174	**0**

*Data represents final budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Requirements of $113.0 million include the following: Staffing Expenses of $17.2 million to fund 174 budgeted positions; Operating Expenses of $94.5 million consisting primarily of professional services for construction projects ($43.0 million), operations and maintenance activities ($14.5 million), debt service ($11.0 million), administrative functions ($8.1 million), and transfers out for internal administrative transfers between the District's zones and other divisions within Public Works ($17.9 million) which is partially offset by $17.1 million in Reimbursements; Capital Expenditures of $6.6 million consisting primarily of purchases of right of way for construction projects; and Operating Transfers Out of $11.8 million primarily consisting of internal administrative transfers between the District's zones.

Sources of $72.1 million include the following: $47.5 million in Property Tax; $2.8 million in Other Governmental Aid to partially fund Seven Oaks Dam maintenance and the NPDES program; $14.5 million in Operating Transfers In which includes $12.0 million in internal administrative cash transfers between funds as reflected above, and $2.5 million in Discretionary General Funding for the NPDES program and the Rimforest Drainage project; and Fee/Rate and Other Revenue of $7.3 million primarily from litigation settlements to partially fund the Cactus Basin #4 project.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $4.9 million. This is primarily due to an increase of $14.0 million in Operating Expenses for planned construction projects, offset by a decrease of $3.0 million in Capital Expenditures for right-of-way purchases and a decrease of $6.2 million in Operating Transfers Out due to the use of one-time funds to set aside a reserve for a new building for the department. Staffing Expenses are increasing by $601,841 primarily due to negotiated salary increases.

Sources are increasing by $563,466. This is primarily due to an anticipated increase in property tax revenue.

ANALYSIS OF FUND BALANCE

Over the years, fund balance has increased due to delayed capital improvement projects as a result of environmental clearance delays from regulatory agencies. Fund balance usage of $40.9 million is anticipated for the following projects planned for construction: Amethyst Basin; Patton Basin Levee Certification Restoration Project; Mojave River Levee; Sand Creek/Warm Creek Confluence; Santa Ana River Flood Wall Repair; Cactus Basins #4; West State Street Storm Drain; and the waterline relocation for Bandicoot Basin. The remaining Available Fund Balance of $78.1 million is 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.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Administration	3	0	0	0	3	0	3
Water Resources	11	0	0	0	11	0	11
Environmental Management/NPDES	28	0	0	0	28	2	26
Flood Design	23	0	-1	0	22	0	22
Seven Oaks Dam	2	0	0	0	2	0	2
Administrative Services	4	0	0	0	4	0	4
Flood Planning	14	0	-1	0	13	1	12
Permits	13	0	0	1	14	1	13
Operations	69	2	0	-1	70	4	66
Budget/Revenue Claiming	3	0	0	0	3	0	3
Information Technology	4	0	0	0	4	1	3
Total	174	2	-2	0	174	9	165

*Detailed classification listing available in Appendix D.



STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $17.2 million fund 174 budgeted positions of which 165 are regular positions and 9 are limited term positions. There is no net change to budgeted staffing.

A total of 2 regular positions are being added to the budget as follows:

- Maintenance and Construction Worker II in the Operations section to support increased workload at Cucamonga Basin No. 6 as the District will be taking over maintenance responsibilities that are no longer being contracted out.
- Public Works Equipment Superintendent in the Operations section to coordinate and manage the heavy equipment inventory.

A total of 2 vacant limited term positions are being deleted from the budget as follows:

- Public Service Employee in the Flood Design section was temporarily used to assist with various projects due to vacancies.
- Chief Public Works Engineer in the Flood Planning section was temporarily used to provide expertise and assistance with complex projects.

CAPITAL IMPROVEMENT PROJECTS IN 2017-18 ADOPTED BUDGET

The following Capital Improvement Projects are included in the 2017-18 Adopted Budget:

# Proj.	Location/ Address	District	Project Name-Description	Fund	Total Project Budget	New Projects		Carryover Balances	2017-18 Adopted Requirements	# Proj.
1	Highland	3	Sand Creek/Warm Creek Confluence	RFF	5,239,974	-		2,592,635	2,592,635	1
2	Rialto	5	Cactus Basin #3	RFF	18,358,362	-		3,404,585	3,404,585	2
3	Highland	3	Elder Creek and Plunge Creek Restoration	RFL	10,892,237	-		1,154,213	1,154,213	3
4	Twentynine Palms	3	Donnell Basin	RFV	8,502,156	-		887,628	887,628	4
5	Victorville	1	Mojave River Levee - Phase II	RFQ	2,746,670	-		1,861,505	1,861,505	5
6	Victorville	1	Amethyst Basin	RFQ	12,599,952	-		9,628,181	9,628,181	6
7	Rimforest	2	Rimforest Drainage	RFT	8,318,908	-	*	1,200,000	1,200,000	7
8	Hesperia	1	Bandicoot Basin	RFQ	23,675,637	-		395,553	395,553	8
9	Apple Valley	1	Desert Knolls Wash - Phase III	RFQ	11,476,821	-		1,381,885	1,381,885	9
10	Rialto	5	Rialto Channel at Riverside Avenue	RFF	8,891,095	-		260,821	260,821	10
11	San Bernardino	5	Patton Basin Levee Certification Restoration Project	RFF	2,087,302	-		1,707,520	1,707,520	11
12	Rialto	5	Cactus Basin #4 & #5	RFF	28,923,450	-		12,454,997	12,454,997	12
13	Rialto	5	Rialto Channel from Willow Avenue to Etiwanda Avenue	RFF	40,175,011	-		76,627	76,627	13
14	Fontana	2	West Fontana Channel - Banana Basin to Juniper Avenue	RFA/RFF	36,468,881	-		2,539,976	2,539,976	14
15	Ontario	4	Francis Street Storm Drain	RFA	8,244,887	-		3,450,850	3,450,850	15
16	Hesperia	1	Oak Hills Basin	RFQ	38,708,377	-		608,194	608,194	16
17	Ontario	4	West State Street Storm Drain - Segment 3B	RFA	11,736,652	-		7,650,000	7,650,000	17
18	Barstow	3	Avenue I - Barstow Project	RFQ	3,272,394	-		1,871,537	1,871,537	18
19	Chino Hills	4	English Channel	RFA	4,370,000	-		200,000	200,000	19
20	San Bernardino	5	Del Rosa Channel	RFF	33,166,133	-		10,000	10,000	20
21	Redlands	3	San Timoteo Creek - Reach 3B Levee Repair	RFL	410,000	-		409,380	409,380	21
22	San Bernardino	3	Santa Ana River Wall Repair	RFF	678,260	-		38,561	38,561	22
23	Victorville	1	Seneca Basin	RFQ	10,840,697	-		10,000	10,000	23
24	Rancho Cucamonga	4	San Sevaine Channel Flood Wall Extension	RFA	166,190	-		111,577	111,577	24
25	Rancho Cucamonga	4	San Sevainee Levee Certification Restoration Project	RFA	822,223	-		196,469	196,469	25
26	Fontana	2	West Fontana Channel - Hickory Basin to Banana Basin	RFA	9,017,650	-		315,000	315,000	26
27	Fontana	2	Etiwanda Channel Invert Repair	RFA	1,420,973	-		1,393,260	1,393,260	27
28	Chino Hills	4	Carbon Canyon Channel	RFA	19,566,818	-		75,000	75,000	28
29	Chino Hills	4	Grove Basin Outlet Storm Drain	RFA	12,167,169	-		203,711	203,711	29
30	Fontana	2	Hawker Crawford Channel	RFA	4,794,630	-		124,200	124,200	30
31	Rancho Cucamonga	4	Rancho Cucamonga Yard Building Construction	RFA	2,719,200	-		74,200	74,200	31
	TOTAL PROJECTS ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS-FLOOD CONTROL				**380,458,709**	**-**		**56,288,065**	**56,288,065**	

** Funded with County Discretionary General Funding*

Expenses associated with these previously approved Capital Improvement Projects 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 2017-18 of $56.3 million, $6.2 million is budgeted in the Capital Expenditures line in the Analysis of 2017-18 Adopted Budget, with the remaining expenditures budgeted under Staffing Expenses and Operating Expenses.



Flood Control District Equipment

DESCRIPTION OF MAJOR SERVICES

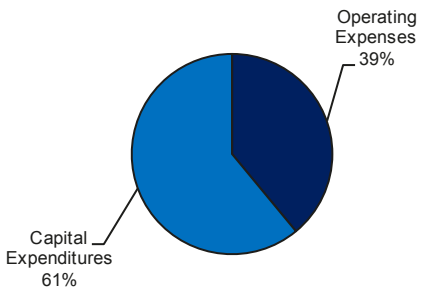
The Flood Control District Equipment budget unit is an internal service fund established to fund the purchase and maintenance of all District vehicles and heavy equipment. This budget unit is funded by equipment user fee charges to various Flood Control District zones and to other divisions within the Department of Public Works.

Budget at a Glance

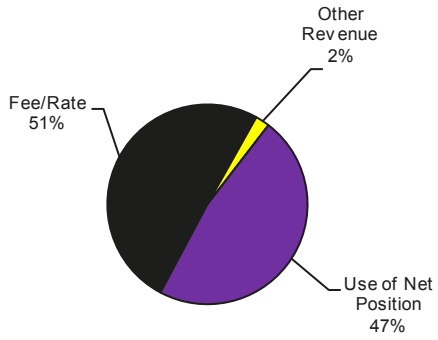
Total Requirements (Excl. Reimb.)	$4,766,500
Total Sources (Incl. Reimb.)	$2,510,000
Use of / (Contribution To) Net Position	$2,256,500
Total Staff	0

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 APPROVED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Public Works - Flood Control District
FUND: Equipment

BUDGET UNIT: ICA 097
FUNCTION: General
ACTIVITY: Other General

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	1,579,616	1,730,479	1,634,693	1,995,317	1,353,350	1,859,500	**(135,817)**
Capital Expenditures	557,613	918,710	2,540,693	2,231,000	379,771	2,907,000	**676,000**
Total Exp Authority	2,137,229	2,649,189	4,175,386	4,226,317	1,733,121	4,766,500	**540,183**
Reimbursements	0	0	(29,533)	0	(31,191)	0	**0**
Total Appropriation	2,137,229	2,649,189	4,145,853	4,226,317	1,701,930	4,766,500	**540,183**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,137,229	2,649,189	4,145,853	4,226,317	1,701,930	4,766,500	**540,183**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	1,855,141	2,136,020	2,728,688	2,400,000	2,059,195	2,400,000	**0**
Other Revenue	31,894	199,097	176,842	212,000	156,469	110,000	**(102,000)**
Total Revenue	1,887,035	2,335,117	2,905,530	2,612,000	2,215,664	2,510,000	**(102,000)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	1,887,035	2,335,117	2,905,530	2,612,000	2,215,664	2,510,000	**(102,000)**
Net Position							
Use of/ (Contribution to) Net Position**	250,194	314,072	1,240,323	1,614,317	(513,734)	2,256,500	**642,183**
Est. Net Position Available						3,708,742	
Total Est. Unrestricted Net Position						5,965,242	
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 2016-17 Final Budget and 2016-17 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 2017-18 APPROVED BUDGET

Requirements of $4.8 million consist primarily of Operating Expenses ($1.9 million) for motor pool and maintenance charges, equipment repairs, and Capital Expenditures ($2.9 million) to purchase vehicles.

Sources of $2.5 million include the District's heavy equipment fleet rates and revenue from the sale of surplus equipment and vehicles.

Unrestricted Net Position of $2.3 million is being used to fund one-time Capital Expenditures.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $540,183 primarily due to an increase in vehicle purchases.

Sources are decreasing by $102,000 primarily due to a decrease in anticipated sales of surplus equipment and vehicles.



ANALYSIS OF NET POSITION

The budget includes a $2.3 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 rates and will present a recommendation on a new usage rate that will provide additional ongoing revenue to support the increased costs of maintenance and repairs and the cost of replacing outdated units.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

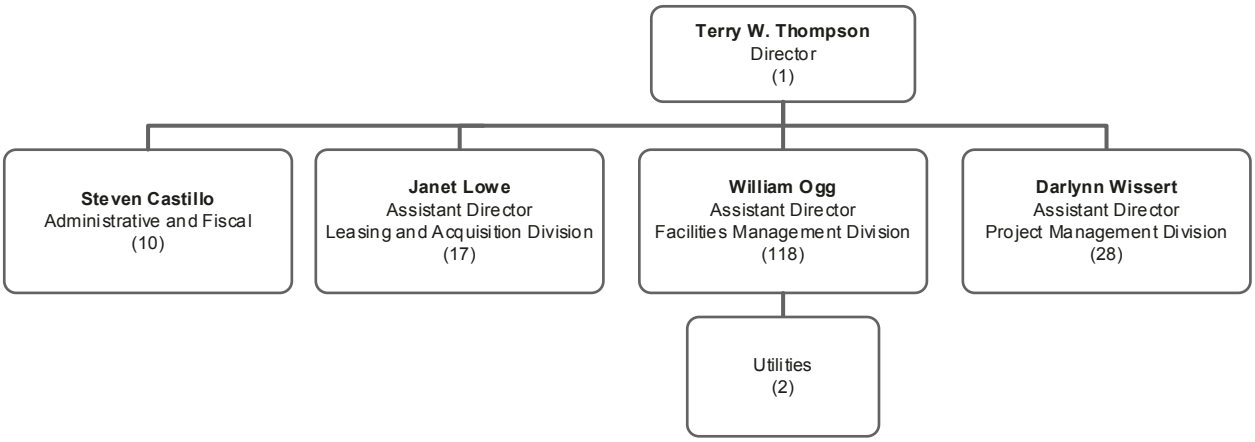
REAL ESTATE SERVICES DEPARTMENT
Terry Thompson

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



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Real Estate Services	1,564,264	1,564,264	0			28
Rents and Leases	1,238,735	1,238,735	0			0
Courts Property Management	1,605,237	1,605,237	0			0
Project Management Division	0	0	0			28
Facilities Management Division	18,630,118	18,155,118	475,000			118
Utilities	19,050,390	327,050	18,723,340			2
Total General Fund	42,088,744	22,890,404	19,198,340	0	0	176
Special Revenue Funds						
Chino Agricultural Preserve	5,292,135	627,780		4,664,355		0
Total Special Revenue Funds	5,292,135	627,780	0	4,664,355	0	0
Total - All Funds	47,380,879	23,518,184	19,198,340	4,664,355	0	176



2016-17 MAJOR ACCOMPLISHMENTS

- Participated in a leadership development program and developed a mission, vision and values statement and a strategic plan to help improve leadership competence, employee relations, teamwork and customer service.

Leasing and Acquisition

- Completed a total of 48 new lease deals and 51 renewal lease deals, totaling in excess of 290,000 square feet of space on behalf of 18 County departments (significant deals included a 10-year lease agreement for 20,020 square feet of office and clinic space for the Department of Behavioral Health and a 10-year lease agreement for 30,384 square feet of clinic and office space for Arrowhead Regional Medical Center).
- Acquired four sites in various locations (Fontana, Joshua Tree, and Victorville) for the Department of Behavioral Health to construct Crisis Residential Centers and Crisis Stabilization Units in accordance with grant funds provided through the California Health Facilities Financing Authority.
- Acquired five acres of vacant land in Victorville for the construction of a new High Desert Fleet Management Service Center.
- Obtained 22 Permits to Enter and Construct from 22 property owners to reconstruct corner curb approaches in the Bloomington area to meet Americans with Disabilities Act requirements.
- Acquired a 38,780 square foot office building and 1.25 acres of land in downtown San Bernardino to relocate and consolidate the Public Defender for a purchase price of $2.3 million.
- Managed $6.9 million in Franchise receivables.
- Closed 10 of 11 property acquisitions for the Flood Control District's Oak Hills Basin Project in Hesperia.

Project Management

- Completed 84 projects totaling approximately $29.4 million in project budget costs.
- Completed projects supporting the local economy and maximizing job creation with approximately $12.0 million in construction payroll and $1.1 million in consultant and management fees.
    - Improved County operations through the completion of capital improvement projects for County Fire, Behavioral Health, Sheriff's facilities and other County departments. Major projects completed included Needles Fire Station No. 32 for County Fire; Campus Improvement Project – Phase 1A at the County Government Center; and Crisis Treatment Center in San Bernardino for the Department of Behavioral Health.

Facilities Management

- Enriched custodial training and supervision to improve customer satisfaction by implementing new techniques and practices for cleaner building environments.
- Implemented automated irrigation controls to remotely turn off water during rain storms saving hundreds of gallons of water, man hours and fuel by not having to physically visit each site.
- Restructured the maintenance division into "Zone Maintenance" teams to enhance teamwork, reduce costs, and improve efficiencies and customer service.
- Replaced maintenance team desktop computers with mobile tablet devices that allow for real time in the field access to download and update work requests online.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Number of Preventative Maintenance tasks completed.	11,286	9,360	12,832	11,000
STRATEGY	Increase number of preventative maintenance tasks for County equipment and building systems to extend useful life.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of lease renewal processes initiated no later than 6 months prior to the termination date.	100%	100%	100%	100%
STRATEGY	Renew leases or relocate County departments prior to lease termination date.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of relocation processes initiated no later than 18 months prior to the termination date.	100%	100%	100%	100%
STRATEGY	Renew leases or relocate County departments prior to the lease termination date.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of new projects completed within one year of annual budget approval.	75%	85%	94%	78%
STRATEGY	Complete capital projects on schedule.					
STRATEGY	Develop standards of practice that improve productivity and service.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	**NEW** Percentage of backlog projects completed within one year.	N/A	N/A	N/A	50%
STRATEGY	Reduce backlog of projects.					



Real Estate Services

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$3,804,605
Total Sources (Incl. Reimb.)	$3,804,605
Net County Cost	$0
Total Staff	28
Funded by Net County Cost	0%

The Real Estate Services Department (RESD) 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.

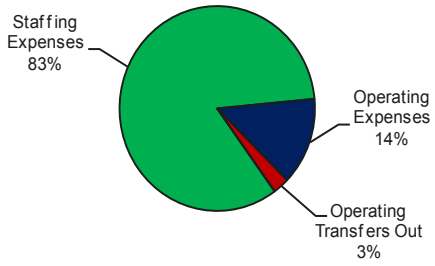
The Acquisition/Appraisal section provides appraisal, acquisition, and relocation assistance for County departments and, upon request, to other agencies including San Bernardino County Transportation Authority (SBCTA), the State of California, and various cities. Staff establishes values and acquires 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.

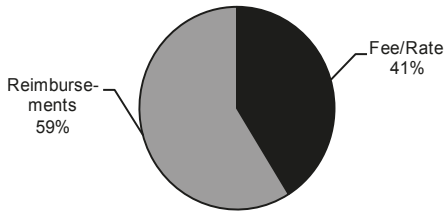
The Facilities Management Division serves the public by providing quality custodial, grounds and maintenance services that enable County departments and staff to effectively meet the expectations of their employees and customers.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Real Estate Services
FUND: General

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	2,527,520	2,361,329	2,507,786	2,715,389	2,665,123	3,176,791	**461,402**
Operating Expenses	313,709	434,530	578,896	531,570	466,216	527,014	**(4,556)**
Capital Expenditures	0	79,988	0	0	0	0	**0**
Total Exp Authority	2,841,229	2,875,847	3,086,682	3,246,959	3,131,339	3,703,805	**456,846**
Reimbursements	(1,639,570)	(1,876,070)	(1,891,099)	(2,011,542)	(1,899,927)	(2,240,341)	**(228,799)**
Total Appropriation	1,201,659	999,777	1,195,583	1,235,417	1,231,412	1,463,464	**228,047**
Operating Transfers Out	0	0	0	120,000	120,000	100,800	**(19,200)**
Total Requirements	1,201,659	999,777	1,195,583	1,355,417	1,351,412	1,564,264	**208,847**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	1,214,215	1,160,426	1,308,919	1,355,417	1,394,488	1,564,264	**208,847**
Other Revenue	0	1,762	130	0	10	0	**0**
Total Revenue	1,214,215	1,162,188	1,309,049	1,355,417	1,394,498	1,564,264	**208,847**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	1,214,215	1,162,188	1,309,049	1,355,417	1,394,498	1,564,264	**208,847**
Net County Cost	(12,556)	(162,411)	(113,466)	0	(43,086)	0	**0**
Budgeted Staffing*	23	26	24	26	26	28	**2**

*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 $240,286 which represents Real Estate Services' share of costs of other central service departments, such as Human Resources.

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Staffing Expenses of $3.2 million fund 28 positions and make up the majority of Real Estate Services Department's expenditures within this budget unit. Operating Expenses of $527,014 fund services and supplies, central services, travel, and transfers. Reimbursements of $2.2 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 $1.6 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 $208,847 primarily due to increases in Staffing Expenses as a result of the addition of two positions and negotiated salary increases, offset by an increase in Reimbursements for administrative overhead and fees for lease management services. Sources are increasing by $208,847 primarily due to additional billable labor hours charged to departments.



2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Administrative and Fiscal	9	1	0	0	10	1	9
Leasing and Acquistion Division	17	1	0	0	18	0	18
Total	26	2	0	0	28	1	27

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $3.2 million fund 28 budgeted positions of which 27 are regular positions and one is a limited term position. This includes the addition of two regular positions: one Real Property Agent III and one Staff Analyst II to assist with the increased workload in Leasing and Acquisitions and in Fiscal.

Rents and Leases

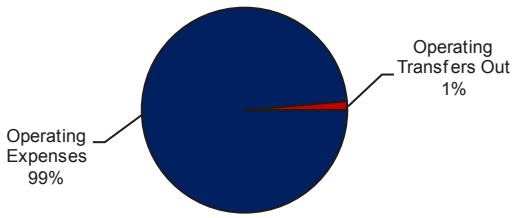
DESCRIPTION OF MAJOR SERVICES

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.

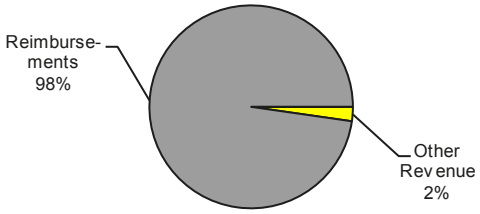
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$54,577,538
Total Sources (Incl. Reimb.)	$54,577,538
Net County Cost	$0
Total Staff	0
Funded by Net County Cost	0%

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	44,441,205	48,712,171	49,775,003	50,476,360	50,259,112	53,812,029	**3,335,669**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	44,441,205	48,712,171	49,775,003	50,476,360	50,259,112	53,812,029	**3,335,669**
Reimbursements	(43,406,267)	(47,833,107)	(48,673,244)	(49,566,366)	(49,315,802)	(53,338,803)	**(3,772,437)**
Total Appropriation	1,034,938	879,064	1,101,759	909,994	943,310	473,226	**(436,768)**
Operating Transfers Out	1,150,000	93,307	7,317	221,000	141,000	765,509	**544,509**
Total Requirements	2,184,938	972,371	1,109,076	1,130,994	1,084,310	1,238,735	**107,741**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	252	76	225	0	75	0	**0**
Other Revenue	2,332,451	1,030,677	1,075,818	1,130,994	1,245,028	1,238,735	**107,741**
Total Revenue	2,332,703	1,030,753	1,076,043	1,130,994	1,245,103	1,238,735	**107,741**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	2,332,703	1,030,753	1,076,043	1,130,994	1,245,103	1,238,735	**107,741**
Net County Cost	(147,765)	(58,382)	33,033	0	(160,793)	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 $27,784 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 2017-18 ADOPTED BUDGET

Operating Expenses of $53.8 million primarily include rent and lease payments paid to landlords. In addition, expenditures include transfers to Facilities Management for operating expenses of non-billable tenant space, transfers to Real Estate Services for property lease management, and transfers to the Sheriff/Coroner/Public Administrator for the 303 W. 3rd Street Office Building security costs. Reimbursements of $53.3 million represent payments from County departments for lease payments and administrative fees. Sources of $1.2 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 $107,741 primarily due to an increase in lease payments, an increase in Operating Transfers Out for a capital improvement project for third floor restrooms at 268 Hospitality Lane in San Bernardino, and the elimination of transfers to Facilities Management for operating costs associated with vacant space. Sources are increasing by $107,741, primarily due to contractual increases to revenue leases.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Courts Property Management

DESCRIPTION OF MAJOR SERVICES

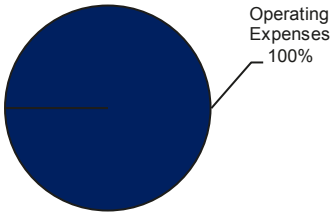
The Trial Court Facilities Act of 2002, SB 1732, required the transfer of responsibility for funding and operation of trial court facilities from all counties to the State of California on behalf of the Judicial Council of California (JCC). In addition, as each transfer occurred, the County and JCC entered 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

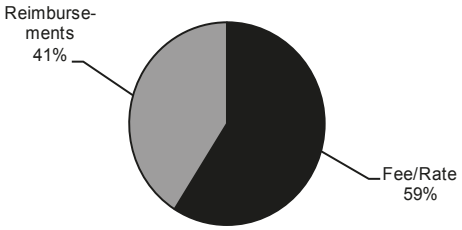
Total Requirements (Excl. Reimb.)	$2,720,277
Total Sources (Incl. Reimb.)	$2,720,277
Net County Cost	$0
Total Staff	0
Funded by Net County Cost	0%

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	3,155,526	3,452,621	3,285,170	2,943,027	2,807,967	2,720,277	**(222,750)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	3,155,526	3,452,621	3,285,170	2,943,027	2,807,967	2,720,277	**(222,750)**
Reimbursements	(1,050,484)	(1,217,348)	(1,226,911)	(1,069,142)	(1,202,777)	(1,115,040)	**(45,898)**
Total Appropriation	2,105,042	2,235,273	2,058,259	1,873,885	1,605,190	1,605,237	**(268,648)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,105,042	2,235,273	2,058,259	1,873,885	1,605,190	1,605,237	**(268,648)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	2,102,852	2,237,942	2,058,260	1,873,885	1,605,190	1,605,237	**(268,648)**
Other Revenue	37,716	0	0	0	0	0	**0**
Total Revenue	2,140,568	2,237,942	2,058,260	1,873,885	1,605,190	1,605,237	**(268,648)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	2,140,568	2,237,942	2,058,260	1,873,885	1,605,190	1,605,237	**(268,648)**
Net County Cost	(35,526)	(2,669)	(1)	0	0	0	**0**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

This budget unit acts as a clearinghouse between County departments and the JCC for management of court facilities. Operating Expenses of $2.7 million include maintenance and utility costs of $1.1 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 budget units for County maintenance and utility costs in JCC-managed court facilities. Sources of $1.6 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 are decreasing by $268,648 primarily due to decreases in property insurance costs. The JCC pays its pro rata share of property insurance costs. Since there is a reduction in property insurance costs, Sources are also decreasing.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Chino Agricultural Preserve

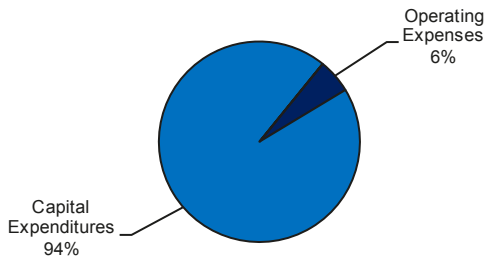
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$5,292,135
Total Sources (Incl. Reimb.)	$627,780
Use of/ (Contribution to) Fund Balance	$4,664,355
Total Staff	0

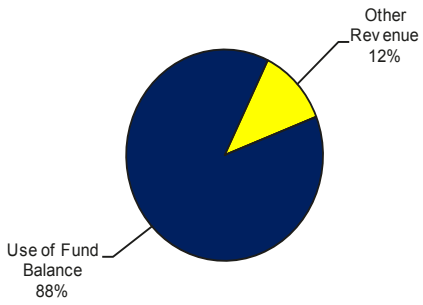
The Real Estate Services Department administers a special revenue fund to continue the Agricultural Land Acquisition and Preservation Program under the California Wildlife, Coastal, and Parkland Conservation Act (Proposition 70). The department is responsible for negotiating and managing leases for the 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.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

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

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	325,732	209,943	275,766	531,030	393,447	292,135	**(238,895)**
Capital Expenditures	0	0	0	2,000,000	0	5,000,000	**3,000,000**
Total Exp Authority	325,732	209,943	275,766	2,531,030	393,447	5,292,135	**2,761,105**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	325,732	209,943	275,766	2,531,030	393,447	5,292,135	**2,761,105**
Operating Transfers Out	0	0	80,214	110,000	79,695	0	**(110,000)**
Total Requirements	325,732	209,943	355,980	2,641,030	473,142	5,292,135	**2,651,105**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	700	1,050	0	1,050	0	**0**
Other Revenue	6,879,007	526,695	13,027,531	484,596	655,062	627,780	**143,184**
Total Revenue	6,879,007	527,395	13,028,581	484,596	656,112	627,780	**143,184**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	6,879,007	527,395	13,028,581	484,596	656,112	627,780	**143,184**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(6,553,275)	(317,452)	(12,672,601)	2,156,434	(182,970)	4,664,355	**2,507,921**
Available Reserves				26,522,462		24,197,511	**(2,324,951)**
Total Fund Balance				28,678,896		28,861,866	**182,970**
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 2017-18 ADOPTED BUDGET

Operating Expenses of $292,135 represent the cost to maintain County Dairies, such as utility costs associated with vacant properties, property management charges, County Counsel, professional services, and maintenance charges. Capital Expenditures of $5.0 million represent the anticipated cost to acquire two properties adjacent to Prado Regional Park in Chino planned to be improved at a later date as an expansion of Prado Regional Park. Sources of $627,780 include revenue anticipated from leasing of dairy properties and interest revenue. Available Reserves of $24.2 million are planned to be used at a later date for Proposition 70 approved improvements.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $2.7 million primarily due to an increase of $3.0 million in anticipated Capital Expenditures to acquire property adjacent to Prado Regional Park in Chino. Sources are increasing by $143,184 primarily due to expected interest to be earned in the fund.

ANALYSIS OF FUND BALANCE

The Use of Fund Balance of $4.7 million is for one-time costs related to the acquisition of property adjacent to Prado Regional Park in Chino.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Project Management Division

DESCRIPTION OF MAJOR SERVICES

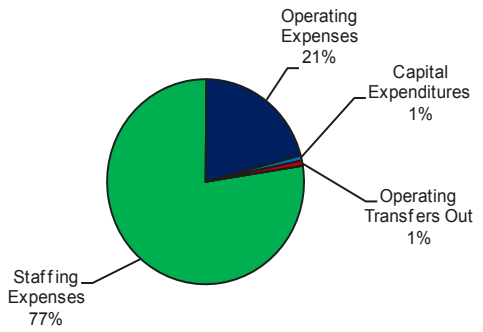
The Project Management Division (PMD) is responsible for planning and implementing the design and construction of projects for Arrowhead Regional Medical Center, Airports, Regional Parks, Community Development and Housing and other County departments. These projects are approved as part of the annual 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

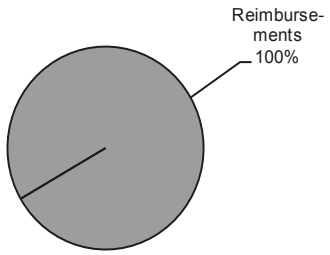
Total Requirements (Excl. Reimb.)	$3,818,815
Total Sources (Incl. Reimb.)	$3,818,815
Net County Cost	$0
Total Staff	28
Funded by Net County Cost	0%

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

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

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	2,106,223	2,019,315	2,149,780	2,385,639	2,180,400	2,964,877	**579,238**
Operating Expenses	243,895	377,643	556,397	686,695	475,066	792,438	**105,743**
Capital Expenditures	38,574	0	26,698	20,000	15,118	30,000	**10,000**
Total Exp Authority	2,388,692	2,396,958	2,732,875	3,092,334	2,670,584	3,787,315	**694,981**
Reimbursements	(2,357,756)	(2,376,077)	(2,799,182)	(3,092,334)	(2,771,833)	(3,818,815)	**(726,481)**
Total Appropriation	30,936	20,881	(66,307)	0	(101,249)	(31,500)	**(31,500)**
Operating Transfers Out	0	0	0	0	0	31,500	**31,500**
Total Requirements	30,936	20,881	(66,307)	0	(101,249)	0	**0**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	198	0	**0**
Other Revenue	0	2,569	0	0	430	0	**0**
Total Revenue	0	2,569	0	0	628	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	0	2,569	0	0	628	0	**0**
Net County Cost	30,936	18,312	(66,307)	0	(101,877)	0	**0**
Budgeted Staffing*	21	22	22	25	25	28	**3**

*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 $33,646 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 2017-18 ADOPTED BUDGET

Staffing Expenses of $3.0 million fund 28 positions and make up a majority of PMD's expenditures within this budget unit. Operating Expenses of $792,438 fund services and supplies, central services, travel and transfers to the Information Services Department for support and to the Real Estate Services Department for administrative overhead. Reimbursements of $3.8 million are for project management and inspection services provided by PMD staff on capital projects.

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing Expenses are increasing by $579,238 due to the addition of 3 positions and negotiated MOU increases. Operating Expenses are increasing by $105,743 primarily due to increases in Information Services and Facilities Management charges. These expenses are offset by an increase in Reimbursements of $726,481 due to an increase in billable hours. The department's Total Expenditure Authority is fully reimbursed from services provided to the Capital Improvement Program.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Administrative and Fiscal	10	0	0	0	10	0	9
Project Management	12	2	0	0	14	2	13
Project Inspection	3	1	0	0	4	0	4
Total	25	3	0	0	28	2	26

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $3.0 million fund 26 budgeted regular positions and 2 limited term positions. The budget includes the addition of 1 Capital Improvement Project Manager III to work on the larger more complicated projects, 1 Building Construction Inspector to assist in building inspection services, and 1 Contract Project Consultant to assist with litigation regarding the High Desert Detention Center Expansion Project.

Facilities Management Division

DESCRIPTION OF MAJOR SERVICES

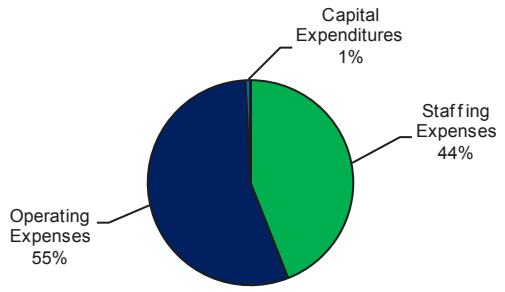
The Facilities Management Division (FMD) provides routine maintenance, grounds, and custodial services to ensure County facilities are well maintained, including 24 hours per day – seven days per week emergency building maintenance. Services also include repairing building structures, equipment, and fixtures.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$21,449,212
Total Sources (Incl. Reimb.)	$20,974,212
Net County Cost	$475,000
Total Staff	118
Funded by Net County Cost	2%

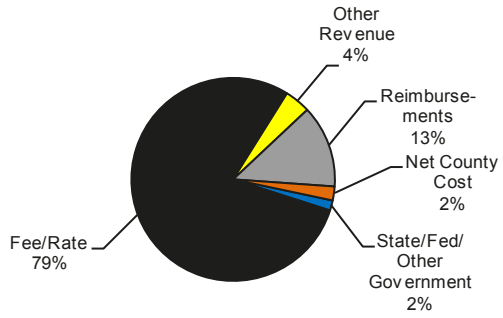
FMD's focus is on asset protection. Using data and support systems, it maintains the County's valuable facilities and equipment, preserves a high level of functionality, supports sustainability projects, and promotes responsible and efficient use of resources.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	8,422,233	7,687,188	8,245,615	8,838,849	8,789,669	9,447,000	**608,151**
Operating Expenses	9,119,159	9,526,641	11,022,419	11,300,470	11,227,483	11,839,212	**538,742**
Capital Expenditures	0	77,073	0	117,300	104,056	163,000	**45,700**
Total Exp Authority	17,541,392	17,290,902	19,268,034	20,256,619	20,121,208	21,449,212	**1,192,593**
Reimbursements	(3,195,967)	(3,357,483)	(2,922,957)	(2,973,142)	(3,046,997)	(2,819,094)	**154,048**
Total Appropriation	14,345,425	13,933,419	16,345,077	17,283,477	17,074,211	18,630,118	**1,346,641**
Operating Transfers Out	0	0	45,000	215,000	214,747	0	**(215,000)**
Total Requirements	14,345,425	13,933,419	16,390,077	17,498,477	17,288,958	18,630,118	**1,131,641**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	915,695	331,768	317,104	325,000	438,312	350,000	**25,000**
Fee/Rate	11,562,527	12,373,972	14,806,307	15,988,477	15,948,520	16,927,118	**938,641**
Other Revenue	1,079,940	1,577,560	1,391,401	977,000	1,138,877	878,000	**(99,000)**
Total Revenue	13,558,162	14,283,300	16,514,812	17,290,477	17,525,709	18,155,118	**864,641**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	13,558,162	14,283,300	16,514,812	17,290,477	17,525,709	18,155,118	**864,641**
Net County Cost	787,263	(349,881)	(124,735)	208,000	(236,751)	475,000	**267,000**
Budgeted Staffing*	110	102	111	113	113	118	**5**

*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 $327,170 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 2017-18 ADOPTED BUDGET

Staffing Expenses of $9.4 million fund 118 positions. Operating Expenses of $11.8 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 $2.8 million and Sources of $18.1 million are from County departments, the Judicial Council of California, and local courts, which are billed for services provided.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $1.1 million primarily due to the addition of five regular staffing positions, higher maintenance and custodial materials and professional service costs for additional facilities maintained, increased transfers to the Real Estate Services Department for administrative overhead, and fixed asset purchases consisting of three trucks and a forklift.

Sources are increasing by $864,641 primarily due to an increase in basic service charges to County departments for grounds, custodial and maintenance services, including rate increases in the custodial and maintenance service divisions, offset by a reduction in Other Revenue, to reflect a decrease in billable requisition work order requests from County departments.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Administration	9	1	0	0	10	0	10
Custodial	33	2	0	0	35	0	35
Grounds	4	1	0	0	5	0	5
Maintenance	67	1	0	0	68	0	68
Total	113	5	0	0	118	0	118

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $9.4 million fund 118 regular positions. This includes the addition of 5 positions: 1 Parts Specialist and 1 General Maintenance Mechanic to assist with high demand for maintenance services due to increased square footage maintained, and 2 Custodian I positions and 1 Sprinkler System Worker to assist with increased custodial and grounds services workload for Facility Basic Service charges.

Utilities

DESCRIPTION OF MAJOR SERVICES

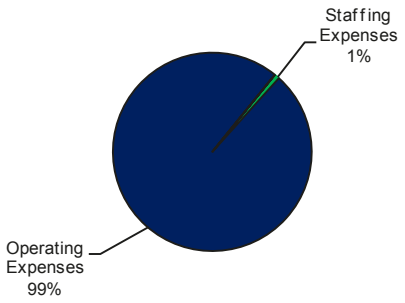
The County's Utilities budget unit funds the cost of electricity, natural and propane gas, water, sewer, refuse disposal, and other related costs for County-owned and leased facilities.

Budget at a Glance

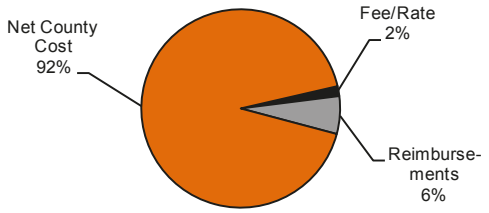
Total Requirements (Excl. Reimb.)	$20,297,636
Total Sources (Incl. Reimb.)	$1,574,296
Net County Cost	$18,723,340
Total Staff	2
Funded by Net County Cost	92%

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES (INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Real Estate Services - Utilities
FUND: General
BUDGET UNIT: AAA UTL
FUNCTION: General
ACTIVITY: Property Management

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	164,163	160,809	157,799	166,452	162,547	171,381	**4,929**
Operating Expenses	19,698,984	18,521,900	19,067,542	20,665,977	17,606,821	20,126,255	**(539,722)**
Capital Expenditures	126,600	166,523	(6,552)	0	0	0	**0**
Total Exp Authority	19,989,747	18,849,232	19,218,789	20,832,429	17,769,368	20,297,636	**(534,793)**
Reimbursements	(1,118,760)	(1,233,598)	(1,366,784)	(1,246,540)	(1,368,443)	(1,247,246)	**(706)**
Total Appropriation	18,870,987	17,615,634	17,852,005	19,585,889	16,400,925	19,050,390	**(535,499)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	18,870,987	17,615,634	17,852,005	19,585,889	16,400,925	19,050,390	**(535,499)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	328,510	176,242	281,584	253,268	293,956	327,050	**73,782**
Other Revenue	40,723	55,749	3,272	0	0	0	**0**
Total Revenue	369,233	231,991	284,856	253,268	293,956	327,050	**73,782**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	369,233	231,991	284,856	253,268	293,956	327,050	**73,782**
Net County Cost	18,501,754	17,383,643	17,567,149	19,332,621	16,106,969	18,723,340	**(609,281)**
Budgeted Staffing*	2	2	2	2	2	2	**0**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Operating Expenses of $20.1 million represent utility costs for County facilities and constitute the largest portion of the expenses. Staffing Expenses of $171,381 constitute the remainder of the expenses for this budget unit. Sources of $327,050 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 $535,499 primarily due to lower base-year utility costs, the High Desert Detention Center's use of County-owned well-water system, and minimal utilities cost for unoccupied County facilities. These lower base-year utility costs offset anticipated utility rate increases in 2017-18.

Sources are increasing by $73,782 due to increased utility costs passed on to customers and third parties that occupy County-owned space. Net County Cost is decreasing by $609,281 due to lower base-year utility costs, which exceed the anticipated rate increases, for County facilities occupied by County departments.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 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 $171,381 fund 2 regular positions. There is no change in budgeted staffing.

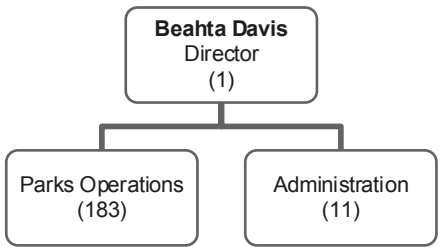
REGIONAL PARKS

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



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Regional Parks	9,808,672	7,529,494	2,279,178			195
Total General Fund	9,808,672	7,529,494	2,279,178	0	0	195
Special Revenue Funds						
Regional Parks-Consolidated	5,211,299	5,014,371	0	196,928		0
Total Special Revenue Funds	5,211,299	5,014,371	0	196,928	0	0
Enterprise Fund						
Active Outdoors	946	0	0	0	946	0
Total Enterprise Fund	946	0	0	0	946	0
Total - All Funds	15,020,917	12,543,865	2,279,178	196,928	946	195

2016-17 MAJOR ACCOMPLISHMENTS

- Realigned staffing and work assignments of Calico Ghost Town employees to create a more effective work environment to benefit concession operators and customers.
- Completed a vehicle and equipment inventory as part of the ongoing needs assessment for all parks. As a result, vehicles and equipment are being better maintained in an effort to promote safety and increase the useful life of assets.
- Increased attendance by an average of 15% at the Junior Fishing Workshops and Derbies through increased proactive social media campaigns.



DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 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.**	Level of ongoing County General Fund support received.	$2.1 million	$2.0 million	$2.0 million	$2.0 million
STRATEGY	Enhance and develop new amenities that will enhance the park experience for patrons, which generate additional revenues hence less reliance on the County General Fund.					
STRATEGY	Continue to streamline park operations and identify supply cost ineffciencies using preventative maintenance measures to reduce ongoing repair costs.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**	Number of tourist visitors to Regional Parks.	N/A	110,000	133,442	100,000
STRATEGY	Continue to offer special events and increase promotion of Calico Regional Park to travel agents and international tour agencies, and track tour bus visits.					
STRATEGY	Promote camping at Regional Parks to domestic and international travelers, maximizing current non-peak periods, and track camping reservations by non-county residents.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**	Number of special events.	59	63	68	70
STRATEGY	Promote Regional Parks as venues for special events to event organizers and outside organizations needing open space and facilities.					
STRATEGY	Increase number of department sponsored events and programs at Regional Parks.					

Regional Parks

DESCRIPTION OF MAJOR SERVICES

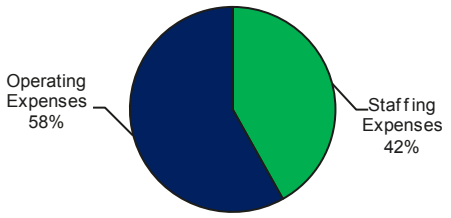
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$10,364,933
Total Sources (Incl. Reimb.)	$8,085,755
Net County Cost	$2,279,178
Total Staff	195
Funded by Net County Cost	22%

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. Educational programs include the Environmental Science Day Camp at Yucaipa and Junior Fishing Workshops at multiple parks.

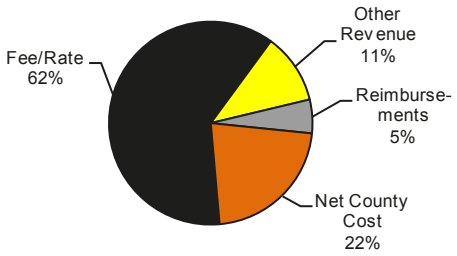
The department is also responsible for maintaining 17.8 miles of open, accessible and usable trails through the County Trails Program. Additionally, the department oversees operation of the Morongo Wildlife Preserve in Morongo Valley, administers leases with the operators of Lake Gregory Regional Park, Glen Helen Amphitheater and Moabi Regional Park, and manages concession contracts that offer amenities to park users.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Regional Parks
FUND: General

BUDGET UNIT: AAA CCP
FUNCTION: Recreation and Cultural
ACTIVITY: Recreation Facilities

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	5,637,957	5,373,601	4,389,483	4,172,447	3,778,842	4,341,584	**169,137**
Operating Expenses	5,557,737	6,858,423	6,575,606	6,712,531	6,261,184	6,023,349	**(689,182)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	11,195,694	12,232,024	10,965,089	10,884,978	10,040,026	10,364,933	**(520,045)**
Reimbursements	(743,001)	(955,262)	(588,625)	(568,800)	(569,703)	(556,261)	**12,539**
Total Appropriation	10,452,693	11,276,762	10,376,464	10,316,178	9,470,323	9,808,672	**(507,506)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	10,452,693	11,276,762	10,376,464	10,316,178	9,470,323	9,808,672	**(507,506)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	6,426,810	6,327,868	6,568,152	6,500,000	6,151,553	6,367,910	**(132,090)**
Other Revenue	1,331,831	1,460,534	1,397,915	1,112,000	1,469,136	1,160,638	**48,638**
Total Revenue	7,758,641	7,788,402	7,966,067	7,612,000	7,620,689	7,528,548	**(83,452)**
Operating Transfers In	85	29,420	336,936	425,000	(141,121)	946	**(424,054)**
Total Financing Sources	7,758,726	7,817,822	8,303,003	8,037,000	7,479,568	7,529,494	**(507,506)**
Net County Cost	2,693,967	3,458,940	2,073,461	2,279,178	1,990,755	2,279,178	**0**
Budgeted Staffing*	252	232	205	196	196	195	**(1)**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 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 $6.0 million include $2.7 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 $7.5 million represent fees from camping, fishing, park entrance, swimming, facility use and special events, as well as from concessionaire and partnership agreements.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $507,506 primarily due to a reduction in Operating Expenses of $689,182 driven by decreases in COWCAP charges of $548,545 and insurance expenses of $212,441. These decreased costs are offset by an increase of $169,137 in Staffing Expenses primarily resulting from negotiated MOU increases, and forecasted increases in overtime for after hour special events, and worker's compensation insurance.

Sources are decreasing by $507,506 primarily due to a $424,054 decrease in Operating Transfers In from Regional Parks Consolidated Special Revenue Funds for one-time park expenses incurred in 2016-17. Fee/Rate revenue is also forecasted to decrease by $132,090 primarily due to maximum capacity at swim complexes, a projected decrease in fishing fees of $86,800 primarily due to lake maintenance projects at Prado Regional Park, and a more conservative estimate for camping related fees.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Administration	14	0	-3	1	12	0	12
Park Operations	182	3	-1	-1	183	137	46
Total	196	3	-4	0	195	137	58

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $4.3 million fund 195 budgeted positions of which 58 are regular positions and 137 are limited term positions. The budget includes a decrease of 1 net position (addition of 3, deletion of 4).

The budget reflects budgeted position changes as follows:

- Deletion of 3 vacant regular positions (1 Youth Services Coordinator, 1 Staff Aide and 1 Office Assistant II) in addition to the deletion of the Deputy Director position. Three of these positions were vacant for the majority of 2016-17, so the department is anticipating a negligible impact on administrative and operational functions as the workload has been absorbed by other staff. The Deputy Director position has been replaced with the Director position.
- Addition of 3 limited term positions transferred from the Active Outdoors budget unit which has been eliminated in 2017-18 due to the program's inability to increase sales enough to break even.



Regional Parks Special Revenue Funds – Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$5,236,299
Total Sources (Incl. Reimb.)	$5,039,371
Use of/ (Contribution to) Fund Balance	$196,928
Total Staff	0

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.

Glen Helen Amphitheater was established to account for lease payments received annually from the operators of the Glen Helen Amphitheater at Glen Helen Regional Park. Each year, 72% of Sources 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 Glen Helen Amphitheater at Glen Helen Regional Park. These improvements are designed to maintain the amphitheater and its facilities in their current condition in order to preserve a quality entertainment experience for its visitors. This budget unit is funded jointly by deposits from the County and the operators of the amphitheater.

Park Maintenance/Development was established to provide for the maintenance, development and emergency repairs at all regional parks. The costs associated with this budget unit are funded through camping reservation fees and operating transfers in from the Glen Helen Amphitheater budget unit.

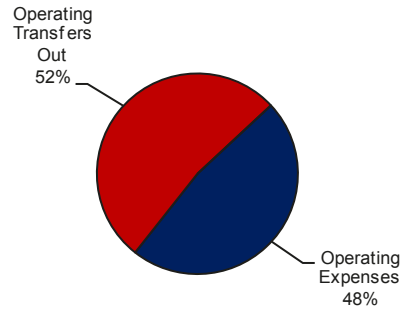
Calico Ghost Town Marketing Services was established to provide separate accountability and operations of marketing services for Calico Ghost Town Regional Park. A portion of the Sources from Calico Ghost Town concessionaire operations and park admission fees are used to advertise and market several 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 to be distributed statewide.

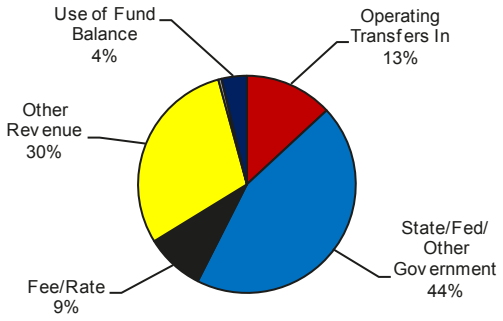
Fish and Game Commission was established to manage California's diverse fish, wildlife, plant resources and habitats. Its primary function is to act as the liaison between the State Department of Fish and Wildlife, the County Board of Supervisors (Board), and the public. This budget unit receives funding 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.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

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

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	2,494,026	2,500,397	2,313,266	3,509,884	2,308,349	2,491,574	**(1,018,310)**
Capital Expenditures	0	78,698	0	0	0	0	**0**
Total Exp Authority	2,494,026	2,579,095	2,313,266	3,509,884	2,308,349	2,491,574	**(1,018,310)**
Reimbursements	(33,000)	(85,000)	(30,000)	(25,000)	(25,000)	(25,000)	**0**
Total Appropriation	2,461,026	2,494,095	2,283,266	3,484,884	2,283,349	2,466,574	**(1,018,310)**
Operating Transfers Out	393,024	320,331	1,256,395	1,635,497	259,434	2,744,725	**1,109,228**
Total Requirements	2,854,050	2,814,426	3,539,661	5,120,381	2,542,783	5,211,299	**90,918**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	338,868	405,522	508,001	1,651,000	296,604	2,323,000	**672,000**
Fee/Rate	547,527	727,950	560,849	427,020	493,730	459,596	**32,576**
Other Revenue	1,686,937	1,853,769	2,132,287	2,341,325	2,396,683	1,546,300	**(795,025)**
Total Revenue	2,573,332	2,987,241	3,201,137	4,419,345	3,187,017	4,328,896	**(90,449)**
Operating Transfers In	286	8,839	0	0	0	685,475	**685,475**
Total Financing Sources	2,573,618	2,996,080	3,201,137	4,419,345	3,187,017	5,014,371	**595,026**
Fund Balance							
Use of / (Contribution to) Fund Balance**	280,432	(181,654)	338,524	701,036	(644,234)	196,928	**(504,108)**
Available Reserves				2,947,132		4,100,819	**1,153,687**
Total Fund Balance				3,648,168		4,297,747	**649,579**
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 2017-18 ADOPTED BUDGET

	2017-18				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
County Trails System (RTS)	2,070,378	2,027,500	42,878	710,889	0
Glen Helen Amphitheater (SGH)	2,085,475	1,403,000	682,475	481,143	0
Amphitheater Improvements at Glen Helen (SGR)	(25,000)	28,500	(53,500)	726,206	0
Park Maintenance / Development (SPR)	94,932	793,875	(698,943)	1,418,243	0
Calico Ghost Town Marketing Services (SPS)	458,147	449,300	8,847	286,932	0
Off-Highway Vehicle License Fee (SBY)	516,637	305,000	211,637	461,938	0
Fish and Game Commission (SBV)	10,730	7,196	3,534	15,468	0
Total Special Revenue Funds	5,211,299	5,014,371	196,928	4,100,819	0

County Trails System: Requirements of $2.1 million include $22,000 for finalizing the design and engineering elements for Phase IV of the Santa Ana River Trail (SART), $2.0 million for environmental, design and construction of Phase III and $37,250 for annual ongoing maintenance provided by Public Works. Sources of $2.0 million are from an allocation of Proposition 84 grant funds from the Coastal Conservancy and an allocation of Local Transportation Funds from San Bernardino County Transportation Authority (SBCTA). This grant funding is contingent upon initially incurring project expenses, which may create cash flow challenges for this budget unit. Use of Fund Balance is to assist with the design, environmental and construction costs of the SART. Use of Fund Balance is paying for ongoing maintenance of SART by Public Works. SART does not have any ongoing Sources to offset ongoing Requirements which will create deferred maintenance issues when Fund Balance is exhausted.

Glen Helen Amphitheater: Requirements of $2.1 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 ($369,958), a transfer to the Park Maintenance/Development budget unit for unexpected one time maintenance expenses ($685,475) and a transfer to the Amphitheater Improvements at Glen Helen budget unit as required per the lease agreement with the operators of the amphitheater ($25,000). Sources include $1.4 million in rent from the operators of the amphitheater and associated interest earned on cash. Use of Fund Balance represents a transfer of excess Fund Balance to the Park Maintenance/Development budget unit for unforeseen maintenance expenses.

Amphitheater Improvements at Glen Helen: Requirements of ($25,000) represent reimbursement from the Glen Helen Amphitheater Fund for the County's annual contractual obligation to fund improvements at the amphitheater. Expenditures must be mutually approved by the operator of the amphitheater and the County before any improvements occur. There are no anticipated expenditures for 2017-18. Sources of $28,500 reflect a matching contribution from the operator of the amphitheater of $25,000 per the lease agreement and $3,500 in interest earned throughout the year.

Park Maintenance/Development: Requirements of $94,932 primarily represent the cost of miscellaneous maintenance projects, ongoing camping reservation system hosting costs and a Point of Sale system. Sources of $793,875 include an Operating Transfer In from the Glen Helen Amphitheater budget unit of $685,475 to fund unexpected one-time maintenance expenses at all parks. Additional Sources of $108,400 are primarily reservation fees collected from campers.

Calico Ghost Town Marketing Services: Requirements of $458,147 include $256,701 for the cost of producing park special events, $100,000 in advertising expenses, $90,863 for transfers out for program manager labor, event set-up costs and to reimburse other divisions for staff support. Sources of $449,300 primarily include special event gate fees of $348,000 and a percentage of rent payments received from Calico concessionaires specifically for advertising totaling $98,000. Use of Fund Balance is for one-time advertising expenses.

Off-Highway Vehicle License Fee: Requirements of $516,637 primarily consist of $300,080 in Operating Expenses for various miscellaneous one-time projects including signage and fencing. Transfers of $216,557 fund Staffing Expenses for County Fire and Code Enforcement services related to safety and administration of off-highway vehicle (OHV) development at Calico Ghost Town and Moabi Regional Park. Sources of $305,000 primarily represent the amount anticipated to be received from the state for the County's portion of OHV registrations/licensing fees. California Public Resources Code 5090.50 specifies 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 OHV's, and programs involving OHV safety or education. Use of Fund Balance is for one-time projects related to OHV activities within the County.

Fish and Game Commission: Requirements of $10,730 include administrative costs and printing expenses for shooting maps. Sources of $7,196 include fines imposed on hunting, fishing and environmental infractions in addition to sales of shooting maps. Use of Fund Balance of $3,534 is for costs to print shooting maps in bulk to take advantage of quantity discounts. Fund Balance will be replenished as maps are sold.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $90,918 as a result of the following:

- $1.1 million increase in Operating Transfers Out due to a $2.0 million increase to the Project Management Division due to anticipated engineering, design and construction work on SART Phases III and IV combined with a $360,475 increase to transfer Fund Balance to Park Maintenance/Development budget unit. These increases are offset by decreases in Operating Transfers Out of $834,309 caused by the termination of the boat wash project at Moabi Regional Park and $426,188 due to the completion of the cabin project at Calico Ghost Town.
- $1.0 million decrease in Operating Expenses primarily due to forecasted SART expenses that never materialized in 2016-17.

Sources are increasing by $595,026 primarily due to a transfer of excess Fund Balance from the Glen Helen Amphitheater budget unit to the Park Maintenance/Development budget unit for unforeseen maintenance expenses.

ANALYSIS OF FUND BALANCE

The budget includes the Use of Fund Balance of $196,928. The majority of Fund Balance being used is for one-time miscellaneous OHV area improvement projects at Calico Ghost Town.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with these budget units.

Active Outdoors

DESCRIPTION OF MAJOR SERVICES

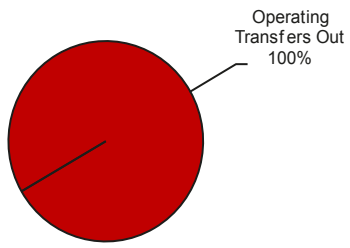
The Active Outdoors Program was created to provide programs that promote a healthy outdoor lifestyle. The Environmental Science Day Camp (ESDC) is a part of this program and is offered at Yucaipa Regional Park. ESDC takes place during the traditional school year, Wednesday through Friday, and follows the State of California 4th and 5th 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

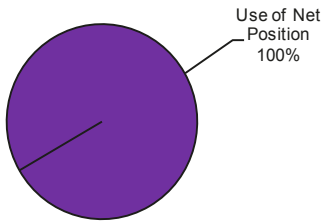
Total Requirements (Excl. Reimb.)	$946
Total Sources (Incl. Reimb.)	$0
Use of / (Contribution To) Net Position	$946
Total Staff	0

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

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

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	27,043	17,264	27,810	37,702	15,983	0	**(37,702)**
Operating Expenses	23,632	17,126	16,764	12,455	8,512	0	**(12,455)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	50,675	34,390	44,574	50,157	24,495	0	**(50,157)**
Reimbursements	0	(12,000)	(5,506)	(9,396)	(2,237)	0	**9,396**
Total Appropriation	50,675	22,390	39,068	40,761	22,258	0	**(40,761)**
Operating Transfers Out	0	0	0	0	0	946	**946**
Total Requirements	50,675	22,390	39,068	40,761	22,258	946	**(39,815)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	9,613	25,464	20,260	28,855	23,657	0	**(28,855)**
Total Revenue	9,613	25,464	20,260	28,855	23,657	0	**(28,855)**
Operating Transfers In	42,109	35,000	0	0	0	0	**0**
Total Financing Sources	51,722	60,464	20,260	28,855	23,657	0	**(28,855)**
Net Position							
Use of/ (Contribution to) Net Position**	(1,047)	(38,074)	18,808	11,906	(1,399)	946	**(10,960)**
Est. Net Position Available						0	
Total Est. Unrestricted Net Position						946	
Budgeted Staffing*	4	4	6	4	4	0	**(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 2016-17 Final Budget and 2016-17 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.

BUDGET CHANGES AND OPERATIONAL IMPACT

The Active Outdoors program is being dissolved in 2017-18 due to large operating deficits in prior years. Operating Transfers Out of $946 to the Regional Parks General Fund is budgeted to close out this Enterprise fund.

ANALYSIS OF NET POSITION

Any Estimated Net Position Available at the end of 2016-17 will be transferred to the Park Maintenance/Development budget unit to fund emergency repairs at all Regional Parks.



2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Active Outdoors	4	0	-4	0	0	0	0
Total	4	0	-4	0	0	0	0

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Four limited term positions are transferred to the Regional Parks General Fund budget unit to assist with seasonal employment as needed.

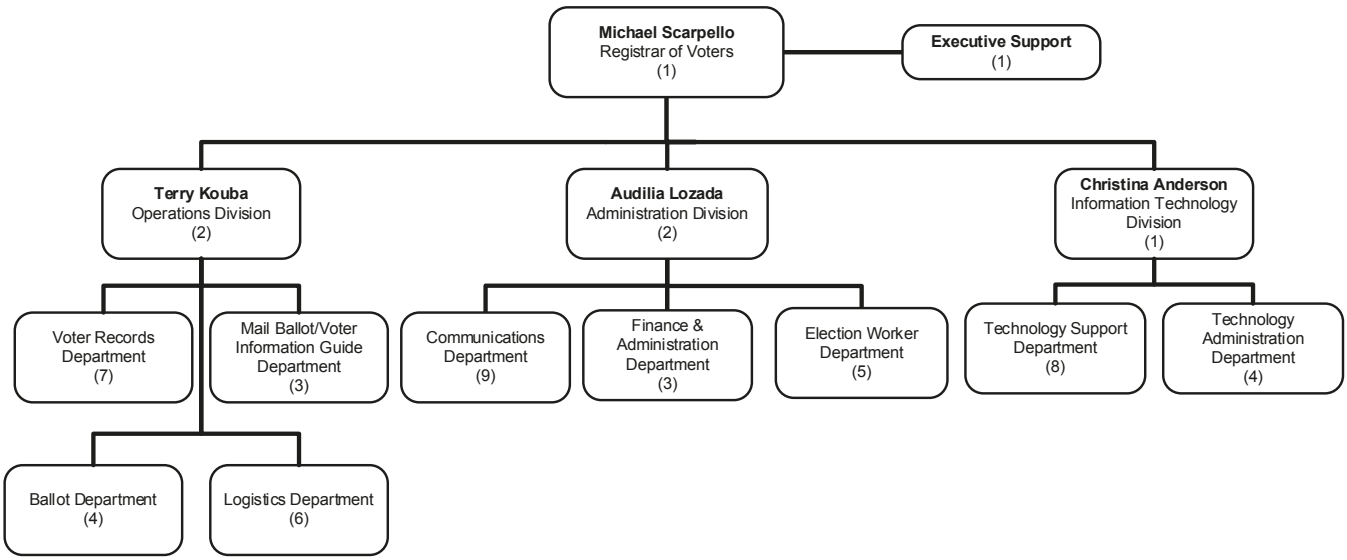
REGISTRAR OF VOTERS
Michael Scarpello

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



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Registrar of Voters	9,651,120	1,526,776	8,124,344			56
Total General Fund	9,651,120	1,526,776	8,124,344	0	0	56
Total - All Funds	9,651,120	1,526,776	8,124,344	0	0	56

2016-17 MAJOR ACCOMPLISHMENTS

- Successfully conducted the November 8, 2016 Presidential Election and four unscheduled special elections, where 302,000 voters cast ballots at polling places, 371,000 voters cast ballots by mail, and 16,000 voters cast ballots at Early Voting sites.
- Offered more convenience for voters by expanding the number of Early Voting sites to five locations in the Presidential General Election.
- Assisted in writing law authorizing Mid-Election Day Ballot Pickup and was the first County in California to implement the program.

- Promoted voter turnout by developing the first Ballot Selfie Program in the nation.
- Won two NACo Awards for the My Elections Gateway website application and the Faster Election Night Results Program.
- Developed industry leading internal information systems that increased the office's effectiveness and efficiency including: eCFile, ePoll, eFlow, GIS Placement Tool, Asset Tracking Module, Issue Tracking Module, and Provisional Ballot Module.
- Developed enhancements to the award winning website application "My Elections Gateway" including: My Worker Application, My Ballot Status, My Mail Ballot Application, and My Online Poll Worker Training.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 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 building the tool).	75%	80%	85%	85%
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**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Number of processes, procedures, flowcharts, and checklists reviewed.	324	100	136	120
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**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Number of new customer/employee information applications or website pages developed and released.	5	12	24	14
STRATEGY	Expand the Elections Office website and internal information systems by creating new web pages, applications, and automated processes.					
COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Collaborate with other agencies to help shape legislation and regulations which affect the County.**	Number of national, state and regional committees and conferences of which the department participates.	14	12	14	16
STRATEGY	Participate on national, state and regional committees or attend conferences focused on improving election administration and shaping the future of California's elections.					

Registrar of Voters

DESCRIPTION OF MAJOR SERVICES

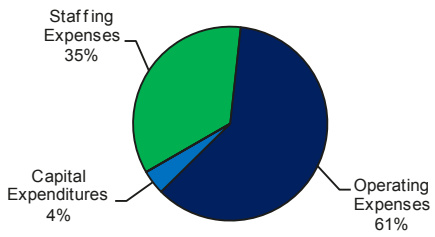
The Elections Office of the Registrar of Voters is responsible for conducting efficient and impartial elections, and providing the means by which every eligible citizen can exercise their voting rights and privileges, as provided by local ordinances and Federal and California Election codes. To support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

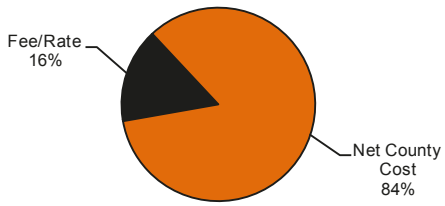
Total Requirements (Excl. Reimb.)	$9,651,120
Total Sources (Incl. Reimb.)	$1,526,776
Net County Cost	$8,124,344
Total Staff	56
Funded by Net County Cost	84%

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Registrar of Voters
FUND: General

BUDGET UNIT: AAA ROV
FUNCTION: General
ACTIVITY: Elections

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	2,238,660	2,378,405	3,070,144	3,251,827	2,911,401	3,384,663	**132,836**
Operating Expenses	6,436,294	5,540,838	5,997,941	7,682,476	7,596,284	5,875,457	**(1,807,019)**
Capital Expenditures	189,273	40,053	84,109	32,069	32,068	391,000	**358,931**
Total Exp Authority	8,864,227	7,959,296	9,152,194	10,966,372	10,539,753	9,651,120	**(1,315,252)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	8,864,227	7,959,296	9,152,194	10,966,372	10,539,753	9,651,120	**(1,315,252)**
Operating Transfers Out	15,000	155,000	0	0	0	0	**0**
Total Requirements	8,879,227	8,114,296	9,152,194	10,966,372	10,539,753	9,651,120	**(1,315,252)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	21,809	132,349	240,946	878,963	1,018,260	30,000	**(848,963)**
Fee/Rate	2,534,431	2,237,149	2,356,529	2,836,010	2,862,174	1,484,776	**(1,351,234)**
Other Revenue	19,085	33,361	23,314	20,600	128,905	12,000	**(8,600)**
Total Revenue	2,575,325	2,402,859	2,620,789	3,735,573	4,009,339	1,526,776	**(2,208,797)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	2,575,325	2,402,859	2,620,789	3,735,573	4,009,339	1,526,776	**(2,208,797)**
Net County Cost	6,303,902	5,711,437	6,531,405	7,230,799	6,530,414	8,124,344	**893,545**
Budgeted Staffing*	27	37	73	73	73	56	**(17)**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Requirements of $9.7 million enable the department to conduct two minor elections (November and December 2017), one major election (June 2018) and two unscheduled special elections. This includes Staffing Expenses of $3.4 million for 56 budgeted positions, Operating Expenses of $5.9 million, and Capital Expenditures of $391,000. Operating Expenses primarily consist of services and supplies of $5.2 million for daily operations and election-related expenditures (such as temporary labor, ballots, postage, poll workers and other professional services). Capital Expenditures of $391,000 include costs for upgrading existing and purchasing used mail ballot sorting machines to accommodate large increases in vote by mail participation. Sources of $1.5 million are derived from the Secretary of State ($30,000), the sale of services and products, including maps, voter files, and certified documents ($12,000), and election services for participating jurisdictions ($1.5 million).

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and related Sources fluctuate based on a four-year election cycle. There are three scheduled elections occurring in 2017-18 (one major Statewide Primary election and two minor elections). In addition, Requirements and Sources include two anticipated, but unscheduled special elections.

Requirements are decreasing by $1.3 million and Sources are decreasing by $2.2 million primarily due to the passage of Senate Bill No. 415 which requires political subdivisions to hold elections on statewide election dates if voter turnout from their current election date has been 25% less than the average of the four previous Statewide General elections. Twenty-four jurisdictions have moved from the odd-year election cycle to the even-year election cycle to comply with this change in law. Therefore, these jurisdictions will have their election in 2018-19.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Administration Division	29	10	-18	0	21	10	11
Operations Division	27	12	-17	0	22	12	10
Information Technology Division	17	3	-7	0	13	6	7
Total	73	25	-42	0	56	28	28

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $3.4 million fund 56 budgeted positions of which 28 are regular positions and 28 are limited term positions. Staffing changes include a net decrease of 17 limited term positions (addition of 25, deletion of 42).

The existing 42 lower-paid limited term positions (primarily public service employees) will be replaced with 25 higher-paid recurrent positions that are based on existing County classifications. This change will allow the department to better recruit and retain employees with defined skillsets and compensate them properly for the level of work being performed.



SPECIAL DISTRICTS DEPARTMENT

SPECIAL DISTRICTS DEPARTMENT
SUMMARY

	Page #	Requirements	Sources	Use of (Contribution to) Fund Balance	Staffing
SPECIAL REVENUE FUNDS					
SPECIAL DISTRICTS	568				
GENERAL DISTRICTS - CONSOLIDATED	570	9,257,946	7,245,068	2,012,878	99
PARK DISTRICTS - CONSOLIDATED	578	2,168,838	1,988,380	180,458	20
BIG BEAR VALLEY RECREATION AND PARK DISTRICT	585	4,608,397	3,913,658	694,739	58
BLOOMINGTON RECREATION AND PARK DISTRICT	588	307,616	324,135	(16,519)	2
ROAD DISTRICTS - CONSOLIDATED	591	2,276,786	2,013,122	263,664	1
STREETLIGHT DISTRICTS - CONSOLIDATED	607	740,725	889,397	(148,672)	0
TOTAL SPECIAL REVENUE FUNDS		19,360,308	16,373,760	2,986,548	180
TOTAL SPECIAL REVENUE RESERVES	626	3,870,533	1,141,533	2,729,000	

ENTERPRISE FUNDS	Page #	Requirements	Sources	Use of (Contribution to) Net Position	Staffing
SPECIAL DISTRICTS:					
CSA 70 HAVASU LAKE	576	72,222	72,969	(747)	0
SANITATION DISTRICTS - CONSOLIDATED	602	9,567,904	8,414,056	1,153,848	0
WATER DISTRICTS - CONSOLIDATED	612	7,666,804	6,381,593	1,285,211	0
TOTAL ENTERPRISE FUNDS		17,306,930	14,868,618	2,438,312	0
TOTAL ENTERPRISE RESERVES	627	564,407	2,897,666	(2,333,259)	

	Page #	
CAPITAL IMPROVEMENT PROGRAM	616	40,129,610

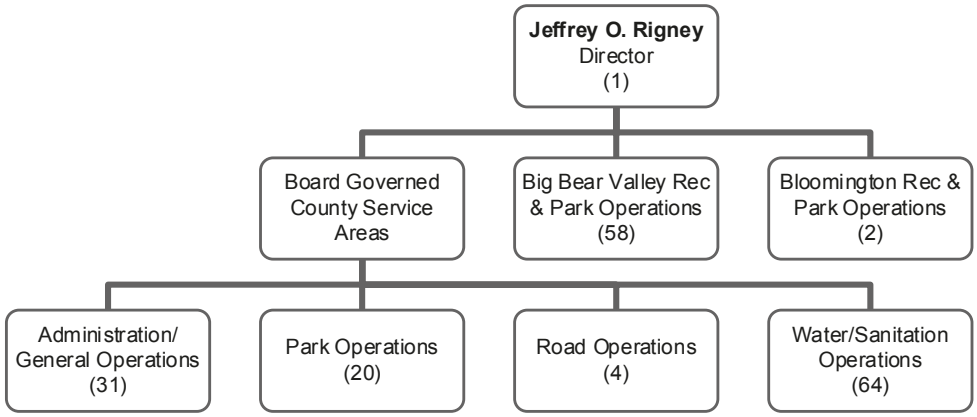
SPECIAL DISTRICTS DEPARTMENT
Jeffrey O. Rigney

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



2017-18 SUMMARY OF BUDGET UNITS

	2017-18				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Special Revenue Funds					
General Districts - Consolidated	9,257,946	7,245,068	2,012,878		99
Park Districts - Consolidated	2,168,838	1,988,380	180,458		20
Big Bear Valley Recreation and Park District	4,608,397	3,913,658	694,739		58
Bloomington Recreation and Park District	307,616	324,135	(16,519)		2
Road Districts - Consolidated	2,276,786	2,013,122	263,664		1
Streetlight Districts - Consolidated	740,725	889,397	(148,672)		0
Total Special Revenue Funds	19,360,308	16,373,760	2,986,548	0	180
Enterprise Funds					
CSA 70 HL Havasu Lake	72,222	72,969		(747)	0
Sanitation Districts - Consolidated	9,567,904	8,414,056		1,153,848	0
Water Districts - Consolidated	7,666,804	6,381,593		1,285,211	0
Total Enterprise Funds	17,306,930	14,868,618	0	2,438,312	0
Total - All Funds	36,667,238	31,242,378	2,986,548	2,438,312	180

2016-17 MAJOR ACCOMPLISHMENTS

- Kicked-off construction of the Big Bear Alpine Zoo relocation project.
- Completed the following projects:
  - ADA upgrades Hinkley Community Center playground in CSA 70 W Hinkley
  - Phase II of MacKay Park upgrades in CSA 70 D-1 Lake Arrowhead
  - Retention basin project at CSA 70 D-1 Lake Arrowhead
  - Road improvement project in CSA 69 Lake Arrowhead
  - Russell Park renovation in CSA 29 Lucerne Valley
  - Several paving projects throughout the County

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of customers (with cellular-read meters) notified of new leaks within one business day of detection.	100%	100%	100%	100%
STRATEGY	Utilize 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**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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.	80%	84%	79%	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**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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 Districts with a service level masterplan.	N/A	10%	27%	34%
STRATEGY	Assess financial stability for each District to ensure solvency and long-term operations.					

General Districts Special Revenue Funds – Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance

Total Requirements (Excl. Reimb.)	$20,526,520
Total Sources (Incl. Reimb.)	$18,513,642
Use of/ (Contribution to) Fund Balance	$2,012,878
Total Staff	99

County Service Area (CSA) 40 Elephant Mountain was established by the County of San Bernardino Board of Supervisors on August 11, 1969, to provide ten channels of ultra-high frequency (UHF) television translator service broadcast from Elephant Mountain, 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.

CSA 70 Countywide was established by the County of San Bernardino Board of Supervisors on December 29, 1969, to provide a centralized mechanism for administration of personnel and operations which serve all board governed special districts. The employees are engaged in multi-district operations funded by the various sanitation, water, road, streetlights, and park and recreation districts. Staff provides centralized and regional management services, administration, engineering, fiscal, human resources, lien administration, park maintenance, payroll, information services, road maintenance and inspection services.

CSA 70 D-1 Lake Arrowhead was established by the County of San Bernardino Board of Supervisors on August 26, 1974, to maintain a dam located on the east side of Lake Arrowhead known as Papoose Lake. The Zone is financed by property taxes, which fund security, maintenance, replacement shrubbery, reforestation, and engineering services.

CSA 70 DB-1 Bloomington was established by the County of San Bernardino Board of Supervisors on February 10, 2004. 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 2017-18 per parcel service charge is $649.03.

CSA 70 EV-1 East Valley was established by the County of San Bernardino Board of Supervisors on April 23, 1996. The Zone is responsible for 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 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 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.

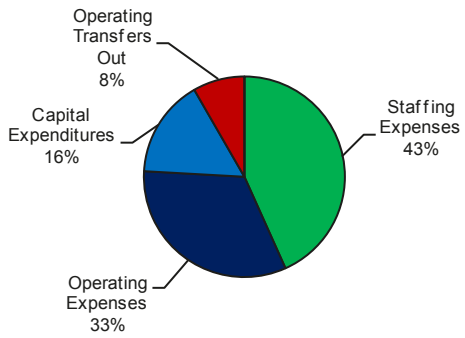
CSA 70 TV-4 Wonder Valley was established by the County of San Bernardino Board of Supervisors on July 11, 1995 to provide eight channels of UHF television translator service broadcast from Pinto Mountain, for the direct benefit of Wonder Valley. This Zone provides service to approximately 2,000 households 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 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.

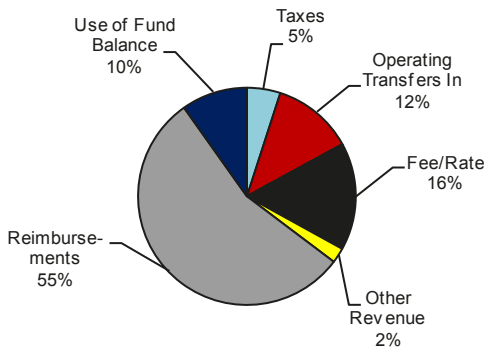
Community Facilities District (CFD 2006-1) Lytle Creek was established by the County of San Bernardino Board of Supervisors on March 13, 2007. Also, on March 13, 2007, the Board adopted an ordinance authorizing the levying of special taxes to finance the maintenance of public infrastructure. The first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

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: General Districts - Consolidated

BUDGET UNIT: Various
FUNCTION: General
ACTIVITY: Legislative and Admin

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	7,607,690	7,593,998	7,789,720	8,815,181	7,927,283	8,887,458	**72,277**
Operating Expenses	4,113,579	4,389,823	4,553,742	6,953,491	5,354,813	6,689,283	**(264,208)**
Capital Expenditures	1,407,522	1,914,319	3,315,357	2,309,520	616,508	3,245,000	**935,480**
Total Exp Authority	13,128,791	13,898,140	15,658,819	18,078,192	13,898,604	18,821,741	**743,549**
Reimbursements	(8,289,864)	(8,655,996)	(9,379,150)	(9,700,306)	(8,985,331)	(11,268,574)	**(1,568,268)**
Total Appropriation	4,838,927	5,242,144	6,279,669	8,377,886	4,913,273	7,553,167	**(824,719)**
Operating Transfers Out	1,148,963	499,505	1,295,998	4,157,444	634,134	1,704,779	**(2,452,665)**
Total Requirements	5,987,890	5,741,649	7,575,668	12,535,330	5,547,407	9,257,946	**(3,277,384)**
Sources							
Taxes	949,017	965,845	1,021,564	944,900	1,069,351	1,020,430	**75,530**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	20,690	39,996	52,635	48,163	36,875	34,272	**(13,891)**
Fee/Rate	2,143,433	2,346,394	2,678,169	4,637,737	2,376,002	3,251,603	**(1,386,134)**
Other Revenue	268,269	315,627	542,422	582,435	241,669	463,763	**(118,672)**
Total Revenue	3,381,409	3,667,862	4,294,791	6,213,235	3,723,897	4,770,068	**(1,443,167)**
Operating Transfers In	4,727,900	1,924,264	3,041,762	1,465,000	1,430,435	2,475,000	**1,010,000**
Total Financing Sources	8,109,309	5,592,126	7,336,553	7,678,235	5,154,332	7,245,068	**(433,167)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(2,121,419)	149,523	239,115	4,857,095	393,075	2,012,878	**(2,844,217)**
Available Reserves				6,656,790		9,201,389	**2,544,599**
Total Fund Balance				11,513,885		11,214,267	**(299,618)**
Budgeted Staffing*	94	97	98	100	100	99	**(1)**

*Data represents final budgeted staffing
** Contribution to Fund Balance appears as a negative number and increases Available Reserves.

DETAIL OF 2017-18 ADOPTED BUDGET

	2017-18				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
CSA 40 Elephant Mountain (SIS)	380,967	376,125	4,842	1,323,367	2
CSA 70 Countywide (SKV)	7,652,415	5,560,596	2,091,819	2,601,570	97
CSA 70 D-1 Lake Arrowhead (SLA)	493,094	638,320	(145,226)	2,070,746	0
CSA 70 DB-1 Bloomington (SLB)	47,510	45,990	1,520	133,855	0
CSA 70 EV-1 East Valley (SFC)	25,790	740	25,050	181,203	0
CSA 70 DB-2 Big Bear (RCU)	16,785	17,105	(320)	98,458	0
CSA 70 TV-2 Morongo Valley (SLD)	90,191	163,377	(73,186)	1,193,922	0
CSA 70 TV-4 Wonder Valley (SLF)	36,884	27,216	9,668	174,509	0
CSA 70 TV-5 Mesa (SLE)	166,097	188,551	(22,454)	870,110	0
CFD 2006-1 Lytle Creek (CXI)	37,319	45,645	(8,326)	421,880	0
CSA 120 North Etiwanda Preserve (SOH)	310,894	181,403	129,491	131,769	0
Total Special Revenue Funds	9,257,946	7,245,068	2,012,878	9,201,389	99



CSA 40 Elephant Mountain includes $380,967 in Requirements to fund 1 regular position and 1 limited-term position; television translator services operations and maintenance; and transfers for allocated indirect costs. Sources of $376,125 are primarily from property taxes. Fund Balance of $4,842 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 Countywide includes $7.7 million in Requirements to fund 97 positions including 87 regular and 10 limited term positions; department-wide administrative support services; transfers for positions shared 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. Sources of $5.6 million are primarily from water and sanitation operations and maintenance for Regional Parks, Sheriff's Department, Airports, countywide engineering, and lien administration revenues. Fund Balance of $2.1 million will primarily be used for a one-time loan for the Big Bear Alpine Zoo Relocation capital improvement project.

CSA 70 D-1 Lake Arrowhead includes $493,094 in Requirements to fund operating and maintenance expenses for Lake Arrowhead Dam, transfers for allocated indirect costs, and Operating Transfers Out for capital improvement projects. Sources of $638,320 are primarily from property taxes. Contribution to Fund Balance of $145,226 will support future operations.

CSA 70 DB-1 Bloomington includes $47,510 in Requirements to fund operating and landscape maintenance expenses, and transfers for allocated indirect costs. Sources of $45,990 are primarily from service charges. Fund Balance of $1,520 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 $25,790 in Requirements to fund maintenance for storm drain protection. Sources of $740 are from interest revenue. Fund Balance of $25,050 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 $16,785 in Requirements to fund operating and maintenance expenses for detention basin, open space, and storm drain services. Sources of $17,105 are primarily from service charges. Contribution to Fund Balance of $320 will support future operations.

CSA 70 TV-2 Morongo Valley includes $90,191 in Requirements to fund operating and maintenance expenses for television translator services and transfers for allocated indirect costs. Sources of $163,377 are primarily from property taxes. Contribution to Fund Balance of $73,186 will support future operations.

CSA 70 TV-4 Wonder Valley includes $36,884 in Requirements to fund operating and maintenance expenses for television translator services and transfers for allocated indirect costs. Sources of $27,216 are primarily from a special tax. Fund Balance of $9,668 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 TV-5 Mesa includes $166,097 in Requirements to fund operating and maintenance expenses for television translator services, and transfers for allocated indirect costs. Sources of $188,551 are primarily from special taxes. Contribution to Fund Balance of $22,454 will support future operations.

CFD 2006-1 Lytle Creek includes $37,319 in Requirements to fund operating expenses for maintaining open spaces and storm drain protection, and transfers for allocated indirect costs. Sources of $45,645 are primarily from special taxes. Contribution to Fund Balance of $8,326 will support future operations.

CSA 120 North Etiwanda Preserve includes $310,894 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 $181,403 are primarily from parking revenue and mitigation acceptance fees. Fund Balance of $129,491 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.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $3.3 million primarily as a result of a budgeted Operating Transfer Out in 2016-17 to the Lake Gregory Dam capital improvement project fund that is not required in 2017-18. Sources are decreasing by $433,167 primarily due to one-time debt proceeds and Board Discretionary Funding received in 2016-17 for a capital improvement project for CSA 120 North Etiwanda Preserve.

ANALYSIS OF FUND BALANCE

Six districts will use Fund Balance of $2.3 million. The largest use of Fund Balance is in CSA 70 Countywide, which requires $2.1 million, primarily as a result of a one-time loan for the Big Bear Alpine Zoo Relocation capital improvement project. 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.

Five districts will contribute a total of $249,512 to Fund Balance. The majority of the increase in departmental Fund Balance is a result of revenue from the use of district property as well as property tax revenue exceeding current year expenditures.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Administration/General Operations	36	0	-4	0	32	2	30
Road Operations	3	0	0	0	3	0	3
Water/Sanitation Operations	61	7	-4	0	64	8	56
Total	100	7	-8	0	99	10	89

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $8.9 million fund 99 budgeted positions of which 89 are regular positions and 10 are limited term positions. The budget includes a net decrease of 1 position (addition of 7, deletion of 8). These changes will better align positions with the duties being performed within the districts.

Additions
Public Service Employee (7 limited term)

Deletions
Customer Service Representative (1 regular, vacant)
General Manager (1 regular, vacant)
Management Analyst (1 regular, vacant)
Regional Manager (1 regular, vacant)
Staff Analyst II (1 regular, vacant)
Supervising Office Assistant (1 regular, vacant)
Treatment Plant Operator I (1 regular, vacant)
Water & Sanitation Operations Manager (1 regular, vacant)

CSA 70 HL Havasu Lake Enterprise Fund

DESCRIPTION OF MAJOR SERVICES

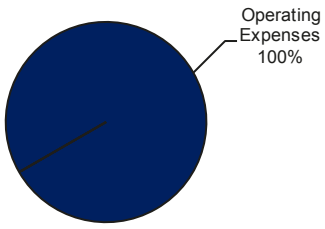
County Service Area (CSA) 70, Zone HL was established by the County of San Bernardino Board of Supervisors on April 1, 1990 to provide refuse collection services within the community of Havasu Lake. The CSA is funded by annual service charges assessed on property and collected through annual property taxes.

Budget at a Glance

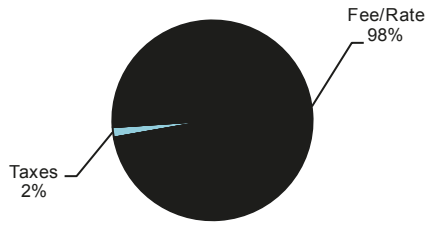
Total Requirements (Excl. Reimb.)	$72,222
Total Sources (Incl. Reimb.)	$72,969
Use of / (Contribution To) Net Position	($747)
Total Staff	0

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: Havasu Lake

BUDGET UNIT: EJA 487
FUNCTION: Public Ways & Facilities
ACTIVITY: Public Facilities

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	64,942	65,414	72,160	68,945	65,511	72,222	**3,277**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	64,942	65,414	72,160	68,945	65,511	72,222	**3,277**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	64,942	65,414	72,160	68,945	65,511	72,222	**3,277**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	64,942	65,414	72,160	68,945	65,511	72,222	**3,277**
Sources							
Taxes	909	3,120	1,566	909	2,721	1,244	**335**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	71,738	72,308	72,758	71,738	72,606	71,520	**(218)**
Other Revenue	51	94	205	51	374	205	**154**
Total Revenue	72,698	75,522	74,529	72,698	75,701	72,969	**271**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	72,698	75,522	74,529	72,698	75,701	72,969	**271**
Net Position							
Use of/ (Contribution to) Net Position**	(7,756)	(10,108)	(2,369)	(3,753)	(10,190)	(747)	**3,006**
Est. Net Position Available						39,576	
Total Est. Unrestricted Net Position						38,829	
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 2016-17 Final Budget and 2016-17 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 2017-18 ADOPTED BUDGET

Requirements of $72,222 include Operating Expenses for refuse services. Sources of $72,969 primarily include user service charges.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $3,277 due to changes in refuse service costs. Sources are increasing by $271 due to an increase in tax revenue.

ANALYSIS OF NET POSITION

Net Position is increasing by $747 primarily due to an increase in tax and interest revenue. This supports the department's effort to maintain 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.)	$2,171,018
Total Sources (Incl. Reimb.)	$1,990,560
Use of/ (Contribution to) Fund Balance	$180,458
Total Staff	20

CSA 20 Joshua Tree was established by the County of San Bernardino Board of Supervisors on June 1, 1964, to provide park and recreation services. Resolution 1993-22 consolidated 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 296 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 the County of San Bernardino Board of Supervisors on December 30, 1964. This CSA provides park and recreation services, a cemetery, television translators, an equestrian center for local horse groups and events, and streetlighting services funded primarily by property taxes. This CSA serves approximately 3,000 residents.

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

CSA 56 Wrightwood was established by 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 the County of San Bernardino Board of Supervisors on December 18, 1967, to maintain a 19-acre park site which contains a historical schoolhouse, tennis court, playground, picnic area, and a paved parking lot. This CSA serves approximately 10,000 park visitors annually and services are funded primarily by property taxes.

CSA 70 M Wonder Valley was established by the County of San Bernardino Board of Supervisors on July 1, 1991, to provide park and recreation services. This park Zone is funded by a $10 per parcel, per year service charge levied on 4,652 parcels.

CSA 70 P-6 El Mirage was established by the County of San Bernardino Board of Supervisors on October 15, 1990, to provide park and recreation services. This park Zone is funded by a $9 per parcel, per year special tax, which is levied on 3,533 parcels.

CSA 70 P-8 Fontana was established by 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 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 2017-18 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 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 2017-18 per parcel service charge is $742.96, which is currently levied on 37 parcels.

CSA 70 P-13 El Rancho Verde was established by the County of San Bernardino Board of Supervisors on August 1, 2006, to provide ongoing maintenance costs associated with landscape improvements to the Riverside Avenue median in the unincorporated area of El Rancho Verde. Voters approved a service charge of $149.88 per parcel, per year, which is currently levied on 509 parcels.

CSA 70 P-14 Mentone was established by the County of San Bernardino Board of Supervisors on December 19, 2006, to provide landscape maintenance, streetlighting services, and a detention basin. The 2017-18 per parcel service charge is $367.72, which is currently levied on 108 parcels.

CSA 70 P-16 Eagle Crest was established by the County of San Bernardino Board of Supervisors on January 23, 2007, to provide landscape maintenance and streetlighting services. Voters approved an annual service charge of $388 per parcel with a 2.5% inflationary factor. The 2017-18 per parcel service charge is $428.29, which is currently levied on 44 parcels.

CSA 70 P-17 Bloomington was established by the County of San Bernardino Board of Supervisors on December 18, 2007, to provide landscape maintenance services and a detention basin. 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 2017-18.

CSA 70 P-18 Randall Crossings was established by the County of San Bernardino Board of Supervisors on July 9, 2013, for the purpose of drainage and landscaping. This Zone is responsible for maintaining two catch basins, one 12" pipe, and a drainage swale with landscaping. Voters approved an annual service charge of $600 per parcel with a 2.5% inflationary factor. The 2017-18 per parcel service charge is $662.29, which is currently levied on 20 parcels.

CSA 70 P-19 Gregory Crossings was established by the County of San Bernardino Board of Supervisors on September 24, 2013, for the purpose of landscaping and detention basin maintenance. This Zone is responsible for maintaining a 600 foot, 72" 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 2017-18 service charge is $1,386.83, which is currently levied on 15 parcels.

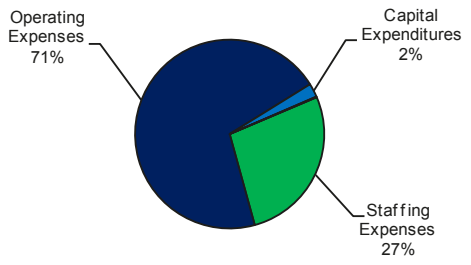
CSA 70 P-20 Mulberry Heights was established by the County of San Bernardino Board of Supervisors on January 14, 2014, for the purpose of landscaping and drainage maintenance. This Zone is responsible for maintaining 5,385 square feet of landscaping and one 72" corrugated metal perforated pipe. Voters approved an annual service charge of $1,050 per parcel with a 2.5% inflationary factor. The 2017-18 service charge is $1,103.16, which is currently levied on 20 parcels.

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

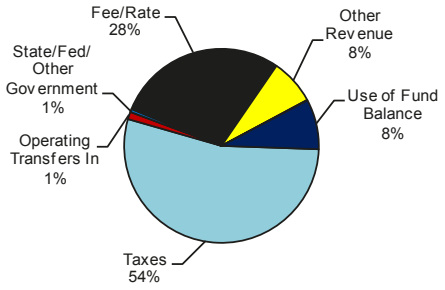
CSA 82 Searles Valley was established by the County of San Bernardino Board of Supervisors on June 28, 1976, to provide park maintenance for the roadside park in Searles Valley. This CSA serves approximately 800 park users and is primarily funded by tax revenues.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: Park Districts - Consolidated

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	628,615	602,439	608,884	688,197	589,792	588,562	**(99,635)**
Operating Expenses	1,311,177	1,463,539	1,216,187	1,467,855	1,243,281	1,529,303	**61,448**
Capital Expenditures	0	43,838	(1,750)	32,946	17,600	50,751	**17,805**
Total Exp Authority	1,939,792	2,109,816	1,823,322	2,188,998	1,850,673	2,168,616	**(20,382)**
Reimbursements	0	(3,765)	(1,258)	(2,180)	(1,790)	(2,180)	**0**
Total Appropriation	1,939,792	2,106,051	1,822,064	2,186,818	1,848,883	2,166,436	**(20,382)**
Operating Transfers Out	394,569	100,000	70,000	24,175	0	2,402	**(21,773)**
Total Requirements	2,334,361	2,206,051	1,892,064	2,210,993	1,848,883	2,168,838	**(42,155)**
Sources							
Taxes	1,066,341	1,114,437	1,179,625	1,169,087	1,245,858	1,170,131	**1,044**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	11,783	11,471	11,453	11,435	12,355	10,948	**(487)**
Fee/Rate	542,930	564,523	563,433	582,409	556,508	615,762	**33,353**
Other Revenue	390,419	166,298	237,352	152,380	213,007	164,539	**12,159**
Total Revenue	2,011,473	1,856,729	1,991,864	1,915,311	2,027,728	1,961,380	**46,069**
Operating Transfers In	25,046	127,386	41,546	43,994	34,900	27,000	**(16,994)**
Total Financing Sources	2,036,519	1,984,115	2,033,410	1,959,305	2,062,628	1,988,380	**29,075**
Fund Balance							
Use of / (Contribution to) Fund Balance**	297,841	221,936	(141,346)	251,688	(213,745)	180,458	**(71,230)**
Available Reserves				1,160,016		1,445,496	**285,480**
Total Fund Balance				1,411,704		1,625,954	**214,250**
Budgeted Staffing*	22	23	23	21	21	20	**(1)**

*Data represents final budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.



DETAIL OF 2017-18 ADOPTED BUDGET

	2017-18				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
CSA 20 Joshua Tree (SGD)	765,964	751,235	14,729	148,562	8
CSA 29 Lucerne Valley (SGG)	509,418	482,473	26,945	160,367	4
CSA 42 Oro Grande (SIV)	32,861	30,299	2,562	1,633	1
CSA 56 Wrightwood (SKD)	165,533	155,925	9,608	0	3
CSA 63 Oak Glen-Yucaipa (SKM)	176,298	117,873	58,425	350,089	2
CSA 70 M Wonder Valley (SYR)	67,281	74,046	(6,765)	71,777	1
CSA 70 P-6 El Mirage (SYP)	40,348	35,443	4,905	24,760	1
CSA 70 P-8 Fontana (SMK)	19,608	50	19,558	5,856	0
CSA 70 P-10 Mentone (RGT)	63,715	64,220	(505)	80,150	0
CSA 70 P-12 Montclair (SLL)	32,956	28,276	4,680	97,215	0
CSA 70 P-13 El Rancho Verde (SLU)	67,959	77,612	(9,653)	153,961	0
CSA 70 P-14 Mentone (RCZ)	64,434	40,439	23,995	173,040	0
CSA 70 P-16 Eagle Crest (RWZ)	26,350	19,035	7,315	58,657	0
CSA 70 P-17 Bloomington (SML)	0	65	(65)	9,344	0
CSA 70 P-18 Randall Crossings (SMQ)	13,940	13,396	544	30,082	0
CSA 70 P-19 Gregory Crossings (SMR)	26,163	20,922	5,241	25,367	0
CSA 70 P-20 Mulberry Heights (SMT)	22,939	23,803	(864)	43,465	0
CSA 70 W Hinkley (SLT)	39,520	26,193	13,327	3,508	0
CSA 82 Searles Valley (SOZ)	33,551	27,075	6,476	7,663	0
Total Special Revenue Funds	2,168,838	1,988,380	180,458	1,445,496	20

CSA 20 Joshua Tree includes $765,964 in Requirements for 8 positions of which 4 are regular and 4 are limited term positions, expenses for park and streetlight operations and maintenance, and transfers for allocated indirect costs. Sources of $751,235 are primarily from property taxes, special assessments, and other revenue for various park services and concessions. Fund Balance of $14,729 is primarily being used for a park improvement project.

CSA 29 Lucerne Valley includes $509,418 in Requirements for 4 positions of which 2 are regular and 2 are limited term positions, expenses for park operations and maintenance costs, and transfers for allocated indirect costs. Sources of $482,473 are primarily from property taxes, cemetery fees, and fees for park services. Fund Balance of $26,945 is primarily 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 42 Oro Grande includes $32,861 in Requirements for 1 limited term position, expenses for park operations, and transfers for allocated indirect costs. Sources of $30,299 are primarily from property taxes. Fund Balance of $2,562 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 $165,533 in Requirements for 3 limited term positions, expenses for park operations and maintenance, and transfers for allocated indirect costs. Sources of $155,925 include property taxes, rents, concessions, and interest. Fund Balance of $9,608 is being used to support ongoing operations.

CSA 63 Oak Glen-Yucaipa includes $176,298 in Requirements for 2 limited term positions, expenses for park operations and maintenance, and transfers for allocated indirect costs. Sources of $117,873 are primarily from property taxes. Fund Balance of $58,425 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 $67,281 in Requirements for 1 limited term position, expenses for park operations and maintenance, and transfers for allocated indirect costs. Sources of $74,046 are primarily from special assessments, rents, and concessions. Contribution to Fund Balance of $6,765 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 P-6 El Mirage includes $40,348 in Requirements for 1 limited term position, expenses for park operations and maintenance, and transfers for allocated indirect costs. Sources of $35,443 are primarily from special taxes. Fund Balance of $4,905 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-8 Fontana includes $19,608 in Requirements for park operations and maintenance, and transfers for allocated indirect costs. Sources of $50 are from interest. Fund Balance of $19,558 is being used to support ongoing operations as well as one-time costs 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 $63,715 in Requirements for park operations and maintenance, and transfers for allocated indirect costs. Sources of $64,220 are primarily from service charges. Contribution to Fund Balance of $505 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 P-12 Montclair includes $32,956 in Requirements for park operations and maintenance, and transfers for allocated indirect costs. Sources of $28,276 are primarily from special assessments. Fund Balance of $4,680 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 $67,959 in Requirements for maintenance, and transfers for allocated indirect costs. Sources of $77,612 are primarily from special assessments. Contribution to Fund Balance of $9,653 will support future operations.

CSA 70 P-14 Mentone includes $64,434 in Requirements for maintenance, and transfers for allocated indirect costs. Sources of $40,439 are primarily from special assessments. Fund Balance of $23,995 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 $26,350 in Requirements for maintenance, and transfers for allocated indirect costs. Sources of $19,035 are primarily from service charges. Fund Balance of $7,315 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 $65 are from interest. Contribution to Fund Balance of $65 will support future operations. No service charge is being levied for 2017-18 as this is on hold pending development of the property.

CSA 70 P-18 Randall Crossings includes $13,940 in Requirements for maintenance, and transfers for allocated indirect costs. Sources of $13,396 are primarily from special assessments. Fund Balance of $544 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 $26,163 in Requirements for maintenance, and transfers for allocated indirect costs. Sources of $20,922 are primarily from special assessments. Fund Balance of $5,241 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 $22,939 in Requirements for maintenance, and transfers for allocated indirect costs. Sources of $23,803 are primarily from service charges. Contribution to Fund Balance of $864 will support future operations.

CSA 70 W Hinkley includes $39,520 in Requirements for park operations and maintenance, and transfers for allocated indirect costs. Sources of $26,193 are primarily from property taxes. Fund Balance of $13,327 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 82 Searles Valley includes $33,551 in Requirements for park operations and maintenance, and transfers for allocated indirect costs. Sources of $27,075 are primarily from an annual operating transfer in from CSA 82 Searles Valley Sanitation District. Fund Balance of $6,476 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.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $42,155 primarily due to deleting 1 vacant limited term position. In addition, Operating Transfers Out are decreasing due to a one-time transfer from CSA 70 P-6 El Mirage Park District to the Streetlight District budget unit. Sources are increasing by $29,075 primarily due to the increase in park and recreation fees in various districts.

ANALYSIS OF FUND BALANCE

Fourteen park districts will use a total of $198,310 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.

Five park districts will contribute a total of $17,852 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.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Park Operations	21	0	-1	0	20	14	6
Total	21	0	-1	0	20	14	6

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $588,562 fund 20 budgeted positions of which 6 are regular positions and 14 are limited term positions. The budget includes a net decrease of 1 vacant Public Service Employee (limited term) position as the duties associated with the position have been eliminated.

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

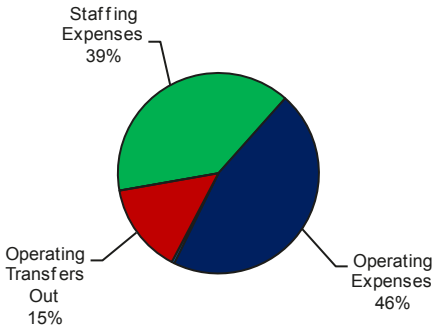
Total Requirements (Excl. Reimb.)	$4,608,397
Total Sources (Incl. Reimb.)	$3,913,658
Use of/ (Contribution to) Fund Balance	$694,739
Total Staff	58

The Big Bear Valley Recreation and Park District was established by the County of San Bernardino Board of Supervisors on April 23, 1934. The District currently maintains 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.

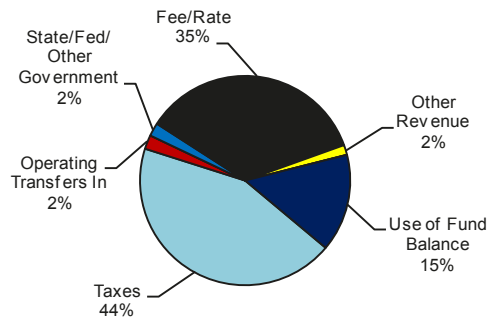
The Big Bear Alpine Zoo is managed and funded by the Big Bear Valley Recreation and Park District and operates on 2.5 acres in the Moonridge area of Big Bear Valley. The zoo is open year-round for visitors to see alpine species on exhibit. The zoo receives approximately 86,600 visitors annually.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: Big Bear Recreation and Park District

BUDGET UNIT: SSA 620, SSF 620
FUNCTION: Recreation and Cultural
ACTIVITY: Recreation Facilities

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	1,351,129	1,650,953	1,699,147	1,782,106	1,733,845	1,813,341	**31,235**
Operating Expenses	1,674,140	1,650,852	1,545,291	1,695,033	1,461,258	2,105,056	**410,023**
Capital Expenditures	40,418	102,414	0	133,000	20,104	20,000	**(113,000)**
Total Exp Authority	3,065,687	3,404,219	3,244,438	3,610,139	3,215,207	3,938,397	**328,258**
Reimbursements	(41,500)	(41,500)	(124,743)	0	0	0	**0**
Total Appropriation	3,024,187	3,362,719	3,119,695	3,610,139	3,215,207	3,938,397	**328,258**
Operating Transfers Out	100,000	224,800	53,902	400,000	0	670,000	**270,000**
Total Requirements	3,124,187	3,587,519	3,173,597	4,010,139	3,215,207	4,608,397	**598,258**
Sources							
Taxes	1,822,972	1,818,741	2,024,355	1,801,989	2,121,044	2,018,877	**216,888**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	41,881	57,208	70,563	72,595	65,583	94,170	**21,575**
Fee/Rate	1,053,983	1,194,613	1,271,153	1,433,525	1,335,120	1,630,000	**196,475**
Other Revenue	258,525	101,808	111,432	138,027	116,272	70,611	**(67,416)**
Total Revenue	3,177,361	3,172,370	3,477,503	3,446,136	3,638,019	3,813,658	**367,522**
Operating Transfers In	175,532	222,187	0	100,000	0	100,000	**0**
Total Financing Sources	3,352,893	3,394,556	3,477,503	3,546,136	3,638,019	3,913,658	**367,522**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(228,706)	192,963	(303,906)	464,003	(422,812)	694,739	**230,736**
Available Reserves				864,088		1,056,163	**192,075**
Total Fund Balance				1,328,091		1,750,902	**422,811**
Budgeted Staffing*	66	64	57	59	59	58	**(1)**

*Data represents final budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

DETAIL OF 2017-18 ADOPTED BUDGET

	2017-18				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
Big Bear Valley Recreation and Park District (SSA)	3,339,540	2,628,889	710,651	938,431	40
Big Bear Alpine Zoo (SSF)	1,268,857	1,284,769	(15,912)	117,732	18
Total Special Revenue Funds	4,608,397	3,913,658	694,739	1,056,163	58



Big Bear Valley Recreation and Park District – Requirements of $3.3 million include Staffing Expenses to fund 40 positions of which 11 are regular positions and 29 are limited term, Operating Expenses for park and facility operations and maintenance, transfers for allocated indirect costs, Capital Expenditures for the purchase of maintenance equipment, and Operating Transfers Out for the property tax allocation to Big Bear Alpine Zoo and to fund capital improvement projects for the zoo. Sources of $2.6 million are primarily from property taxes, and fee/rate revenue from park programs, services, and concessions. Fund Balance of $710,651 is being used for one-time capital asset purchases as well as to support the new zoo project.

Big Bear Alpine Zoo – Requirements of $1.3 million include Staffing Expenses that fund 18 positions of which 9 are regular positions and 9 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 $1.3 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. Contribution to Fund Balance of $15,912 will support future operations.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $598,258 primarily due to an increase in one-time park maintenance projects, and increased costs in utilities and insurance. Additionally, Operating Transfers Out are increasing to fund the Big Bear Alpine Zoo capital improvement project. Sources are increasing by $367,522 primarily due to an increase in anticipated property tax revenue and revenues associated with the swim beach opening in summer 2017.

ANALYSIS OF FUND BALANCE

Fund Balance of $694,739 will primarily be used for one-time capital asset purchases as well as to support the new zoo project.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Big Bear Valley Rec & Park Operations	59	2	-3	0	58	38	20
Total	59	2	-3	0	58	38	20

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $1.8 million fund 58 budgeted positions of which 20 are regular positions and 38 are limited-term positions. The budget includes a net decrease of 1 position (addition of 2, deletion of 3). These changes will better align positions with the duties being performed within the district. There is no operational impact as it was determined that existing staff is able to provide the necessary support to the district.

Additions
Public Service Employee (2 limited term)

Deletions
Animal Keeper I (1 regular, vacant)
Park Maintenance Worker III (1 regular, vacant)
Registered Veterinary Technician (1 regular, vacant)

Bloomington Recreation and Park District

DESCRIPTION OF MAJOR SERVICES

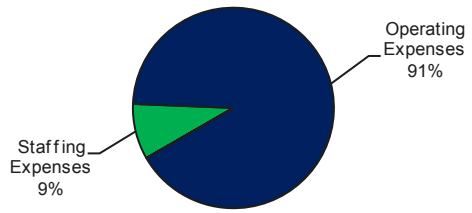
The Special Districts Department provides for the management, funding, and maintenance of Bloomington Recreation and Park District (District). Revenue is received through property taxes, state aid, federal aid, service charges, and fees for park services.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$307,616
Total Sources (Incl. Reimb.)	$324,135
Use of/ (Contribution to) Fund Balance	($16,519)
Total Staff	2

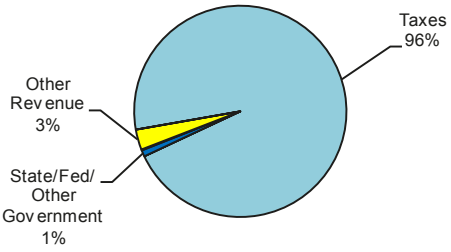
The District was established by the County of San Bernardino Board of Supervisors on July 19, 1972. The District maintains two community parks, an equestrian arena, sports fields, and a community center that are funded primarily by property taxes.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	126,055	139,167	123,270	94,326	84,939	27,617	**(66,709)**
Operating Expenses	237,029	230,520	219,182	200,033	199,630	279,999	**79,966**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	363,084	369,687	342,452	294,359	284,569	307,616	**13,257**
Reimbursements	0	(3,474)	0	0	0	0	**0**
Total Appropriation	363,084	366,213	342,452	294,359	284,569	307,616	**13,257**
Operating Transfers Out	50,000	0	0	0	0	0	**0**
Total Requirements	413,084	366,213	342,452	294,359	284,569	307,616	**13,257**
Sources							
Taxes	274,192	302,105	314,389	295,696	336,810	310,458	**14,762**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	3,175	3,172	3,105	3,172	3,338	3,105	**(67)**
Fee/Rate	(2,250)	(2,775)	(2,557)	0	(2,945)	500	**500**
Other Revenue	26,484	6,474	11,149	12,252	14,353	10,072	**(2,180)**
Total Revenue	301,601	308,975	326,086	311,120	351,556	324,135	**13,015**
Operating Transfers In	0	74,522	15,000	0	10,000	0	**0**
Total Financing Sources	301,601	383,497	341,086	311,120	361,556	324,135	**13,015**
Fund Balance							
Use of / (Contribution to) Fund Balance**	111,483	(17,284)	1,366	(16,761)	(76,987)	(16,519)	**242**
Available Reserves				67,996		144,741	**76,745**
Total Fund Balance				51,235		128,222	**76,987**
Budgeted Staffing*	2	2	2	3	3	2	**(1)**

*Data represents final budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Requirements of $307,616 include Staffing Expenses of $27,617, which fund 2 limited term positions. Operating Expenses of $279,999 include expenses for park operations, maintenance costs, and transfers for allocated indirect costs. Sources of $324,135 primarily consist of tax revenue.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $13,257 primarily due to an increase in utility expenses as well as contract maintenance for the park areas. Sources are increasing by $13,015 primarily due to an increase in property tax revenue.

ANALYSIS OF FUND BALANCE

The budget reflects a Contribution to Fund Balance of $16,519, which is primarily due to an increase in property tax revenue. This will be used to fund future park operations and maintenance.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Bloomington Rec & Park Operations	3	0	-1	0	2	2	0
Total	3	0	-1	0	2	2	0

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $27,617 fund 2 limited term budgeted positions. The budget includes a decrease of 1 regular vacant Park Maintenance Worker position. There will be no operational impact as park maintenance will be contracted out in 2017-18.

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.)	$2,276,786
Total Sources (Incl. Reimb.)	$2,013,122
Use of/ (Contribution to) Fund Balance	$263,664
Total Staff	1

CSA 18 Cedarpines was established by the County of San Bernardino Board of Supervisors on July 17, 1967, to maintain 17.3 miles of paved and unpaved roads, one community center, and one five-acre park. This 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 3,763 parcels for road maintenance.

CSA 59 Deer Lodge Park was established by the County of San Bernardino Board of Supervisors on December 19, 1966, to maintain five miles of paved roads. This 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 2017-18 per parcel special tax is $255.13, which is currently billed on 628 parcels.

CSA 68 Valley of the Moon was established by the County of San Bernardino Board of Supervisors on December 1, 1969, to maintain four miles of paved roads. This road CSA receives property tax revenue to fund snow-removal services on 755 parcels.

CSA 69 Lake Arrowhead Road was established by the County of San Bernardino Board of Supervisors on December 22, 1969, to maintain four miles of paved roads. This road CSA receives property tax revenue and a $100 per parcel, per year service charge. This service charge augments the property tax revenue and is currently billed on 389 parcels for road maintenance and snow-removal services.

CSA 70 G Wrightwood Road was established by the County of San Bernardino Board of Supervisors on November 29, 1971, to maintain 7.3 miles of paved and unpaved roads. This 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 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 4,652 parcels for road maintenance.

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 M Wonder Valley, Zone A was established by the County of San Bernardino Board of Supervisors on September 23, 2014, to provide road grading and storm rehabilitation to 178 miles of roads. Voters approved a service charge of $55 per parcel for 2015-16 and an annual $30 special tax thereafter, with a 2.5% inflationary factor. The 2017-18 per parcel special tax is $30.75, which is currently billed on 4,024 parcels.

CSA 70 R-2 Twin Peaks was established by the County of San Bernardino Board of Supervisors on November 4, 1974, to maintain 1.95 miles of paved roads. This 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 2017-18 per parcel special tax is $281, which is currently billed on 289 parcels for road maintenance.

CSA 70 R-3 Erwin Lake was established by the County of San Bernardino Board of Supervisors on November 4, 1974, to maintain nine miles of paved and unpaved roads. This 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 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 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 2017-18 per parcel special tax is $76.82, which is currently billed on 3,552 parcels.

CSA 70 R-7 Lake Arrowhead was established by the County of San Bernardino Board of Supervisors on December 15, 1980, to maintain 965 feet of paved roads. This 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 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 2017-18 per parcel service charge is $395.99, which is currently billed on 67 parcels.

CSA 70 R-9 Rim Forest was established by the County of San Bernardino Board of Supervisors on May 9, 1983, to maintain one mile of paved road. This road Zone receives a $60 per parcel, per year service charge, which is currently billed on 144 parcels for road maintenance and snow-removal services.

CSA 70 R-12 Baldwin Lake was established by the County of San Bernardino Board of Supervisors on July 9, 1984, to maintain 1.62 miles of unpaved roads. On August 19, 2008 voters approved an increase in the annual service charge from $50 per parcel to $288 per parcel with a 2.5% inflationary factor for road maintenance and snow-removal services. The 2017-18 per parcel service charge is $359.67, which is currently billed on 33 parcels.

CSA 70 R-13 Lake Arrowhead North Shore was established by the County of San Bernardino Board of Supervisors on July 9, 1984, to maintain 1.39 miles of paved roads. This 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 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 3,510 parcels for road grading and road maintenance services.

CSA 70 R-16 Running Springs was established by the County of San Bernardino Board of Supervisors on May 14, 1984, to maintain 0.94 miles of paved roads. This 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 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 2,059 parcels for road maintenance services.

CSA 70 R-20 Flamingo Heights was established by the County of San Bernardino Board of Supervisors on April 7, 1986, to maintain 36.9 miles of unpaved roads. This road Zone receives a $15 per parcel, per year service charge, which is currently billed on 780 parcels for road maintenance services.

CSA 70 R-21 Mountain View was established by the County of San Bernardino Board of Supervisors on August 17, 1987, to maintain approximately 1,290 feet of paved roads. This 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 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 10 annexed parcels for road maintenance and snow-removal services.

CSA 70 R-23 Mile High Park was established by the County of San Bernardino Board of Supervisors on July 8, 1991, to maintain one mile of paved road. This 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 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 16 parcels to hold in reserve in case of emergency needs.

CSA 70 R-26 Yucca Mesa was established by the County of San Bernardino Board of Supervisors on August 21, 1989, to maintain 8.8 miles of unpaved roads. This road Zone receives a $35 per parcel, per year service charge, which is currently billed on 189 parcels for road maintenance and road-grading services.

CSA 70 R-29 Yucca Mesa was established by the County of San Bernardino Board of Supervisors on August 12, 1991, to maintain seven miles of unpaved roads. This 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 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 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 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 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 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 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 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 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 by established 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 2017-18 service charge is $195.53, which is currently billed on 49 parcels.

CSA 70 R-42 Windy Pass was established by the County of San Bernardino Board of Supervisors on September 11, 2002, to maintain 2.15 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 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 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 $185.56 per parcel, per year, which is currently billed on 58 parcels for road maintenance and snow-removal services.

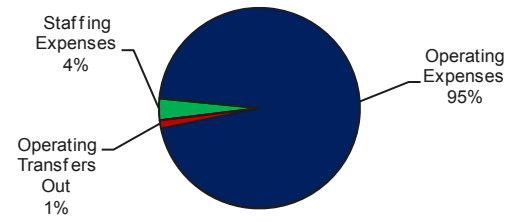
CSA 70 R-46 South Fairway Drive was established by the County of San Bernardino Board of Supervisors on August 10, 2010, to maintain 0.34 miles of paved roads. This road Zone receives an annual $325 per parcel special tax with a 2.5% inflationary factor for road maintenance, and snow-removal and road-grading services. The 2017-18 special tax is $367.72, which is currently billed on 17 parcels.

CSA 70 R-47 Rocky Point was established by the County of San Bernardino Board of Supervisors on September 10, 2013, to maintain 0.97 miles of paved roads. Voters approved a service charge of $1,900 per parcel for 2013-14 and 2014-15 and an annual $250 special tax thereafter, with a 2.5% inflationary factor. The 2017-18 service charge is $262.66, which is currently billed on 84 parcels for road maintenance, road paving, and snow-removal services.

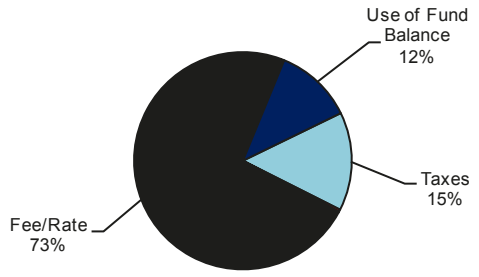
CSA 79 R-1 Green Valley Lake was established by the County of San Bernardino Board of Supervisors on September 14, 1993, to maintain 0.65 miles of paved roads. On August 7, 2007, voters approved an annual $352 per parcel special tax with a 2.5% inflationary factor for road maintenance, paving, and snow-removal services. The 2017-18 special tax is $450.60, which is currently billed on 63 parcels.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: Road Districts - Consolidated

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

	2013-14	2014-15	2015-16	(A) 2016-17	2016-17	(B) 2017-18	(B-A)
	Actual	Actual	Actual	Final Budget	Actual	Adopted Budget	Change From Prior Year Final Budget
Requirements							
Staffing Expenses	26,620	33,549	78,918	88,366	86,506	79,622	**(8,744)**
Operating Expenses	1,140,686	1,185,820	1,740,099	2,100,916	1,355,520	2,167,164	**66,248**
Capital Expenditures	38,592	415,905	103	16,000	11,886	0	**(16,000)**
Total Exp Authority	1,205,898	1,635,274	1,819,119	2,205,282	1,453,912	2,246,786	**41,504**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	1,205,898	1,635,274	1,819,119	2,205,282	1,453,912	2,246,786	**41,504**
Operating Transfers Out	1,100,427	991,774	213,976	674,400	599,600	30,000	**(644,400)**
Total Requirements	2,306,325	2,627,048	2,033,095	2,879,682	2,053,512	2,276,786	**(602,896)**
Sources							
Taxes	334,302	349,783	350,804	340,633	374,465	333,801	**(6,832)**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	3,328	3,162	3,019	3,139	3,204	3,019	**(120)**
Fee/Rate	1,521,844	1,590,721	1,612,878	1,626,391	1,553,549	1,656,784	**30,393**
Other Revenue	361,364	278,498	174,727	10,510	29,071	11,456	**946**
Total Revenue	2,220,838	2,222,164	2,141,428	1,980,673	1,960,289	2,005,060	**24,387**
Operating Transfers In	99,388	99,400	144,044	104,558	94,600	8,062	**(96,496)**
Total Financing Sources	2,320,226	2,321,564	2,285,472	2,085,231	2,054,889	2,013,122	**(72,109)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(13,901)	305,484	(252,377)	794,451	(1,377)	263,664	**(530,787)**
Available Reserves				1,733,279		2,265,442	**532,163**
Total Fund Balance				2,527,730		2,529,106	**1,376**
Budgeted Staffing*	1	1	2	1	1	1	**0**

*Data represents final budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

DETAIL OF 2017-18 ADOPTED BUDGET

	2017-18				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
CSA 18 Cedarpines (SFY)	307,395	301,784	5,611	213,797	0
CSA 59 Deer Lodge Park (SKJ)	144,771	202,055	(57,284)	256,564	0
CSA 68 Valley of the Moon (SKP)	38,616	44,788	(6,172)	140,163	0
CSA 69 Lake Arrowhead Road (SKS)	64,629	72,924	(8,295)	121,382	0
CSA 70 G Wrightwood Road (SLG)	112,878	196,012	(83,134)	239,677	0
CSA 70 M Wonder Valley (SLP)	248,053	211,609	36,444	62,614	1
CSA 70 PRD G-1 Wrightwood (Fund SLK)	0	0	0	5,209	0
CSA 70 R-2 Twin Peaks (SMA)	79,348	102,830	(23,482)	81,385	0
CSA 70 R-3 Erwin Lake (SMD)	71,343	69,811	1,532	58,637	0
CSA 70 R-4 Cedar Glen (SMG)	4,650	2,726	1,924	2,451	0
CSA 70 R-5 Sugarloaf (SMP)	376,847	277,842	99,005	268,783	0
CSA 70 R-7 Lake Arrowhead (SMS)	7,086	6,349	737	18,524	0
CSA 70 R-8 Riverside Terrace (SMY)	37,867	27,766	10,101	182,279	0
CSA 70 R-9 Rim Forest (SNG)	13,208	9,279	3,929	3,455	0
CSA 70 R-12 Baldwin Lake (SOA)	19,846	12,259	7,587	7,825	0
CSA 70 R-13 Lake Arrowhead North Shore (SOE)	27,172	9,005	18,167	10,414	0
CSA 70 R-15 Landers (SOG)	85,306	74,664	10,642	35,153	0
CSA 70 R-16 Running Springs (SOJ)	27,333	15,089	12,244	19,500	0
CSA 70 R-19 Copper Mountain (SNA)	47,478	46,328	1,150	31,562	0
CSA 70 R-20 Flamingo Heights (SNS)	17,050	13,757	3,293	4,794	0
CSA 70 R-21 Mountain View (SNM)	3,803	3,794	9	0	0
CSA 70 R-22 Twin Peaks (SOB)	26,210	19,341	6,869	10,112	0
CSA 70 R-23 Mile High Park (RCA)	31,509	17,130	14,379	19,457	0
CSA 70 R-25 Lucerne Valley (SOC)	2,126	2,065	61	0	0
CSA 70 R-26 Yucca Mesa (SOD)	16,979	7,009	9,970	1,931	0
CSA 70 R-29 Yucca Mesa (RCB)	12,889	8,215	4,674	1,179	0
CSA 70 R-30 Verdemont (RCC)	4,725	4,725	0	2,610	0
CSA 70 R-31 Lytle Creek (RCE)	4,442	3,484	958	2,205	0
CSA 70 R-33 Big Bear City (RCN)	13,784	11,201	2,583	28,700	0
CSA 70 R-34 Big Bear (RCM)	6,461	5,658	803	3,062	0
CSA 70 R-35 Cedar Glen (RCQ)	3,661	2,560	1,101	0	0
CSA 70 R-36 Pan Springs (RCR)	11,210	9,245	1,965	26,572	0
CSA 70 R-39 Highland Estates (RCK)	71,102	67,887	3,215	119,015	0
CSA 70 R-40 Upper No. Bay, Lake Arrowhead (RGW)	87,991	18,011	69,980	6,037	0
CSA 70 R-41 Quail Summit (RGY)	21,240	9,688	11,552	0	0
CSA 70 R-42 Windy Pass (RHL)	21,716	46,058	(24,342)	192,054	0
CSA 70 R-44 Saw Pit Canyon (SYT)	26,794	11,085	15,709	3,459	0
CSA 70 R-45 Erwin Lake (SMO)	17,159	10,867	6,292	27,541	0
CSA 70 R-46 South Fairway Drive (SYX)	34,360	6,775	27,585	2,035	0
CSA 70 R-47 Rocky Point (RIS)	48,477	22,323	26,154	55,305	0
CSA 79 R-1 Green Valley Lake (RCP)	79,272	29,124	50,148	0	0
Total Special Revenue Funds	2,276,786	2,013,122	263,664	2,265,442	1



CSA 18 Cedarpines includes $307,395 in Requirements to fund road maintenance, snow-removal services, and transfers for allocated indirect costs. Sources of $301,784 are primarily from property taxes and service charges. Fund Balance of $5,611 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 $144,771 in Requirements to fund road maintenance, snow-removal services, and transfers for allocated indirect costs. Sources of $202,055 are from property taxes and special taxes. Contribution to Fund Balance of $57,284 will support future operations.

CSA 68 Valley of the Moon includes $38,616 in Requirements to fund road maintenance, snow-removal services, and transfers for allocated indirect costs. Sources of $44,788 are from property taxes. Contribution to Fund Balance of $6,172 will support future operations.

CSA 69 Lake Arrowhead Road includes $64,629 in Requirements to fund road maintenance, snow-removal services, and transfers for allocated indirect costs. Sources of $72,924 are from property taxes and service charges. Contribution to Fund Balance of $8,295 will support future operations.

CSA 70 G Wrightwood Road includes $112,878 in Requirements to fund road maintenance, snow-removal services, and transfers for allocated indirect costs. Sources of $196,012 are from property taxes and special taxes. Contribution to Fund Balance of $83,134 will to support future operations.

CSA 70 M Wonder Valley includes $248,053 in Requirements to fund Staffing Expenses for one regular position, as well as road maintenance and transfers for allocated indirect costs. Sources of $211,609 are from service charges. Fund Balance of $36,444 is primarily being used for a one-time Operating Transfer Out to the CSA 70 Countywide budget unit for a prior year loan. 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-2 Twin Peaks includes $79,348 in Requirements to fund road maintenance, snow-removal services, and transfers for allocated indirect costs. Sources of $102,830 are from property taxes and special taxes. Contribution to Fund Balance of $23,482 will support future operations.

CSA 70 R-3 Erwin Lake includes $71,343 in Requirements to fund road maintenance, snow-removal services, and transfers for allocated indirect costs. Sources of $69,811 are from property taxes and service charges. Fund Balance of $1,532 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 $4,650 in Requirements to fund road maintenance, snow-removal services, and transfers for allocated indirect costs. Sources of $2,726 are from service charges. Fund Balance of $1,924 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 $376,847 in Requirements primarily to fund road maintenance, snow-removal services, and transfers for allocated indirect costs. Sources of $277,842 are from special taxes. Fund Balance of $99,005 is being used for a road maintenance project as well as 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 $7,086 in Requirements to fund road maintenance, snow-removal services, and transfers for allocated indirect costs. Sources of $6,349 are from service charges. Fund Balance of $737 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 $37,867 in Requirements to fund road maintenance and transfers for allocated indirect costs. Sources of $27,766 are from service charges. Fund Balance of $10,101 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 R-9 Rim Forest includes $13,208 in Requirements to fund road maintenance, snow-removal services, and transfers for allocated indirect costs. Sources of $9,279 are from service charges. Fund Balance of $3,929 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 $19,846 in Requirements to fund road maintenance, snow-removal services, and transfers for allocated indirect costs. Sources of $12,259 are from service charges. Fund Balance of $7,587 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 $27,172 in Requirements to fund road maintenance, snow-removal services, and transfers for allocated indirect costs. Sources of $9,005 are from service charges. Fund Balance of $18,167 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-15 Landers includes $85,306 in Requirements to fund road maintenance and transfers for allocated indirect costs. Sources of $74,664 are from service charges. Fund Balance of $10,642 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 $27,333 in Requirements to fund road maintenance, snow-removal services, and transfers for allocated indirect costs. Sources of $15,089 are from special taxes. Fund Balance of $12,244 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 $47,478 in Requirements to fund road maintenance and transfers for allocated indirect costs. Sources of $46,328 are from service charges. Fund Balance of $1,150 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-20 Flamingo Heights includes $17,050 in Requirements to fund road maintenance and transfers for allocated indirect costs. Sources of $13,757 are from service charges. Fund Balance of $3,293 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 $3,803 in Requirements to fund road maintenance, snow-removal services, and transfers for allocated indirect costs. Sources of $3,794 are from service charges. Fund Balance of $9 is being used to support ongoing operations.

CSA 70 R-22 Twin Peaks includes $26,210 in Requirements to fund road maintenance, snow-removal services, and transfers for allocated indirect costs. Sources of $19,341 are from service charges and special taxes. Fund Balance of $6,869 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-23 Mile High Park includes $31,509 in Requirements to fund road maintenance, snow-removal services, and transfers for allocated indirect costs. Sources of $17,130 are from service charges. Fund Balance of $14,379 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 $2,126 in Requirements to fund road maintenance and transfers for allocated indirect costs. Sources of $2,065 are from service charges. Fund Balance of $61 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 $16,979 in Requirements to Fund road maintenance, grading services and transfers for allocated indirect costs. Sources of $7,009 are from service charges. Fund Balance of $9,970 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-29 Yucca Mesa includes $12,889 in Requirements to fund road maintenance, grading services and transfers for allocated indirect costs. Sources of $8,215 are from service charges. Fund Balance of $4,674 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 $4,725 in Requirements to fund road maintenance, grading services and transfers for allocated indirect costs. Sources of $4,725 are from service charges. There is no use of or Contribution to Fund Balance.

CSA 70 R-31 Lytle Creek includes $4,442 in Requirements to fund road maintenance, grading services and transfers for allocated indirect costs. Sources of $3,484 are from service charges. Fund Balance of $958 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-33 Big Bear City includes $13,784 in Requirements to fund road maintenance and snow removal and transfers for allocated indirect costs. Sources of $11,201 are from service charges. Fund Balance of $2,583 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 $6,461 in Requirements to fund road maintenance, snow-removal services, and transfers for allocated indirect costs. Sources of $5,658 are from service charges. Fund Balance of $803 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 $3,661 in Requirements to fund road maintenance, snow-removal services, and transfers for allocated indirect costs. Sources of $2,560 are from service charges. Fund Balance of $1,101 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 $11,210 in Requirements to fund road maintenance, snow-removal services, and transfers for allocated indirect costs. Sources of $9,245 are from service charges. Fund Balance of $1,965 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 $71,102 in Requirements to fund road maintenance, debt service for a CSA Revolving Loan and transfers for allocated indirect costs. Sources of $67,887 are from service charges and residual equity transfers in. Fund Balance of $3,215 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-40 Upper No. Bay, Lake Arrowhead includes $87,991 in Requirements to fund road maintenance, snow-removal services, and transfers for allocated indirect costs. Sources of $18,011 are from special taxes. Fund Balance of $69,980 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 $21,240 in Requirements to fund road maintenance, streetlights, and transfers for allocated indirect costs. Sources of $9,688 are from service charges. Fund Balance of $11,552 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 $21,716 in Requirements to fund road maintenance, paving services and transfers for allocated indirect costs. Sources of $46,058 are from special taxes. Contribution to Fund Balance of $24,342 will support future operations.

CSA 70 R-44 Saw Pit Canyon includes $26,794 in Requirements to fund road maintenance and transfers for allocated indirect costs. Sources of $11,085 are from special taxes. Fund Balance of $15,709 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-45 Erwin Lake South includes $17,159 in Requirements to fund road maintenance and transfers for allocated indirect costs. Sources of $10,867 are from service charges. Fund Balance of $6,292 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 $34,360 in Requirements to fund road maintenance, snow-removal services, and transfers for allocated indirect costs. Sources of $6,775 are from service charges. Fund Balance of $27,585 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.

CSA70 R-47 Rocky Point includes $48,477 in Requirements to fund road maintenance and transfers for allocated indirect costs. Sources of $22,323 are from service charges. Fund Balance of $26,154 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 79 R-1 Green Valley Lake includes $79,272 in Requirements to fund road maintenance, snow-removal services, and transfers for allocated indirect costs. Sources of $29,124 are from special taxes. Fund Balance of $50,148 is being used to support ongoing operations. 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 $602,896. This is primarily due to one-time Operating Transfers Out for capital improvement projects that were completed in 2016-17. Sources are decreasing by $72,109 primarily due to a one-time Operating Transfer In for a loan payment that matured in 2016-17.

ANALYSIS OF FUND BALANCE

Thirty-three road districts will use a total of $466,373 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 road districts will neither use nor contribute to Fund Balance. Six road districts will contribute a total of $202,709 to Fund Balance. Fund Balance may be allowed to build up over the 25% reserve threshold to fund significant, one-time expenditures.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Road Operations	1	0	0	0	1	0	1
Total	1	0	0	0	1	0	1

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $79,622 fund 1 budgeted regular position. There are no staffing changes for this budget unit.

Sanitation Districts Enterprise Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

The Special Districts Department provides for the management, funding, and maintenance of sanitation collection systems and wastewater treatment facilities throughout the County Service Areas (CSA) and Zones. Sources include property taxes, service charges, and user fees.

Budget at a Glance

Total Requirements (Excl. Reimb.)	$9,567,904
Total Sources (Incl. Reimb.)	$8,414,056
Use of / (Contribution To) Net Position	$1,153,848
Total Staff	0

CSA 42 Oro Grande was established by the County of San Bernardino Board of Supervisors on December 27, 1965, to provide sewer services. This 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 (VVWRA) provides sewer services.

CSA 53B Fawnskin was established by 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 1,259 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 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 4,365 EDUs. The sewage collection system is operated by the department and the VVWRA provides sewer services and maintains three lift stations.

CSA 70 BL Bloomington was established by the County of San Bernardino Board of Supervisors on November 19, 2013, to provide sewer services. It is anticipated that service will be provided to 300 EDUs as a result of a low-income housing development. This sanitation Zone will be funded by user fees and service charges. Sewage treatment is provided by the City of Rialto.

CSA 70 GH Glen Helen was established by the County of San Bernardino Board of Supervisors on August 17, 2004, to provide park and recreation, sewer, and streetlight services to the Glen Helen area. This sanitation Zone is funded by developer contributions, user fees, and service charges to 1,534 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 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 798 EDUs. The Zone provides sanitation services to residents in the Lytle Creek Community and the U.S. Forest Service.

CSA 70 S-7 Lenwood was established by the County of San Bernardino Board of Supervisors on December 19, 1977, to provide sewer services. This 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.

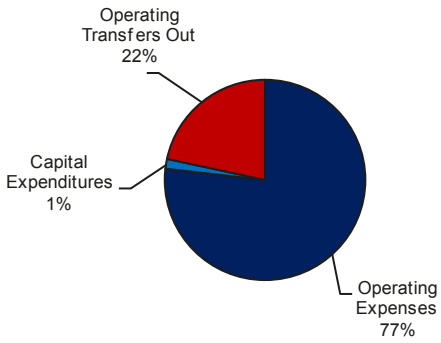
CSA 70 SP-2 High Country was established by the County of San Bernardino Board of Supervisors on May 20, 1985, to provide sewer services. This sanitation Zone is funded by user fees and service charges to 231 EDUs in the High Country Development tract of homes. Through an out-of-area service agreement with the City of Hesperia, the Zone also provides service to 517 EDUs within city boundaries.

CSA 79 Green Valley Lake was established by 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 1,227 EDUs. The sewage collection system and interceptor is operated by the department, with sewage treatment provided through a contract with Running Springs Water District (RSWD).

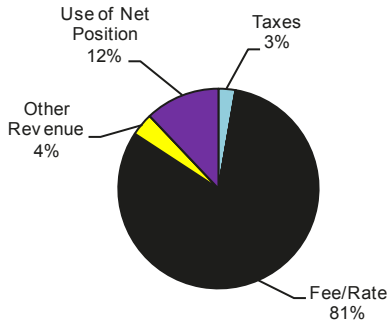
CSA 82 Searles Valley was established by the County of San Bernardino Board of Supervisors on June 28, 1976, to provide sewer services. On June 6, 2000, this sanitation CSA was combined and included Zones SV-3 (Trona) and SV-4 (Pioneer Point) through the Board of Supervisors Resolution No. 2000-132. The newly combined sanitation CSA 82 is funded by property tax revenue, user fees, and service charges to 753 EDUs as well as streetlight services.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: Sanitation Districts - Consolidated

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	5,174,923	5,845,313	6,825,351	7,553,529	6,601,620	7,347,724	**(205,805)**
Capital Expenditures	1,472,216	1,072,857	0	173,700	0	150,000	**(23,700)**
Total Exp Authority	6,647,139	6,918,170	6,825,351	7,727,229	6,601,620	7,497,724	**(229,505)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	6,647,139	6,918,170	6,825,351	7,727,229	6,601,620	7,497,724	**(229,505)**
Operating Transfers Out	2,068,210	1,299,668	953,914	916,193	744,023	2,070,180	**1,153,987**
Total Requirements	8,715,349	8,217,838	7,779,265	8,643,422	7,345,643	9,567,904	**924,482**
Sources							
Taxes	269,211	242,845	82,198	259,533	495,168	260,565	**1,032**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	597	538	489	538	506	489	**(49)**
Fee/Rate	8,029,289	6,434,005	7,190,790	7,069,484	6,422,032	7,797,173	**727,689**
Other Revenue	1,155,407	(40,636)	481,840	383,610	337,969	352,592	**(31,018)**
Total Revenue	9,454,504	6,636,752	7,755,317	7,713,165	7,255,675	8,410,819	**697,654**
Operating Transfers In	69,654	671,853	406,646	247,111	297,000	3,237	**(243,874)**
Total Financing Sources	9,524,158	7,308,605	8,161,963	7,960,276	7,552,675	8,414,056	**453,780**
Net Position							
Use of/ (Contribution to) Net Position**	(808,809)	909,233	(382,698)	683,146	(207,032)	1,153,848	**470,702**
Est. Net Position Available						1,976,198	
Total Est. Unrestricted Net Position						3,130,046	
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 2016-17 Final Budget and 2016-17 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 2017-18 ADOPTED BUDGET

	2017-18				
	Requirements	Sources	Use of / (Contribution to) Net Position	Estimated Net Position Available	Staffing
Enterprise Funds					
CSA 42 Oro Grande (EAP)	194,456	187,667	6,789	1,876	0
CSA 53B Fawnskin (EBA)	1,292,766	938,654	354,112	89,153	0
CSA 64 Spring Valley Lake (EBM)	2,673,731	2,227,061	446,670	117,506	0
CSA 70 BL Bloomington (EAR)	1,378,924	1,771,433	(392,509)	900,450	0
CSA 70 GH Glen Helen (ELH)	1,198,975	940,681	258,294	90,468	0
CSA 70 S-3 Lytle Creek (ECP)	726,920	597,795	129,125	228,818	0
CSA 70 S-7 Lenwood (ECR)	17,304	13,165	4,139	0	0
CSA 70 SP-2 High Country (EFA)	324,090	268,732	55,358	56,429	0
CSA 79 Green Valley Lake (EFP)	1,224,290	1,023,112	201,178	294,458	0
CSA 82 Searles Valley (EFY)	536,448	445,756	90,692	197,040	0
Total Enterprise Funds	9,567,904	8,414,056	1,153,848	1,976,198	0



CSA 42 Oro Grande includes $194,456 in Requirements to fund operations and maintenance costs, charges from VVWRA for waste processing, and transfers for allocated indirect costs. Sources of $187,667 are primarily from user fees and service charges. Net Position of $6,789 is being used to provide funding for capital improvement projects. 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 53B Fawnskin includes $1.3 million in Requirements to fund operations and maintenance costs, charges from BBARWA for waste processing, capital equipment, transfers for allocated indirect costs and Operating Transfers Out to a replacement reserve fund for future capital improvement projects. Sources of $938,654 are primarily from user fees and service charges. Net Position of $354,112 is being used to provide funding for capital improvement projects. 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 $2.7 million in Requirements to fund operations and maintenance costs, charges from VVWRA for waste processing, capital equipment, transfers for allocated indirect costs and Operating Transfers Out to a replacement reserve fund for future capital improvement projects. Sources of $2.2 million are primarily from taxes, user fees, and service charges. Net Position of $446,670 is being used to provide funding for capital improvement projects. 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 $1.4 million in Requirements to fund operations and maintenance costs and transfers for allocated indirect costs. Sources of $1.8 million are primarily from user fees. Contribution to Net Position of $392,509 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 70 GH Glen Helen includes $1.2 million 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 $940,681 are primarily from user fees, service charges, and developer contributions. Net Position of $258,294 is primarily being used to provide funding for capital improvement projects. 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 $726,920 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 $597,795 are primarily from user fees and service charges. Net Position of $129,125 is being used to provide funding for capital improvement projects. 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 S-7 Lenwood includes $17,304 in Requirements to fund operating and maintenance costs and transfers for allocated indirect costs. Sources of $13,165 are primarily from revenues from an out-of-area service agreement with the City of Barstow. Net Position of $4,139 is being used to provide funding for capital improvement projects. 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 $324,090 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 and Operating Transfers Out to a replacement reserve fund for future capital improvement projects. Sources of $268,732 are primarily from user fees and service charges. Net Position of $55,358 is being used to provide funding for capital improvement projects. 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 $1.2 million in Requirements to fund operating and maintenance costs, professional services including charges from RSWD for waste processing, debt service, capital equipment, transfers for allocated indirect costs, and Operating Transfers Out to a replacement reserve fund for future capital improvement projects. Sources of $1.0 million are primarily from user fees and service charges. Net Position of $201,178 is being used to provide funding for capital improvement projects. 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 $536,448 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 $445,756 are primarily from taxes, user fees, and service charges. Net Position of $90,692 is being used to provide funding for capital improvement projects. 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 increasing by $924,482 primarily due to Operating Transfers Out to replacement reserve funds for future one-time capital improvement projects. Sources are increasing by $453,780, primarily due to the establishment of fees for CSA 70 BL Bloomington.

ANALYSIS OF NET POSITION

Nine sanitation districts will use a total of $1.5 million of Net Position primarily to provide funding for capital improvement projects. 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.

One sanitation district will contribute $392,509 to Net Position to support future operations. 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 eliminate Net Position in excess of the reserve threshold.

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.)	$740,725
Total Sources (Incl. Reimb.)	$889,397
Use of/ (Contribution to) Fund Balance	($148,672)
Total Staff	0

CSA 30 Red Mountain was established by the County of San Bernardino Board of Supervisors on December 30, 1964, to provide funding for the operation of 15 streetlights in the community of Red Mountain. This streetlight CSA is funded through property tax revenue.

CSA 54 Crest Forest was established by the County of San Bernardino Board of Supervisors on September 19, 1966, to provide streetlight services to the community of Crest Forest. Beginning in 2014-15, CSA 53A Big Bear and CSA 73 Arrowbear Lake were consolidated into CSA 54 Crest Forest. This CSA receives property taxes to fund the operation of 205 streetlights.

CSA 70 EV-1 East Valley was established by the County of San Bernardino Board of Supervisors on April 23, 1996. Community Facilities District 2010-1 was formed in 2010 to provide an ongoing funding mechanism for the streetlight energy charges of 182 streetlights in the unincorporated area of the County known as the "Donut Hole." The rate and method of apportionment sets a special tax for each parcel to pay for the streetlighting energy charges. There are currently 77 parcels billed for this special tax.

CSA 70 GH Glen Helen was established by the County of San Bernardino Board of Supervisors on August 24, 2004, to provide services for Tract 15900. Tract 15900 is an approved development of approximately 2,086 housing units in a development area known as "Lytle Creek North Development" project, which includes a provision for the installation of 391 streetlights in this area. On January 30, 2007, voters approved 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 2017-18 is $52.09 per parcel and will be billed on 1,590 parcels.

CSA 70 P-6 El Mirage was established by the County of San Bernardino Board of Supervisors on October 15, 1990, as a park district. On March 22, 2016, the County of San Bernardino Board of Supervisors approved funding in the amount of $21,100 for the operation of four streetlights in the community of El Mirage. The approved funding is projected to support these streetlights for approximately 20 years.

CSA 70 SL-2 Chino was established by 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 2017-18 is $125.69 per parcel and will be billed on 26 parcels.

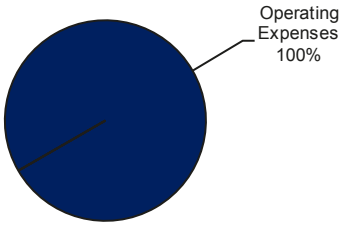
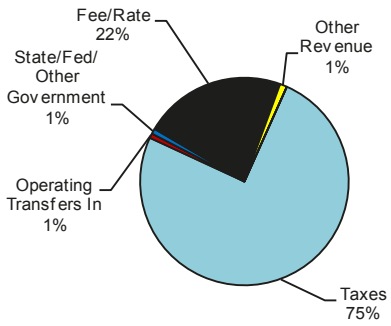
CSA 70 SL-3 Mentone was established by the County of San Bernardino Board of Supervisors on February 15, 2005, when voters approved a service charge of $40.00 per parcel, per year with a 1.5% inflationary increase for the operation of 12 streetlights in the community of Mentone. The service charge for 2017-18 is $44.41 per parcel and will be billed on 69 parcels.

CSA 70 SL-4 Bloomington was established by the County of San Bernardino Board of Supervisors on August 22, 2006, when voters approved 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 for 2017-18 is $105.06 per parcel and will be billed on 31 parcels.

CSA 70 SL-5 Muscoy was established by the County of San Bernardino Board of Supervisors on June 5, 2007, when voters approved a service charge of $18.00 per parcel, per year with a 2.5% inflationary increase for the operation of 204 streetlights in the community of Muscoy. The service charge for 2017-18 is $19.86 per parcel and will be billed on 2,168 parcels.

CSA SL-1 Countywide was established by the County of San Bernardino Board of Supervisors on December 27, 1965. This streetlight CSA receives property taxes to fund the operation of 3,534 streetlights in communities throughout the County.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)
	

ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: Streetlight Districts - Consolidated

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	723,411	760,966	716,422	914,879	724,081	740,725	**(174,154)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	723,411	760,966	716,422	914,879	724,081	740,725	**(174,154)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	723,411	760,966	716,422	914,879	724,081	740,725	**(174,154)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	723,411	760,966	716,422	914,879	724,081	740,725	**(174,154)**
Sources							
Taxes	754,116	755,147	796,218	662,541	847,126	669,242	**6,701**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	7,746	7,593	7,406	7,445	7,942	7,336	**(109)**
Fee/Rate	166,871	149,585	172,919	179,798	207,844	196,604	**16,806**
Other Revenue	79,179	12,033	10,353	6,705	62,559	9,733	**3,028**
Total Revenue	1,007,912	924,358	986,896	856,489	1,125,471	882,915	**26,426**
Operating Transfers In	0	0	22,915	3,181	(40,100)	6,482	**3,301**
Total Financing Sources	1,007,912	924,358	1,009,811	859,670	1,085,371	889,397	**29,727**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(284,501)	(163,392)	(293,389)	55,209	(361,290)	(148,672)	**(203,881)**
Available Reserves				1,404,581		1,969,752	**565,171**
Total Fund Balance				1,459,790		1,821,080	**361,290**
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 2017-18 ADOPTED BUDGET

	2017-18				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
CSA 30 Red Mountain (SGJ)	7,713	6,508	1,205	1,964	0
CSA 54 Crest Forest (SJV)	61,411	34,543	26,868	52,373	0
CSA 70 EV-1 East Valley (SQW)	38,163	53,302	(15,139)	122,750	0
CSA 70 GH Glen Helen (RWX)	73,528	89,778	(16,250)	140,727	0
CSA 70 P-6 El Mirage (SQU)	2,443	2,422	21	682	0
CSA 70 SL-2 Chino (SQX)	4,343	3,273	1,070	2,864	0
CSA 70 SL-3 Mentone (SQZ)	4,031	3,993	38	2,475	0
CSA 70 SL-4 Bloomington (SMC)	3,752	3,367	385	31,761	0
CSA 70 SL-5 Muscoy (SMJ)	39,025	48,068	(9,043)	94,015	0
CSA SL-1 Countywide (SQV)	506,316	644,143	(137,827)	1,520,141	0
Total Special Revenue Funds	740,725	889,397	(148,672)	1,969,752	0

CSA 30 Red Mountain includes $7,713 in Requirements to fund energy costs for streetlights and transfers for allocated indirect costs. Sources of $6,508 are primarily from property taxes. Fund Balance of $1,205 is being used to support ongoing operations. The department is reviewing operations in an effort to make adjustments to expenses in order to eliminate reliance on Fund Balance.

CSA 54 Crest Forest includes $61,411 in Requirements to fund energy costs for streetlights and transfers for allocated indirect costs. Sources of $34,543 are primarily from property taxes. Fund Balance of $26,868 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 $38,163 in Requirements to fund energy costs for streetlights and transfers for allocated indirect costs. Sources of $53,302 are from per parcel special taxes. Contribution to Fund Balance of $15,139 will support future operations.

CSA 70 GH Glen Helen includes $73,528 in Requirements to fund energy costs for streetlights and transfers for allocated indirect costs. Sources of $89,778 are primarily from per parcel service charges. Contribution to Fund Balance of $16,250 will support future operations.

CSA 70 P-6 El Mirage includes $2,443 in Requirements to fund energy costs for streetlights. Sources of $2,422 are primarily from the El Mirage Park District. Fund Balance of $21 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-2 Chino includes $4,343 in Requirements to fund energy costs for streetlights and transfers for allocated indirect costs. Sources of $3,273 are primarily from per parcel service charges. Fund Balance of $1,070 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 70 SL-3 Mentone includes $4,031 in Requirements to fund energy costs for streetlights and transfers for allocated indirect costs. Sources of $3,993 are primarily from per parcel service charges. Fund Balance of $38 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 $3,752 in Requirements to fund energy costs for streetlights and transfers for allocated indirect costs. Sources of $3,367 are primarily from per parcel service charges. Fund Balance of $385 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 $39,025 in Requirements to fund energy costs for streetlights and transfers for allocated indirect costs. Sources of $48,068 are primarily from per parcel service charges. Contribution to Fund Balance of $9,043 will support future operations.

CSA SL-1 Countywide includes $506,316 in Requirements to fund energy costs for streetlights and transfers for allocated indirect costs. Sources of $644,143 are primarily from property taxes. Contribution to Fund Balance of $137,827 will support future operations.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $174,154 primarily due to reduced energy costs as well as a decrease in administrative overhead charges. Sources are increasing by $29,727 primarily due to inflationary increases for streetlight service charges.

ANALYSIS OF FUND BALANCE

Six streetlight districts will use a total of $29,587 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.

Four streetlight districts will contribute a total of $178,259 to Fund Balance. Fund Balance may be allowed to build up over the 25% reserve threshold to fund significant, one-time 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.)	$7,666,804
Total Sources (Incl. Reimb.)	$6,381,593
Use of / (Contribution To) Net Position	$1,285,211
Total Staff	0

CSA 42 Oro Grande was established by the County of San Bernardino Board of Supervisors on December 27, 1965, to provide water services. This water CSA provides financing for the operation and maintenance of 136 water connections.

CSA 64 Spring Valley Lake was established by the County of San Bernardino Board of Supervisors on December 30, 1968, to provide water services. This water CSA provides financing for the operation and maintenance of 3,869 water connections. This CSA maintains five wells, one booster station, and three water tanks.

CSA 70 CG Cedar Glen was established by the County of San Bernardino Board of Supervisors on July 12, 2005, to provide water services. This water Zone provides for the operation and maintenance of 330 water connections.

CSA 70 F Morongo Valley was established by the County of San Bernardino Board of Supervisors on September 20, 1971, to provide water services. This water Zone provides for the operation and maintenance of 84 water connections. This CSA maintains three wells, one booster station, and a reservoir that stores 260,000 gallons of water.

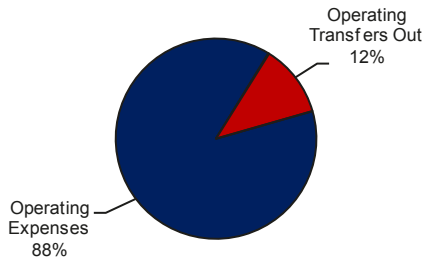
CSA 70 J Oak Hills was established by the County of San Bernardino Board of Supervisors on December 28, 1971, to provide water services. This water Zone provides for the operation and maintenance of 3,255 water connections. This Zone maintains five wells, five booster stations, nine water storage reservoirs, and 130 miles of water pipelines ranging from 6 inches to 16 inches in diameter.

CSA 70 W-3 Hacienda was established by 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 165 water connections. This Zone maintains two wells, two booster stations, and two storage reservoirs.

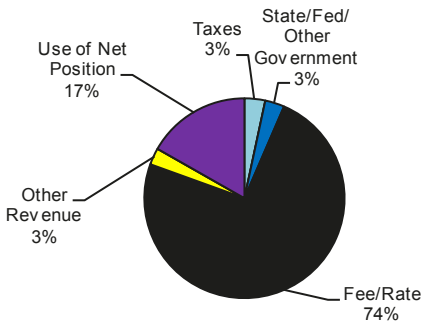
CSA 70 W-4 Pioneertown was established by the County of San Bernardino Board of Supervisors on January 14, 1980, for water services. This water Zone provides financing for the operation and maintenance of 120 water connections. This Zone maintains five wells and two storage reservoirs.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: Water Districts - Consolidated

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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	5,309,720	5,754,210	8,715,604	6,788,502	5,365,231	6,761,004	**(27,498)**
Capital Expenditures	64,577	12,804	0	50,400	46,475	10,000	**(40,400)**
Total Exp Authority	5,374,297	5,767,014	8,715,604	6,838,902	5,411,706	6,771,004	**(67,898)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	5,374,297	5,767,014	8,715,604	6,838,902	5,411,706	6,771,004	**(67,898)**
Operating Transfers Out	4,095,038	2,142,040	449,548	693,621	314,051	895,800	**202,179**
Total Requirements	9,469,334	7,909,054	9,165,152	7,532,523	5,725,757	7,666,804	**134,281**
Sources							
Taxes	205,816	308,779	507,263	267,487	118,479	256,861	**(10,626)**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	4,488	4,951	4,812	174,024	4,920	239,567	**65,543**
Fee/Rate	7,013,712	6,641,516	5,994,635	5,464,040	6,013,021	5,677,230	**213,190**
Other Revenue	236,815	240,228	(98,933)	193,260	1,061,624	207,935	**14,675**
Total Revenue	7,460,831	7,195,474	6,407,777	6,098,811	7,198,044	6,381,593	**282,782**
Operating Transfers In	127,174	603,218	1,521,049	12,000	0	0	**(12,000)**
Total Financing Sources	7,588,005	7,798,692	7,928,825	6,110,811	7,198,044	6,381,593	**270,782**
Net Position							
Use of/ (Contribution to) Net Position**	1,881,329	110,362	1,236,327	1,421,712	(1,472,287)	1,285,211	**(136,501)**
Est. Net Position Available						1,261,303	
Total Est. Unrestricted Net Position						2,546,514	
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 2016-17 Final Budget and 2016-17 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 2017-18 ADOPTED BUDGET

	2017-18				
	Requirements	Sources	Use of / (Contribution to) Net Position	Estimated Net Position Available	Staffing
Enterprise Funds					
CSA 42 Oro Grande (EAS)	399,880	219,263	180,617	81,825	0
CSA 64 Spring Valley Lake (ECB)	2,942,307	2,234,528	707,779	324,632	0
CSA 70 CG Cedar Glen (ELL)	641,934	492,890	149,044	262,304	0
CSA 70 F Morongo Valley (EBY)	310,994	232,102	78,892	22,357	0
CSA 70 J Oak Hills (ECA)	2,812,041	2,726,928	85,113	568,029	0
CSA 70 W-3 Hacienda (ECY)	344,732	306,519	38,213	0	0
CSA 70 W-4 Pioneertown (EDD)	214,916	169,363	45,553	2,156	0
Total Enterprise Funds	7,666,804	6,381,593	1,285,211	1,261,303	0

CSA 42 Oro Grande includes $399,880 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 $219,263 are primarily from user fees, connection fees, and service charges. Net Position of $180,617 is being used to provide funding for capital improvement projects. 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 $2.9 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 $2.2 million are primarily from property taxes, user fees, and service charges. Net Position of $707,779 is being used to provide funding for capital improvement projects. 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 $641,934 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 $492,890 are primarily from user fees, service charges, and special assessments. Net Position of $149,044 is primarily being used to provide funding for capital improvement projects. 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 $310,994 in Requirements to fund operating and maintenance costs and transfers for allocated indirect costs. Sources of $232,102 are primarily from user fees, and service charges. Net Position of $78,892 is primarily being used to provide funding for capital improvement projects. 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 J Oak Hills includes $2.8 million in Requirements to fund operating and maintenance costs, transfers for allocated indirect costs, and debt service. Sources of $2.7 million are primarily from user fees, and service charges. Net Position of $85,113 is primarily being used to provide funding for capital improvement projects. 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-3 Hacienda includes $344,732 in Requirements to fund operating and maintenance costs, and transfers for allocated indirect costs. Sources of $306,519 are primarily from user fees and service charges. Net Position of $38,213 is being used for a one-time maintenance project.

CSA 70 W-4 Pioneertown includes $214,916 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 $169,363 are primarily from user fees and service charges. Net Position of $45,553 being used to provide funding for capital improvement projects. 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 increasing by $134,281 primarily due to Operating Transfers Out to fund one-time capital improvement projects. Sources are increasing by $270,782 primarily due to increased water usage as a result of the State lifting the water conservation mandate.

ANALYSIS OF NET POSITION

Seven water districts will use a total of $1.3 million of Net Position primarily to provide funding for capital improvement projects. 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.

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.



2017-18 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 2017-18 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 73 projects for a total of $40.1 million are being requested by Special Districts Department in the budget.

2017-18 ADOPTED BUDGET – Total $40.1 million

- **General Districts** **$15.5 million**
  - CSA 120 No. Etiwanda Preserve – $372,878 for the design, purchase of land and parking lot extension project that was initiated in 2015-16. The total project cost is $470,722.
  - CSA 40 Elephant Mountain – $82,369 for tower bracing and stabilization project 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. The total project cost is $1.0 million.
  - CSA 70 Countywide – $8.4 million for rehabilitation of the Lake Gregory Dam. The total project cost is $17.3 million.
  - 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 $5.5 million.
  - CSA 70 D-1 Lake Arrowhead Dam – $29,610 for McKay Park improvements project that was initiated in 2015-16. The total project cost is $90,000.
  - CSA 70 D-1 Lake Arrowhead Dam – $50,000 to construct a detention basin project that was initiated in 2014-15. The total project cost is $510,000.
  - CSA 70 TV-4 Wonder Valley – $144,031 for partial relocation of power lines project that was initiated in 2014-15. The total project cost is $151,952.

- **Park Districts** **$447,147**
  - CSA 20 Joshua Tree – $407,147 for the design and construction of the Desert View Conservatory that was initiated in 2013-14. The total project cost is $456,000.
  - CSA 63 Oak Glen Yucaipa – $40,000 for general park improvements. The total project cost is $40,000.

- **Big Bear Valley Recreation and Park District** **$7.2 million**
  - Big Bear Alpine Zoo – $7.1 million for design and construction of a new zoo site that was initiated in 2013-14. The total project cost is $12.9 million.
  - Big Bear Recreation and Park District – $38,114 for general park improvements to Big Bear parks that were initiated in 2015-16. The total project cost is $60,000.
  - Big Bear Recreation and Park District – $34,937 for Paradise Park improvements that were initiated in 2014-15. The total project cost is $1.3 million.
  - Big Bear Recreation and Park District – $50,000 for Meadow Park improvements. The total project cost is $50,000.

- **Bloomington Recreation and Park District** **$67,628**
  - Bloomington Recreation and Park District – $67,628 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** **$472,672**
  - CSA 18 Cedar Pines – $186,623 for a road paving project that was initiated in 2016-17. The total project cost is $220,000.
  - CSA 59 Deer Lodge Park – $170,236 for a road paving project that was initiated in 2016-17. The total project cost is $220,000.
  - CSA 70 R-2 Twin Peaks – $115,813 for a road paving project that was initiated in 2016-17. The total project cost is $130,000.

- **Sanitation Districts** **$4.4 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 – $25,000 to install a sewage flow meter and traffic rated vault that were initiated in 2016-17. The total project cost is $25,000.
  - CSA 53B Fawnskin – $460,609 for collection system repairs that were initiated in 2015-16. The total project cost is $641,795.
  - CSA 53B Fawnskin – $161,240 to purchase a new office building that was initiated in 2015-16. The total project cost is $185,000.
  - CSA 53B Fawnskin – $100,000 for vacuum line improvements. The total project cost is $800,000.
  - CSA 64 Spring Valley Lake – $325,880 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 that was initiated in 2016-17. The total project cost is $150,000.
  - CSA 64 Spring Valley Lake – $345,699 to complete sewer line replacement that was initiated in 2014-15. The total project cost is $400,000.
  - CSA 70 GH Glen Helen – $411,225 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 that was initiated in 2016-17. The total project cost is $150,000.
  - CSA 70 GH Glen Helen – $660,000 to construct the reclaimed water pipeline at Reach #1 that was initiated in 2015-16. The total project cost is $660,000.
  - 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 – $239,107 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 that was initiated in 2016-17. The total project cost is $150,000.
  - CSA 70 S-3 Lytle Creek – $75,000 for the bar screen upgrade that was initiated in 2016-17. The total project cost is $75,000.
  - CSA 79 Green Valley Lake – $50,000 to complete the easement survey, inspection and geographic information system (GIS) mapping project that was initiated in 2016-17. The total project cost is $50,000.
  - CSA 82 Searles Valley – $106,167 to install a new collection line for the area's school and apartment complex that was initiated in 2016-17. The total project cost is $175,000.
  - CSA 82 Searles Valley – $50,000 for the purchase and installation of the North Pioneer Point Septic Tank #2. The total project cost is $125,000.
  - CSA 82 Searles Valley – $50,000 for the purchase and installation of the South Pioneer Point Septic Tank #1. The total project cost is $100,000.
  - CSA 82 Searles Valley – $350,817 for the Pioneer Point outfall replacement and repair project that was initiated in 2014-15. The total project cost is $400,000.

- **Water Districts** **$12.0 million**
  - CSA 42 Oro Grande – $30,000 for improvements on Mill Street Railway crossing that were initiated in 2016-17. The total project cost is $100,000.
  - CSA 42 Oro Grande – $100,000 for the purchase and installation of two water chlorinators that was initiated in 2016-17. The total project cost is $100,000.
  - 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 – $239,206 to complete the design phase of the Reservoir 2 project that was initiated in 2013-14. The total project cost is $250,000.
  - CSA 64 Spring Valley Lake – $14,906 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 – $207,443 for Archway renovations that were initiated in 2015-16. The total project cost is $250,000.
  - 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 that was initiated in 2016-17. The total project cost is $30,000.
  - CSA 64 Spring Valley Lake – $30,307 to install pump motor that was initiated in 2014-15. The total project cost is $87,736.
  - CSA 64 Spring Valley Lake – $401,743 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 $2.0 million.
  - CSA 70 CG Cedar Glen – $449,986 for the pipeline replacement project that was initiated in 2015-16. The total project cost is $450,000.
  - CSA 70 CG Cedar Glen – $81,405 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 – $39,463 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 that was initiated in 2016-17. The total project cost is $20,000.
  - CSA 70 CG Cedar Glen – $2.0 million for water system improvements. The project was initiated in 2014-15. The total project cost is $4.3 million.
  - CSA 70 F Morongo Valley – $324,432 for a uranium treatment system that was initiated in 2015-16. The total project cost is $325,000.
  - CSA 70 F Morongo Valley – $72,000 for pipeline replacement that was initiated in 2016-17. The total project cost is $75,000.
  - CSA 70 F Morongo Valley – $20,000 for the purchase and installation of a tab chlorinator that was initiated in 2016-17. The total project cost is $20,000.
  - CSA 70 J Oak Hills – $160,650 for the water pipeline replacement project that was initiated in 2015-16. The total project cost is $160,754.
  - CSA 70 J Oak Hills – $198,000 for a pilot study for Chromium VI treatment that was initiated in 2015-16. The total project cost is $200,000.
  - CSA 70 J Oak Hills – $299,897 to rehabilitate Well #6. The project was initiated in 2015-16. The total project cost is $850,000.
  - CSA 70 J Oak Hills – $174,794 for a water system chlorinator project that was initiated in 2015-16. The total project cost is $175,000.
  - CSA 70 J Oak Hills – $129,843 to install an enclosure around an existing well that was initiated in 2013-14. The total project cost is $130,000.
  - CSA 70 J Oak Hills – $108,089 to complete water line extensions at Baldy Mesa Road. The project was initiated in 2015-16. The total project cost is $150,000.
  - CSA 70 J Oak Hills – $58,037 to complete water line extensions at Buffalo Road. The project was initiated in 2015-16. The total project cost is $85,000.

- CSA 70 J Oak Hills – $224,653 to complete water line extensions at Oak Hill Road. The project was initiated in 2015-16. The total project cost is $225,000.
- CSA 70 J Oak Hills – $216,172 to complete water line extensions at Elm Street Road. The project was initiated in 2015-16. The total project cost is $225,000.
- CSA 70 W-3 Hacienda – $38,972 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 that was initiated in 2016-17. Total project cost is $20,000.
- 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 that was initiated in 2016-17. Total project cost is $50,000.
- 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 $5.5 million.

The 2017-18 new projects will extend the useful life of facilities, ensure continued service of infrastructures, and decrease operating expenses in some cases.

Not included in the Capital Improvement Project table is a Residual Equity Transfer Out of $108,647 reflecting the CSA 70 S-3 Lytle Creek Lift Station Renovation Project which has been reclassified to a maintenance project.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

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Special Districts
2017-18 Capital Improvement Program Projects

Proj.	Location/ Address	Dist	Budget Book Group	Project Name-Description	CIP Log #	Fund	Proj #
1	Big Bear Recreation and Park District		Big Bear Valley Recreation and Park District	Meadow Park Improvements	1805	CSZ	1805
2	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
3	Big Bear Recreation and Park District		Big Bear Valley Recreation and Park District	Big Bear General Park Improvements	1604	CSZ	1604
4	Big Bear Recreation and Park District		Big Bear Valley Recreation and Park District	Paradise Park (Design/Eng Only)	5012	CSZ	5012
5	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
6	CSA 120 No. Etiwanda Preserve		General Districts	CSA 120 Parking Lot Extension	1643	CAT	1643
7	CSA 40 Elephant Mountain		General Districts	Tower Bracing and Stabilization	1601	CLY	1601
8	CSA 70 CIP PROJECTS		General Districts	WAS Building	1745	CJA	1745
9	CSA 70 Countywide		General Districts	Lake Gregory Dam	1719	CJA	1719
10	CSA 70 Countywide		General Districts	Snowdrop Road Project - Design and construct a new road	4013	CLO	4013
11	CSA 70 D-1 Lake Arrowhead Dam		General Districts	McKay Park Improvements	1735	CSY	1735
12	CSA 70 D-1 Lake Arrowhead Dam		General Districts	Detention Basin Construction	2048	CSY	2048
13	CSA 70 TV-4 Wonder Valley		General Districts	Partial Relocation of Pinto Mnt Power Lines	1Z31	CAL	1Z31
14	CSA 20 Joshua Tree		Park Districts	Desert View Conservation Program	1Z05	CFU	1Z05
15	CSA 63 Oak Glen Yucaipa		Park Districts	Park Improvements	1815	SKM	1815
16	CSA 18 Cedar Pines		Road Districts	Paving Project	1739	CKO	1739
17	CSA 59 Deer Lodge Park		Road Districts	Road Paving Project	1700	CMS	1700
18	CSA 70 R-2 Twin Peaks		Road Districts	Paving Project	1737	COC	1737
19	CSA 42 Oro Grande		Sanitation Districts	Sewer System Improvements (Phase II)	1600	EKA	1600
20	CSA 42 Oro Grande		Sanitation Districts	Flow Meter & Traffic Rated Vault	1708	EKA	1708
21	CSA 53B Fawnskin		Sanitation Districts	Collection System Improvements	1605	EAI	1605
22	CSA 53B Fawnskin		Sanitation Districts	Office Building	1606	EAI	1606
23	CSA 53B Fawnskin		Sanitation Districts	Vacuum Line Improvements (4000' N. of Station)	1811	EAI	1811
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 Improvements	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	Treatment Plant Upgrades (Headworks)	1613	CXL	1613
29	CSA 70 GH Glen Helen		Sanitation Districts	Screw Press for Sludge	1710	CXL	1710
30	CSA 70 GH Glen Helen		Sanitation Districts	Reach #1 Reclaimed Water Pipeline	1711	CXL	1711
31	CSA 70 S-3 Lytle Creek		Sanitation Districts	Creekside Line Relocation & Protection	1611	CCU	1611
32	CSA 70 S-3 Lytle Creek		Sanitation Districts	Sewer Plant Renovation- Oxidation Ditch	1610	CCU	1610



Special Districts
2017-18 Capital Improvement Program Projects

Total Project Cost	NEW PROJECTS/FUNDING Discretionary General Funding	Department/ Other Funding	Total New Projects	CARRYOVER Discretionary General Funding	Department/ Other Dept Funding	Total Carryover Balances	2017-18 Recommended Requirements	Proj.
50,000		50,000	50,000			-	50,000	1
12,873,739		4,111,400	4,111,400		2,958,202	2,958,202	7,069,602	2
60,000		20,000	20,000		18,114	18,114	38,114	3
1,268,830			-		34,937	34,937	34,937	4
1,271,372			-		67,628	67,628	67,628	5
470,722		175,000	175,000		197,878	197,878	372,878	6
104,135			-		82,369	82,369	82,369	7
1,005,455		2,000	2,000		1,003,455	1,003,455	1,005,455	8
17,303,000		8,213,000	8,213,000		190,592	190,592	8,403,592	9
5,511,014		5,380,560	5,380,560		29,492	29,492	5,410,052	10
90,000		29,610	29,610		-	-	29,610	11
510,000		50,000	50,000		-	-	50,000	12
151,952			-		144,031	144,031	144,031	13
456,000		400,000	400,000		7,147	7,147	407,147	14
40,000		40,000	40,000			-	40,000	15
220,000			-		186,623	186,623	186,623	16
220,000			-		170,236	170,236	170,236	17
130,000			-		115,813	115,813	115,813	18
229,823		24,687	24,687		205,136	205,136	229,823	19
25,000			-		25,000	25,000	25,000	20
641,795			-		460,609	460,609	460,609	21
185,000			-		161,240	161,240	161,240	22
800,000		100,000	100,000			-	100,000	23
330,000			-		325,880	325,880	325,880	24
500,000			-		250,000	250,000	250,000	25
150,000			-		150,000	150,000	150,000	26
400,000			-		345,699	345,699	345,699	27
500,000			-		411,225	411,225	411,225	28
150,000			-		150,000	150,000	150,000	29
660,000		660,000	660,000			-	660,000	30
250,000			-		239,107	239,107	239,107	31
65,000			-		65,000	65,000	65,000	32

Special Districts
2017-18 Capital Improvement Program Projects

Proj.	Location/ Address	Dist	Budget Book Group	Project Name-Description	CIP Log #	Fund	Proj #
33	CSA 70 S-3 Lytle Creek		Sanitation Districts	Force Main Upgrade	1712	CCU	1712
34	CSA 70 S-3 Lytle Creek		Sanitation Districts	Bar Screen Upgrade	1713	CCU	1713
35	CSA 79 Green Valley Lake		Sanitation Districts	Easement Survey, Inspection & GIS	1717	ENF	1717
36	CSA 82 Searles Valley		Sanitation Districts	Collection Line for School & Apt Complex	1718	EFF	1718
37	CSA 82 Searles Valley		Sanitation Districts	North Pioneer Point Septic Tank #2 (50k gallons)	1813	EFF	1813
38	CSA 82 Searles Valley		Sanitation Districts	South Pioneer Point Septic Tank #1 (25k gallons)	1814	EFF	1814
39	CSA 82 Searles Valley		Sanitation Districts	Pioneer Point Outfall Replacement	4008	EFF	4008
40	CSA 42 Oro Grande		Water Districts	Mill Street Railway Crossing	1707	EAV	1707
41	CSA 42 Oro Grande		Water Districts	Water Chlorinators	1732	EAV	1732
42	CSA 42 Oro Grande		Water Districts	TXI Land Acquisition / Design	2066	EAV	2066
43	CSA 42 Oro Grande		Water Districts	Reservoir 2 (Design)	2067	EAV	2067
44	CSA 64 Spring Valley Lake		Water Districts	Pebble Beach Reservoir #1 - Rehabilitation	1626	EDB	1626
45	CSA 64 Spring Valley Lake		Water Districts	Water System Chlorinators	1627	EDB	1627
46	CSA 64 Spring Valley Lake		Water Districts	Archway Relocation/Renovations	1640	EDB	1640
47	CSA 64 Spring Valley Lake		Water Districts	Tamarisk Reservoir	1703	EDB	1703
48	CSA 64 Spring Valley Lake		Water Districts	Santa Fe Reservoir Seismic Retrofit	1704	EDB	1704
49	CSA 64 Spring Valley Lake		Water Districts	Water Well #1 Pump	3041	CSJ	3041
50	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	1Z37	EDB	1Z37
51	CSA 70 CG Cedar Glen		Water Districts	Pipeline Replacement Project	1618	CRD	1618
52	CSA 70 CG Cedar Glen		Water Districts	Corrosion Control Study & Treatment	1619	CRD	1619
53	CSA 70 CG Cedar Glen		Water Districts	Pneumatic Tank	1641	CRD	1641
54	CSA 70 CG Cedar Glen		Water Districts	Tab Chlorinator	1723	CRD	1723
55	CSA 70 CG Cedar Glen		Water Districts	Water System Improvements (Cypress Tank)	5014	CRD	5014
56	CSA 70 F - Morongo Valley		Water Districts	Uranium Treatment System	1623	CWD	1623
57	CSA 70 F - Morongo Valley		Water Districts	Pipeline Replacement	1720	CWD	1720
58	CSA 70 F - Morongo Valley		Water Districts	Tab Chlorinator	1722	CWD	1722
59	CSA 70 J Oak Hills		Water Districts	Water Pipeline Replacement	1624	CCN	1624
60	CSA 70 J Oak Hills		Water Districts	Pilot Study for Chromium VI Treatment	1625	CCN	1625
61	CSA 70 J Oak Hills		Water Districts	Well # 6	1629	CCN	1629
62	CSA 70 J Oak Hills		Water Districts	Water System Chlorinators	1630	CCN	1630
63	CSA 70 J Oak Hills		Water Districts	Well House - install an enclosure around an existing well	2042	CQS	2042
64	CSA 70 J Oak Hills		Water Districts	Water line extension: BALDY MESA RD	5024	CCN	5024
65	CSA 70 J Oak Hills		Water Districts	Water Line Extensions- BUFFALO ROAD	1628A	CCN	1628A
66	CSA 70 J Oak Hills		Water Districts	Water Line Extensions- OAK HILL ROAD	1628B	CCN	1628B
67	CSA 70 J Oak Hills		Water Districts	Water Line Extensions - ELM STREET	1628C	CCN	1628C
68	CSA 70 W-3 Hacienda		Water Districts	Office Building	1621	EJQ	1621
69	CSA 70 W-3 Hacienda		Water Districts	Uranium Treatment System	1622	EJQ	1622
70	CSA 70 W-3 Hacienda		Water Districts	Tab Chlorinator	1721	EJQ	1721
71	CSA 70 W-3 Hacienda		Water Districts	Mainline Replacement	4020	EJQ	4020
72	CSA 70 W-4 Pioneertown		Water Districts	Reservoir Coating	1706	CQP	1706
73	CSA 70 W-4 Pioneertown		Water Districts	Offsite Pipeline Supply - design and construct a 3.5 mile water pipeline, a 75,000 gallon water reservoir, and a 200gpm pump station	1Z27	CQP	1Z27
--							**Total**



Special Districts
2017-18 Capital Improvement Program Projects

Total Project Cost	NEW PROJECTS/FUNDING Discretionary General Funding	Department/ Other Funding	Total New Projects	CARRYOVER Discretionary General Funding	Department/ Other Dept Funding	Total Carryover Balances	2017-18 Recommended Requirements	Proj.
150,000			-		150,000	150,000	150,000	33
75,000			-		75,000	75,000	75,000	34
50,000			-		50,000	50,000	50,000	35
175,000		-	-		106,167	106,167	106,167	36
125,000			-		50,000	50,000	50,000	37
100,000		34,407	34,407		15,593	15,593	50,000	38
400,000			-		350,817	350,817	350,817	39
100,000		30,000	30,000		-	-	30,000	40
100,000			-		100,000	100,000	100,000	41
110,500			-		109,500	109,500	109,500	42
250,000		100,000	100,000		139,206	139,206	239,206	43
45,000			-		14,906	14,906	14,906	44
180,000			-		180,000	180,000	180,000	45
250,000			-		207,443	207,443	207,443	46
3,000,000			-		300,000	300,000	300,000	47
30,000			-		30,000	30,000	30,000	48
87,736			-		30,307	30,307	30,307	49
1,986,471		5,000	5,000		396,743	396,743	401,743	50
450,000			-		449,986	449,986	449,986	51
100,000			-		81,405	81,405	81,405	52
225,000			-		39,463	39,463	39,463	53
20,000			-		20,000	20,000	20,000	54
4,343,475		10,000	10,000		2,039,639	2,039,639	2,049,639	55
325,000		324,432	324,432		-	-	324,432	56
75,000			-		72,000	72,000	72,000	57
20,000			-		20,000	20,000	20,000	58
160,754			-		160,650	160,650	160,650	59
200,000		100,000	100,000		98,000	98,000	198,000	60
850,000		150,000	150,000		149,897	149,897	299,897	61
175,000			-		174,794	174,794	174,794	62
130,000			-		129,843	129,843	129,843	63
150,000			-		108,089	108,089	108,089	64
85,000			-		58,037	58,037	58,037	65
225,000			-		224,653	224,653	224,653	66
225,000			-		216,172	216,172	216,172	67
150,000			-		38,972	38,972	38,972	68
325,000		325,000	325,000			-	325,000	69
20,000			-		20,000	20,000	20,000	70
200,000		56,845	56,845		30,655	30,655	87,500	71
50,000		50,000	50,000			-	50,000	72
5,535,509		5,066,882	5,066,882		187,437	187,437	5,254,319	73
								-
67,877,282	**-**	**25,508,823**	**25,508,823**	**-**	**14,620,787**	**14,620,787**	**40,129,610**	

SPECIAL DISTRICTS DEPARTMENT
2017-18 RESERVES

FUND TYPE: SPECIAL REVENUE FUNDS

Description	Fund	Dept	Requirements	Sources	Use of/ (Contribution to) Fund Balance	Available Reserves	Fund Balance
District Type							
District Name							
GENERAL DISTRICTS							
CSA 70 Countywide Special Districts							
Termination Benefits Reserve	SKW	105	-	16,000	(16,000)	2,569,932	2,553,932
General Reserve	SKU	105	-	300,000	(300,000)	300,169	169
General Reserve	CAN	105	2,570,533	-	2,570,533	1,780,680	4,351,213
CSA Loan Fund	SKI	105	1,300,000	820,533	479,467	272,973	752,440
North Etiwanda Trust Reserve	VFG*	547	-	5,000	(5,000)	1,621,761	1,616,761
TOTAL FOR GENERAL DISTRICTS			3,870,533	1,141,533	2,729,000	6,545,515	9,274,515

*VFG is a Permanent fund

PARK DISTRICTS

RESERVES MAINTAINED IN DISTRICT OPERATIONS BUDGET

ROAD DISTRICTS

RESERVES MAINTAINED IN DISTRICT OPERATIONS BUDGET

STREETLIGHT DISTRICTS

RESERVES MAINTAINED IN DISTRICT OPERATIONS BUDGET



SPECIAL DISTRICTS DEPARTMENT
2017-18 RESERVES

FUND TYPE: ENTERPRISE FUNDS

Description	Fund	Dept	Requirements	Sources	Use of/ (Contribution to) Net Position	Est. Net Position Available	Total Est. Unrestricted Net Position
District Type							
District Name							
SANITATION DISTRICTS							
CSA 42 Oro Grande							
Capital Replacement Reserve	EAW	310	-	750	(750)	55,879	55,129
Capital Expansion Reserve	EAZ	310	-	-	-	8,754	8,754
District Totals			-	750	(750)	64,633	63,883
CSA 53 B Fawnskin							
Capital Replacement Reserve	EAE	365	100,000	362,050	(262,050)	666,980	404,930
Capital Expansion Reserve	EAK	365	-	1,500	(1,500)	182,704	181,204
District Totals			100,000	363,550	(263,550)	849,684	586,134
CSA 64 Spring Valley Lake							
Capital Replacement Reserve	EBR	420	-	548,563	(548,563)	2,270,946	1,722,383
Capital Expansion Reserve	EBU	420	-	22,000	(22,000)	1,247,984	1,225,984
District Totals			-	570,563	(570,563)	3,518,930	2,948,367
CSA 70 BL Bloomington							
Capital Replacement Reserve	ECI	333	-	44,675	(44,675)	44,675	-
Capital Expansion Reserve	ECH	333	-	189,734	(189,734)	189,734	-
District Totals			-	234,409	(234,409)	234,409	-
CSA 70 GH Glen Helen							
Capital Replacement Reserve	ELI	306	-	164,359	(164,359)	1,001,324	836,965
District Totals			-	164,359	(164,359)	1,001,324	836,965
CSA 70 S-3 Lytle Creek							
Capital Replacement Reserve	ECM	305	-	141,900	(141,900)	369,725	227,825
Capital Expansion Reserve	EFN	305	-	950	(950)	206,149	205,199
District Totals			-	142,850	(142,850)	575,874	433,024
CSA 70 SP-2 High Country							
Capital Replacement Reserve	EFU	490	-	115,900	(115,900)	620,839	504,939
Capital Expansion Reserve	EFX	490	-	1,600	(1,600)	330,460	328,860
District Totals			-	117,500	(117,500)	951,299	833,799
CSA 70 SP-7 Lenwood							
Capital Replacement Reserve	ECZ	315	-	1,950	(1,950)	486,021	484,071
Capital Expansion Reserve	ECU	315	-	-	-	122,119	122,119
District Totals			-	1,950	(1,950)	608,140	606,190
CSA 79 Green Valley Lake							
Capital Replacement Reserve	EFS	485	-	204,700	(204,700)	648,202	443,502
Capital Expansion Reserve	EJS	485		155	(155)	34,349	34,194
District Totals			-	204,855	(204,855)	682,551	477,696
CSA 82 Searles Valley							
Capital Replacement Reserve	EIG	495	34,407	118,920	(84,513)	99,090	14,577
Capital Expansion Reserve	EGB	495	-	1,100	(1,100)	260,519	259,419
District Totals			34,407	120,020	(85,613)	359,609	273,996
TOTAL FOR SANITATION DISTRICTS			134,407	1,920,806	(1,786,399)	8,846,453	7,060,054

SPECIAL DISTRICTS DEPARTMENT
2017-18 RESERVES

FUND TYPE: ENTERPRISE FUNDS

Description	Fund	Dept	Requirements	Sources	Use of/ (Contribution to) Net Position	Est. Net Position Available	Total Est. Unrestricted Net Position
District Type							
District Name							
WATER DISTRICTS							
CSA 42 Oro Grande							
Capital Replacement Reserve	EAX	310	130,000	200,750	(70,750)	166,838	96,088
Capital Expansion Reserve	EAT	310	-	-	-	135,108	135,108
District Totals			130,000	200,750	(70,750)	301,946	231,196
CSA 64 Spring Valley Lake							
Capital Replacement Reserve	EIV	420	-	505,000	(505,000)	1,791,741	1,286,741
Capital Expansion Reserve	EBT	420	-	750	(750)	227,633	226,883
District Totals			-	505,750	(505,750)	2,019,374	1,513,624
CSA 70 CG Cedar Glen							
Capital Replacement Reserve	ELO	563	-	114,100	(114,100)	526,897	412,797
Capital Expansion Reserve	ELN	563	-	150	(150)	20,058	19,908
District Totals			-	114,250	(114,250)	546,955	432,705
CSA 70 F Morongo Valley							
Capital Replacement Reserve	EIO	135	-	44,310	(44,310)	65,347	21,037
Capital Expansion Reserve	EBX	135	-	600	(600)	148,485	147,885
District Totals			-	44,910	(44,910)	213,832	168,922
CSA 70 J Oak Hills							
Capital Replacement Reserve	EFO	165	100,000	1,500	98,500	1,064,848	1,163,348
Capital Expansion Reserve	EFG	165	150,000	68,000	82,000	2,639,685	2,721,685
Rate Stabilization Fund	EFZ	165		1,800	(1,800)	466,356	464,556
District Totals			250,000	71,300	178,700	4,170,889	4,349,589
CSA 70 W-3 Hacienda							
Capital Replacement Reserve	EFT	350	-	195	(195)	47,069	46,874
Capital Expansion Reserve	ECW	350	-	155	(155)	17,702	17,547
District Totals			-	350	(350)	64,771	64,421
CSA 70 W-4 Pioneertown							
Capital Replacement Reserve	EFW	360	50,000	39,550	10,450	90,233	100,683
District Totals			50,000	39,550	10,450	90,233	100,683
TOTAL FOR WATER DISTRICTS			430,000	976,860	(546,860)	7,408,000	6,861,140
TOTAL FOR ALL ENTERPRISE FUNDS			564,407	2,897,666	(2,333,259)	16,254,453	13,921,194





FIRE PROTECTION DISTRICT

FIRE PROTECTION DISTRICT
SUMMARY

	Page #	Requirements	Sources	Use of (Contribution to) Fund Balance	Staffing
SPECIAL REVENUE FUNDS					
SAN BERNARDINO COUNTY FIRE PROTECTION DISTRICT	630				
ADMINISTRATION	633	21,949,404	21,949,404	0	222
MOUNTAIN REGIONAL SERVICE ZONE	637	22,318,801	19,779,418	2,539,383	97
NORTH DESERT REGIONAL SERVICE ZONE	640	52,592,044	51,210,419	1,381,625	227
SOUTH DESERT REGIONAL SERVICE ZONE	644	20,392,479	19,097,336	1,295,143	80
VALLEY REGIONAL SERVICE ZONE	648	99,814,141	96,378,554	3,435,587	330
COMMUNITY FACILITIES DISTRICT 2002-2	653	0	0	0	0
HAZARDOUS MATERIALS	654	8,432,768	8,460,022	(27,254)	46
HOUSEHOLD HAZARDOUS WASTE	657	3,268,250	3,323,865	(55,615)	34
OFFICE OF EMERGENCY SERVICES	660	2,366,416	2,364,578	1,838	16
CAL OES GRANT PROGRAMS	663	5,626,126	5,627,823	(1,697)	0
TOTAL SPECIAL REVENUE FUNDS		236,760,429	228,191,419	8,569,010	1,052

	Page #	Requirements	Sources	Use of (Contribution to) Fund Balance	Staffing
TERM BENEFITS AND CAPITAL REPLACEMENT SET-ASIDES	665	14,983,877	1,802,100	13,181,777	0

SAN BERNARDINO COUNTY FIRE PROTECTION DISTRICT

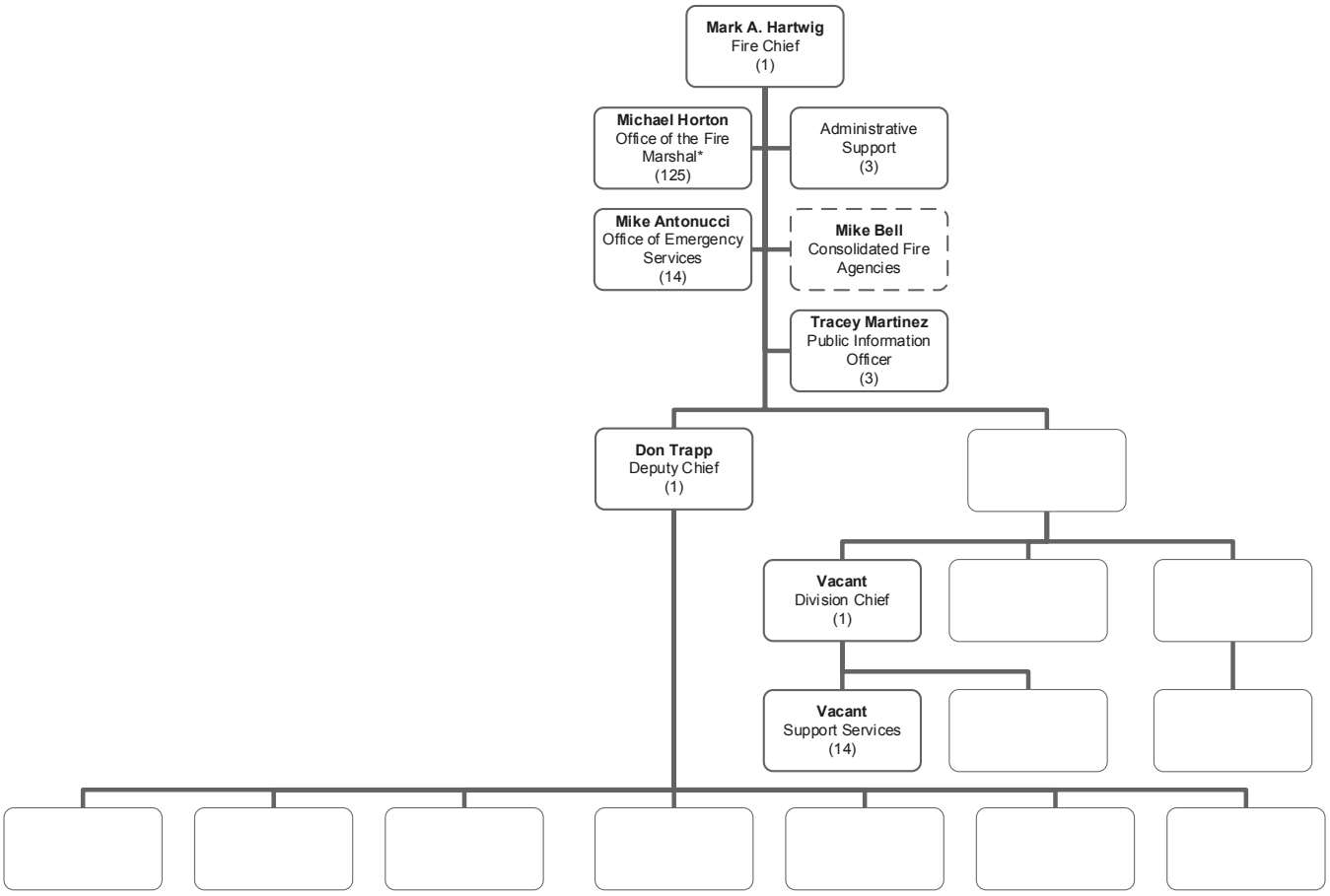
Mark A. Hartwig

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 supported by centralized management and services.



ORGANIZATIONAL CHART



*Note: Office of the Fire Marshal also includes the Hazardous Materials Division and Household Hazardous Waste Division.

2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Special Revenue Funds						
Fire Administration	21,949,404	21,949,404		0		222
Mountain Regional Service Zone	22,318,801	19,779,418		2,539,383		97
North Desert Regional Service Zone	52,592,044	51,210,419		1,381,625		227
South Desert Regional Service Zone	20,392,479	19,097,336		1,295,143		80
Valley Regional Service Zone	99,814,141	96,378,554		3,435,587		330
Community Facilities District 2002-2	0	0		0		0
Hazardous Materials	8,432,768	8,460,022		(27,254)		46
Household Hazardous Waste	3,268,250	3,323,865		(55,615)		34
Office of Emergency Services	2,366,416	2,364,578		1,838		16
Cal OES Grant Programs	5,626,126	5,627,823		(1,697)		0
Total Special Revenue Funds	236,760,429	228,191,419	0	8,569,010	0	1,052
Total - All Funds	236,760,429	228,191,419	0	8,569,010	0	1,052

2016-17 MAJOR ACCOMPLISHMENTS

- Incurred additional fire and emergency medical services responsibilities as a result of the following annexations:
  - City of San Bernardino Fire Department consisting of 10 fire stations.
  - City of Needles Fire Department with one fire station.
  - Twentynine Palms Fire Power Authority with one fire station.
- Provided interim ambulance service in the Baker area.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 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.	10%	30%	N/A	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**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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.	31%	34%	29%	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**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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.	46%	38%	45%	38%
STRATEGY	Participate in Federally funded Ground Emergency Medical Transport (GEMT) cost reimbursement program.					
STRATEGY	Fully 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**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Percentage reduction in the number of hospital readmissions to ARMC for Medicare patients.	N/A	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

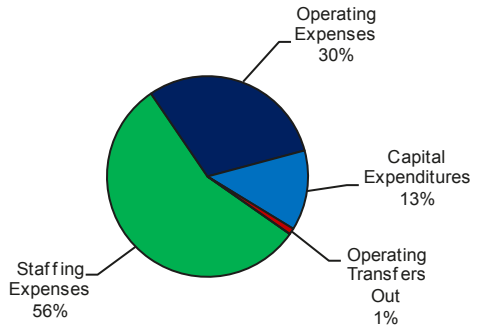
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$42,059,012
Total Sources (Incl. Reimb.)	$42,059,012
Use of/ (Contribution to) Fund Balance	$0
Total Staff	222

The San Bernardino County Fire Protection District (County Fire), covers 19,278 square miles and serves more than 60 communities/cities, including the City of Upland following its annexation, City of Needles, City of San Bernardino, City of Grand Terrace and the Town of Yucca Valley, within four Regional Service Zones (Mountain, North Desert, South Desert and Valley). Additionally, County Fire provides contractual fire protection services to four cities: Adelanto, Victorville, Hesperia, and Fontana's independent fire protection district. County Fire responds to approximately 84,000 calls for service per year.

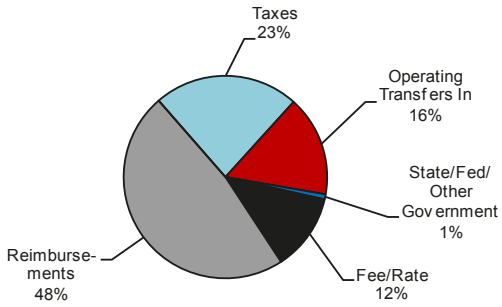
County Fire is an all-risk fire department providing emergency mitigation and management for fire suppression, emergency medical services (paramedic and non-paramedic), ambulance services, hazardous materials (HAZMAT) response, arson investigation, technical rescue including water borne, flooding and mudslide, winter rescue operations, hazard abatement, and terrorism/weapons of mass destruction. Services and specialized programs include helicopter rescue, dozer, fire/hazard abatement hand crews, air transport, and honor guard. As part of disaster preparation, response, and mitigation, the Office of Emergency Services provides support and assistance to the 24 cities and towns, as well as all the unincorporated portions of the County. The field functions are supported by a 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.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	14,872,004	12,716,504	16,510,848	20,764,825	19,381,707	23,456,590	**2,691,765**
Operating Expenses	7,465,290	7,715,361	7,965,651	13,886,244	13,790,766	12,755,578	**(1,130,666)**
Capital Expenditures	3,899,289	5,989,224	4,184,617	6,302,082	5,102,738	5,429,600	**(872,482)**
Total Exp Authority	26,236,583	26,421,089	28,661,116	40,953,151	38,275,211	41,641,768	**688,617**
Reimbursements	(13,405,762)	(9,409,285)	(10,489,381)	(12,192,375)	(11,527,310)	(20,109,608)	**(7,917,233)**
Total Appropriation	12,830,821	17,011,804	18,171,735	28,760,776	26,747,901	21,532,160	**(7,228,616)**
Operating Transfers Out	162,814	100,000	110,613	133,181	133,181	417,244	**284,063**
Total Requirements	12,993,635	17,111,804	18,282,348	28,893,957	26,881,082	21,949,404	**(6,944,553)**
Sources							
Taxes	7,018,044	7,569,500	7,590,112	9,179,385	8,850,282	9,705,447	**526,062**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	780,033	1,207,338	307,256	336,902	128,662	339,109	**2,207**
Fee/Rate	1,294,570	1,564,331	2,086,336	3,818,772	2,827,182	5,081,358	**1,262,586**
Other Revenue	931,612	758,733	208,491	115,216	201,437	71,600	**(43,616)**
Total Revenue	10,024,259	11,099,902	10,192,195	13,450,275	12,007,563	15,197,514	**1,747,239**
Operating Transfers In	3,662,848	4,789,839	3,026,062	15,017,682	14,110,840	6,751,890	**(8,265,792)**
Total Financing Sources	13,687,107	15,889,741	13,218,257	28,467,957	26,118,403	21,949,404	**(6,518,553)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(693,472)	1,222,063	5,064,091	426,000	762,679	0	**(426,000)**
Available Reserves				1,270,626		1,145,749	**(124,877)**
Total Fund Balance				1,696,626		1,145,749	**(550,877)**
Budgeted Staffing*	135	146	191	214	214	222	**8**

*Data represents final budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Requirements of $21.9 million include the following:

- Staffing Expenses of $23.5 million for 222 budgeted positions to provide administrative, finance, fire prevention, training, and other services for County Fire.
- Operating Expenses of $12.8 million to fund various services primarily related to hazard abatement, fire prevention, airborne search and rescue, training, equipment and maintenance, warehouse, vehicles, specialized programs and communication services.
- Capital Expenditures of $5.4 million reflect County Fire's agency-wide replacement plan for vehicles, engines, apparatus, and other major equipment purchases.
- Reimbursements of $20.1 million reflect transfers in from County Fire's Regional Service Zones, Office of the Fire Marshal, and the Office of Emergency Services to fund capital expenditures, vehicle services, fire prevention services, uniform purchases, training and administrative services.

Sources of $21.9 million include the following:

- Property Taxes of $9.7 million.
- Operating Transfers In of $6.8 million ($5.5 million from the County General Fund to assist with Inmate Hand Crew Program vehicle replacement and various program costs; $1.3 million from County Fire set-asides for capital projects and other one-time costs).
- Revenue of $2.9 million from fees and permits related to fire prevention services.
- Contract revenue of $1.5 million from REACH (an air medical transport provider) to offset the cost of County Fire staff providing air medical services resulting from annexation of the City of Upland's fire services.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $6.9 million, which includes these significant changes:

- $2.7 million increase in Staffing Expenses due to negotiated MOU increases and the net addition of eight budgeted positions as detailed in the Staffing Changes and Operational Impact section.
- Decreases of $1.1 million and $872,482 in Operating Expenses and Capital Expenditures, respectively, primarily due to significant costs in prior year for the replacement of Self Contained Breathing Apparatus (SCBA).
- $7.9 million increase in Reimbursements primarily due to transfers from County Fire's Regional Service Zones to assist with the cost of replacing vehicles and apparatus.

Sources are decreasing by $6.5 million, which includes these significant changes:

- $8.3 million decrease in Operating Transfers In, primarily from County Fire reserves for SCBA purchases and vehicle replacement in 2016-17.
- $1.3 million increase in Fee/Rate revenue resulting from the REACH (air transport) contract.

ANALYSIS OF FUND BALANCE

There is no budgeted Use of Fund Balance for 2017-18.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Administration	4	0	0	0	4	0	4
Administrative Support/PIO	6	1	-1	0	6	1	5
Human Resources	9	0	-1	0	8	1	7
Budget and Fiscal Services	24	3	0	0	27	0	27
Support Services	14	0	0	0	14	0	14
Office of the Fire Marshal: Fire Prevention	42	3	0	0	45	0	45
Fleet Services	27	0	0	0	27	0	27
Training and Safety	88	4	-1	0	91	24	67
Total	214	11	-3	0	222	26	196

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $23.5 million fund 222 budgeted positions of which 196 are regular positions and 26 are limited term positions. This budget reflects a net increase of 8 positions (addition of 11, deletion of 3) as follows:

Additions

- 3 EMS Flight Paramedics to provide medical air transport services as part of the REACH Helicopter Program acquired through annexation of the City of Upland's fire services.
- 3 positions (2 Fire Prevention Officers and 1 Fire Prevention Specialist) to facilitate community safety, education/prevention, citation, and licensing services resulting from the City of Upland annexation.
- 3 positions (2 Fiscal Specialists and 1 Accounts Representative) in order to support the increased ambulance billing, collections, and fiscal duties. The cost of these positions will be offset by fee revenue.
- 1 Office Assistant III to assist with the dissemination of information and clerical workload in the Public Information Office (PIO) and Human Resources Division, respectively.

- 1 Contract Wildland Program Coordinator to assist County Fire with continued efforts to develop its wildland capabilities.

Deletions

- 3 vacant limited term positions (1 Contract Course Instructor and 2 Public Service Employees) are deleted with no impact on department operations.

Mountain Regional Service Zone

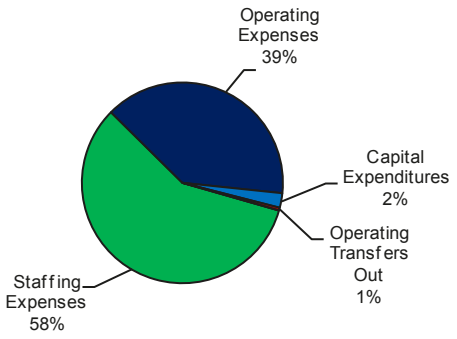
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$22,341,936
Total Sources (Incl. Reimb.)	$19,802,553
Use of/ (Contribution to) Fund Balance	$2,539,383
Total Staff	97

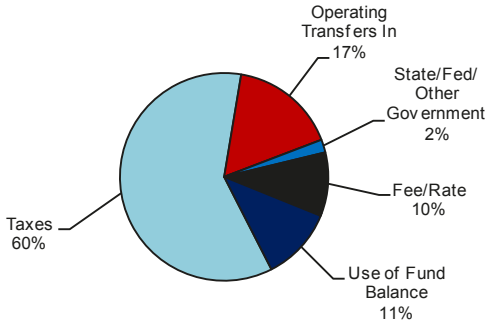
The Mountain Regional Service Zone was formed through a reorganization process effective July 1, 2008 per Local Agency Formation Commission Resolution 2997. This regional service zone provides fire protection services to the areas of Angelus Oaks (Station #98), Fawnskin (Station #96), Forest Falls (Station #99), Green Valley Lake (Station #95), Lake Arrowhead (Stations #91, #92, #93 and #94) and Crest Forest (#24, #25, #26, #28, #29 and #30). Also, ambulance transport services are provided to the Lake Arrowhead community from Stations #91, #92 and #94. Additionally, within the Mountain Regional Service Zone are two voter approved special tax paramedic service zones that provide services to the mountain communities.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	9,648,611	10,733,541	11,297,287	12,912,006	12,517,548	12,951,904	**39,898**
Operating Expenses	3,781,209	4,566,419	3,697,173	5,134,889	4,142,175	8,766,208	**3,631,319**
Capital Expenditures	407,823	20,911	129,983	773,820	277,364	523,099	**(250,721)**
Total Exp Authority	13,837,643	15,320,871	15,124,443	18,820,715	16,937,087	22,241,211	**3,420,496**
Reimbursements	(72,685)	(290,509)	(2,563)	0	0	(23,135)	**(23,135)**
Total Appropriation	13,764,958	15,030,362	15,121,880	18,820,715	16,937,087	22,218,076	**3,397,361**
Operating Transfers Out	201,511	10,000	54,449	163,216	163,216	100,725	**(62,491)**
Total Requirements	13,966,469	15,040,362	15,176,329	18,983,931	17,100,303	22,318,801	**3,334,870**
Sources							
Taxes	8,539,167	8,694,440	12,623,175	13,008,381	12,977,528	13,432,412	**424,031**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	232,962	257,113	335,125	555,271	503,808	448,882	**(106,389)**
Fee/Rate	5,394,277	5,561,117	2,113,390	1,892,070	2,357,029	2,129,346	**237,276**
Other Revenue	161,232	47,041	427,381	44,281	141,787	66,422	**22,141**
Total Revenue	14,327,638	14,559,711	15,499,071	15,500,003	15,980,152	16,077,062	**577,059**
Operating Transfers In	621,518	182,361	206,288	2,878,001	1,521,391	3,702,356	**824,355**
Total Financing Sources	14,949,156	14,742,072	15,705,359	18,378,004	17,501,543	19,779,418	**1,401,414**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(982,687)	298,290	(529,030)	605,927	(401,240)	2,539,383	**1,933,456**
Available Reserves				2,569,715		1,070,324	**(1,499,391)**
Total Fund Balance				3,175,642		3,609,707	**434,065**
Budgeted Staffing*	92	96	97	103	103	97	**(6)**

*Data represents final budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Requirements of $22.3 million include the following:

- Staffing Expenses of $13.0 million to provide fire protection, paramedic, ambulance transport, and administrative services to this regional service zone.
- Operating Expenses of $8.8 million for operations of 14 fire stations including facility costs, equipment, vehicle services, and various other services/supplies.
- Capital Expenditures of $523,099 for various improvement projects and equipment purchases.

Sources of $19.8 million include the following:

- Property Taxes of $13.4 million.
- Fee/Rate revenue of $2.1 million from ambulance services and special taxes.
- Operating Transfers In of $3.7 million ($1.3 million is from County Fire set-asides for capital improvements and $2.4 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 community of Lake Arrowhead and is funded by a voter approved special tax (originally $10 per parcel, but was increased to the not to exceed amount of $17 per parcel through

voter approval in June 1991). For 2017-18, $270,673 of revenue is budgeted from this special tax. 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. For 2017-18, $475,398 of revenue is budgeted from this special tax. Services are provided through Fire Stations #25 and #26.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $3.3 million primarily due to increased transfers to County Fire-Administration for vehicle replacement, as well as to the County's Capital Improvement Program for various capital projects.

Sources are increasing by $1.4 million, which includes these significant changes:

- $424,031 increase in property tax revenue, which represents a 3.3% increase from the prior year actual amount.
- $824,355 increase in Operating Transfers In primarily due to an increased allocation from the County General Fund to assist with operational costs.

ANALYSIS OF FUND BALANCE

This budget reflects the Use of Fund Balance of $2.5 million for vehicle replacement purchases and station repairs/improvements, resulting in $1.1 million of available reserves for 2017-18.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Mountain Regional Service Zone	103	3	-9	0	97	17	80
Total	103	3	-9	0	97	17	80

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $13.0 million fund 97 budgeted positions of which 80 are regular positions and 17 are limited term positions. Budgeted staffing for 2017-18 is decreasing by a net 6 positions (addition of 3, deletion of 9) as follows:

- Addition of 3 Firefighter Paramedics at Fire Station #96 (Fawnskin) in order to have 3 members on a fire engine to respond to calls more effectively and improve the overall safety of the responders.

- Deletion of 9 Paid Call Firefighter positions. Since these limited term positions have remained vacant, their deletions should have no impact on operations.

North Desert Regional Service Zone

DESCRIPTION OF MAJOR SERVICES

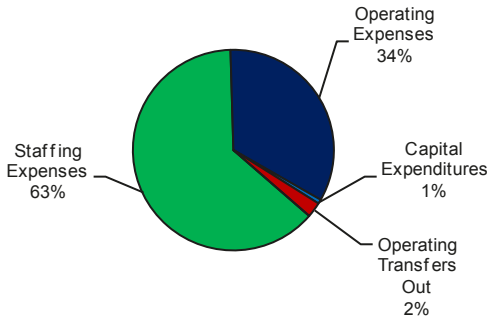
Budget at a Glance

Total Requirements (Excl. Reimb.)	$54,094,905
Total Sources (Incl. Reimb.)	$52,713,280
Use of/ (Contribution to) Fund Balance	$1,381,625
Total Staff	227

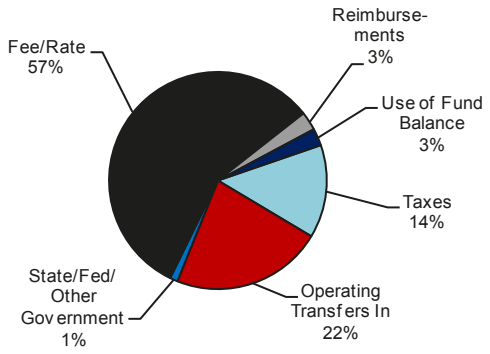
The North Desert Regional Service Zone was formed through a reorganization process effective July 1, 2008 per Local Agency Formation Commission resolution 2997. This regional service zone provides fire protection and paramedic services to the areas of Spring Valley Lake (Station #22), Summit Valley (Station #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, Baker and Wrightwood. Additionally, within the North Desert Regional Service Zone are four voter approved special tax fire protection zones, which provide services to the communities of Red Mountain, Windy Acres, El Mirage, and Helendale/Silver Lakes.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



FIRE PROTECTION DISTRICT

ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: North Desert Regional Service Zone

BUDGET UNIT: FNZ 590, SLR 201
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	29,559,293	33,274,943	31,936,436	33,542,810	33,024,233	34,158,387	**615,577**
Operating Expenses	11,397,506	11,052,010	12,638,693	14,245,748	13,428,865	18,241,449	**3,995,701**
Capital Expenditures	47,502	18,520	165,692	285,418	175,573	368,800	**83,382**
Total Exp Authority	41,004,301	44,345,473	44,740,821	48,073,976	46,628,671	52,768,636	**4,694,660**
Reimbursements	(641,969)	(1,344,610)	(1,408,624)	(1,412,070)	(1,433,195)	(1,502,861)	**(90,791)**
Total Appropriation	40,362,332	43,000,863	43,332,197	46,661,906	45,195,476	51,265,775	**4,603,869**
Operating Transfers Out	146,241	20,000	108,898	1,294,272	1,294,215	1,326,269	**31,997**
Total Requirements	40,508,573	43,020,863	43,441,095	47,956,178	46,489,691	52,592,044	**4,635,866**
Sources							
Taxes	6,195,657	6,497,885	6,873,142	7,249,494	7,310,962	7,498,466	**248,972**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	314,471	294,961	485,417	793,430	717,688	622,613	**(170,817)**
Fee/Rate	28,823,764	29,369,414	29,064,344	29,553,918	29,875,744	30,813,042	**1,259,124**
Other Revenue	160,822	194,964	110,930	96,509	119,738	106,470	**9,961**
Total Revenue	35,494,714	36,357,224	36,533,833	37,693,351	38,024,132	39,040,591	**1,347,240**
Operating Transfers In	6,125,129	7,226,943	4,452,010	10,162,827	9,678,662	12,169,828	**2,007,001**
Total Financing Sources	41,619,843	43,584,167	40,985,843	47,856,178	47,702,794	51,210,419	**3,354,241**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(1,111,270)	(563,304)	2,455,252	100,000	(1,213,103)	1,381,625	**1,281,625**
Available Reserves				1,106,939		1,038,417	**(68,522)**
Total Fund Balance				1,206,939		2,420,042	**1,213,103**
Budgeted Staffing*	275	284	237	230	230	227	**(3)**

*Data represents final budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Requirements of $52.6 million include the following:

- Staffing Expenses of $34.2 million to provide fire protection, paramedic, ambulance transport, and administrative services to this regional service zone.
- Operating Expenses of $18.2 million for operations of 24 fire stations including facility costs, equipment, vehicle services, and various other services/supplies.
- Operating Transfers Out of $1.3 million reflect $1.1 million of special taxes transferred from Service Zone FP-5 (Helendale/Silver Lakes) to the North Desert Regional Service Zone's operating fund.

Sources of $51.2 million include the following:

- Property Taxes of $7.5 million.
- Fee/Rate revenue of $30.8 million from fire protection contracts, ambulance services and special taxes.
- Operating Transfers In of $12.2 million ($10.6 million from the County General Fund to support operational costs of this regional service zone; $1.1 million from Service Zone FP-5 special taxes; and $449,000 from County Fire set-asides for various capital improvements and equipment purchases).

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 which 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. The current special tax rate is $186.86. For 2017-18, $12,569 of revenue is budgeted from this special tax. In addition, County Fire receives a General Fund allocation of $397,572 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. The current special tax rate is $87.42 per parcel. For 2017-18, $9,735 of revenue is budgeted from this special tax. In addition, County Fire receives a General Fund allocation of $397,573 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. For 2017-18, $33,994 of revenue is budgeted from this special tax. 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 is now $152.68 per parcel. For 2017-18, $1.1 million of revenue is budgeted from this special tax. Services are provided through Fire Station #4.

Within the North Desert Regional Service Zone, San Bernardino County Fire Protection provides contract services to the cities of Adelanto, Victorville and the Hesperia Fire Protection District.

	2017-18			
	Requirements	Sources	Fund Balance	Staffing
Contract Entity				
City of Adelanto	2,408,052	2,408,052	0	9
City of Victorville	14,970,086	14,970,086	0	58
Hesperia Fire Protection District	10,530,863	10,530,863	0	54
Total Contracts	27,909,001	27,909,001	0	121

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $4.6 million, which includes these significant changes:

- $1.4 million for increased costs of providing fire protection services for the contract cities.
- $883,775 to provide ambulance service in the Baker area.
- $810,000 to County Fire-Administration for the replacement of vehicles.
- $719,866 for increased insurance costs.
- $317,105 of additional CONFIRE charges
- $240,828 in additional costs for major station repairs.

Sources are increasing $3.4 million, which includes these significant changes:

- $1.3 million increase in Fee/Rate revenue primarily from contract cities for providing fire protection services.
- $2.0 million increase in Operating Transfers In primarily due to an increased County General Fund allocation to this regional service zone to assist with operational costs and ambulance service in Baker area.

ANALYSIS OF FUND BALANCE

This budget reflects the Use of Fund Balance of $1.4 million for vehicle replacement purchases and station repairs/improvements, resulting in $1.0 million of available reserves for 2017-18.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
North Desert Regional Service Zone	230	3	-6	0	227	11	216
Total	230	3	-6	0	227	11	216

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $34.2 million fund 227 budgeted positions of which 216 are regular positions and 11 are limited term positions. Budgeted staffing is decreased by a net 3 positions (addition of 3, deletion of 6) as follows:

- Addition of 3 Firefighter Paramedics at Fire Station #53 (Baker) in order to have 3 members on a fire engine to respond to calls more effectively and improve the overall safety of the responders.

- Deletion of 6 Paid Call Firefighter positions. Since these limited term positions have remained vacant, their deletions should have no impact on operations.

South Desert Regional Service Zone

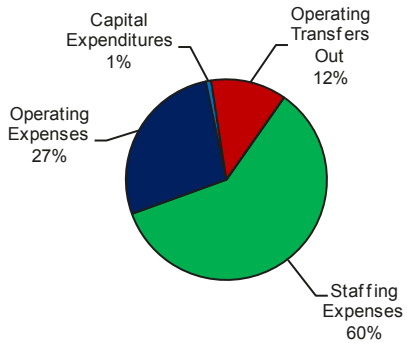
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$20,392,479
Total Sources (Incl. Reimb.)	$19,097,336
Use of/ (Contribution to) Fund Balance	$1,295,143
Total Staff	80

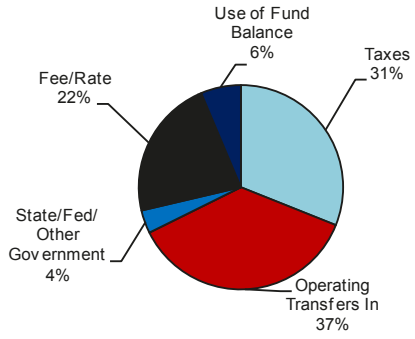
The South Desert Regional Service Zone was formed through a reorganization process effective July 1, 2008 per Local Agency Formation Commission Resolution 2997. This regional service zone provides fire protection and paramedic services to the areas of Big River (Station #17), Black Meadow Landing (Station #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), Needles (Stations #32) and the City of Twentynine Palms (Station #44). Ambulance transport services are provided to Havasu Lake and Yucca Valley. Additionally, within the South Desert Regional Service Zone are four voter approved special tax fire protection zones that provide additional funding for services to Wonder Valley, Havasu Lake, Needles and Twentynine Palms.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: South Desert Regional Service Zone

BUDGET UNIT: FSZ 610, FND 610, FTP 610
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	7,023,786	8,044,448	9,129,497	11,870,428	11,474,871	12,181,389	**310,961**
Operating Expenses	3,197,153	2,622,983	2,946,893	4,456,726	3,319,962	5,558,256	**1,101,530**
Capital Expenditures	174,363	145,750	289,510	141,300	58,893	172,700	**31,400**
Total Exp Authority	10,395,302	10,813,181	12,365,900	16,468,454	14,853,726	17,912,345	**1,443,891**
Reimbursements	(63,995)	(223,605)	(199,373)	(294,014)	0	0	**294,014**
Total Appropriation	10,331,307	10,589,576	12,166,527	16,174,440	14,853,726	17,912,345	**1,737,905**
Operating Transfers Out	162,071	10,000	54,449	2,784,771	2,398,778	2,480,134	**(304,637)**
Total Requirements	10,493,378	10,599,576	12,220,976	18,959,211	17,252,504	20,392,479	**1,433,268**
Sources							
Taxes	5,685,317	5,678,316	5,783,467	6,327,502	6,193,217	6,330,196	**2,694**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	213,243	126,283	507,959	978,259	806,801	745,532	**(232,727)**
Fee/Rate	3,099,605	2,366,346	2,611,215	4,483,902	4,709,651	4,443,683	**(40,219)**
Other Revenue	96,262	109,884	89,215	103,068	114,207	106,766	**3,698**
Total Revenue	9,094,427	8,280,829	8,991,856	11,892,731	11,823,876	11,626,177	**(266,554)**
Operating Transfers In	3,746,648	3,321,755	1,152,109	6,796,480	6,538,987	7,471,159	**674,679**
Total Financing Sources	12,841,075	11,602,584	10,143,965	18,689,211	18,362,863	19,097,336	**408,125**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(2,347,697)	(1,003,008)	2,077,011	270,000	(1,110,359)	1,295,143	**1,025,143**
Available Reserves				2,083,423		2,168,809	**85,386**
Total Fund Balance				2,353,423		3,463,952	**1,110,529**
Budgeted Staffing*	93	99	82	84	84	80	**(4)**

*Data represents final budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Requirements of $20.4 million 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 13 fire stations including facility costs, equipment, vehicle services, and various other services/supplies.
- Operating Transfers Out of $2.5 million reflects special taxes transferred from Service Zone FP-5 - Twentynine Palms ($2.1 million) and Service Zone FP-5 – Needles ($328,785) to the South Desert Regional Service Zone's operating fund.

Sources of $19.1 million include the following:

- Property Taxes of $6.3 million.
- Fee/Rate revenue of $4.4 million from ambulance services and special assessments.
- Operating Transfers In of $7.5 million ($5.0 million from the County General Fund to assist with operational costs of this regional service zone; $2.4 million from Service Zone FP-5 special taxes; $66,500 from County Fire set-asides for a capital improvement project).

There are four Fire Protection Service Zones (Service Zones) within the South Desert Regional Service Zone: FP-4 Wonder Valley, FP-6 Havasu Lake, FP-5 Needles and FP-5 Twentynine Palms that are funded by voter approved special taxes. Details of each service zone follows:

Service Zone FP-4 Wonder Valley special tax was originally authorized by the Board of Supervisors on June 7, 2005 (originally under CSA 70 M Zone FP-4). Service Zone FP-4 provides fire protection services to the community of Wonder Valley. These services are funded by a special tax of $30 per parcel with an annual 1.5% cost of living increase. The current special tax rate is $34.82 per parcel. For 2017-18, $165,569 of revenue is budgeted from this special tax. Services had previously been provided through Fire Station #45. However, this fire station will be closing due to lack of funding and future services will be provided by the nearest available fire station.

Service Zone FP-5 Needles special tax was originally approved by the Board of Supervisors in April 2006 (originally under CSA 70 Zone FP-5). With the approval of LAFCO 3206, Needles was annexed into County Fire's South Desert Regional Service Zone. The annexation included a special tax for funding of fire protection and emergency medical response services within Needles. This special tax includes an annual inflationary rate of up to a maximum 3% increase. The current special tax rate for FP-5 is $152.68 per parcel. For 2017-18, $328,785 of revenue is budgeted from this special tax. Services are provided through Fire Station #32.

Service Zone FP-5 Twentynine Palms special tax was originally approved by the Board of Supervisors in April 2006 (originally under CSA 70 Zone FP-5). With the approval of LAFCO 3200, Twentynine Palms was annexed into County Fire's South Desert Regional Service Zone. The annexation included a special tax for funding of fire protection and emergency medical response services within Twentynine Palms. This special tax includes an annual inflationary rate of up to a maximum 3% increase. The current special tax rate for FP-5 is $152.68. For 2017-18, $2.1 million of revenue is budgeted from this special tax. Services are provided through Fire Station #44.

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 current special tax rate is $139.59 per parcel. For 2017-18, $189,144 of revenue is budgeted from this special tax. Services are provided through Fire Station #18.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $1.4 million, which includes a $1.1 million increase in Operating Expenses for transfers to County Fire-Administration for the replacement of vehicles.

Sources are increasing by $408,125, which includes these significant changes:

- $674,679 increase in Operating Transfers In primarily due to an additional $940,653 from the County General Fund to assist with operational costs.
- $232,727 decrease in State/Federal/Other Government revenue due to less funding for the Intergovernmental Transfer (IGT) program that provides funding for Medi-Cal Managed Care costs.

ANALYSIS OF FUND BALANCE

This budget reflects the Use of Fund Balance of $1.3 million for vehicle replacement purchases and station repairs/improvements, resulting in $2.2 million of available reserves for 2017-18.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
South Desert Regional Service Zone	84	0	-4	0	80	5	75
Total	84	0	-4	0	80	5	75

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $12.2 million fund 80 budgeted positions of which 75 are regular positions and 5 are limited term positions. Budgeted staffing is decreased by 4 positions as follows:

- Deletion of 4 Paid Call Firefighter positions. Since these limited term positions have remained vacant, their deletions should have no impact on operations.

Valley Regional Service Zone

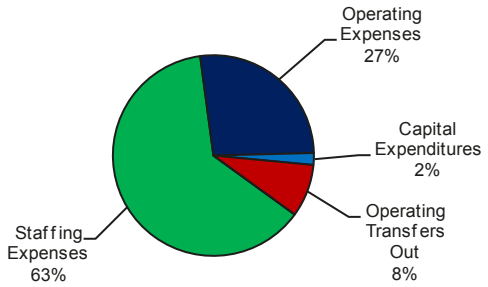
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$101,130,370
Total Sources (Incl. Reimb.)	$97,694,783
Use of/ (Contribution to) Fund Balance	$3,435,587
Total Staff	330

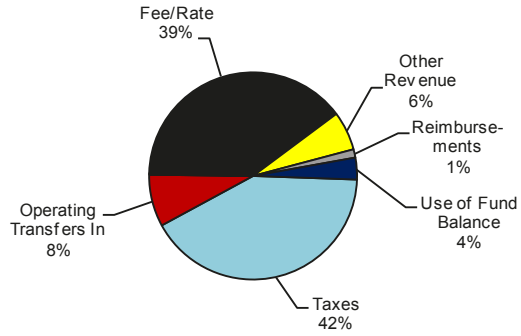
The Valley Regional Service Zone was formed through a reorganization process effective July 1, 2008, per Local Agency Formation Commission Resolution 2997. This regional service zone provides fire protection and paramedic services to the unincorporated areas of Colton, Devore (Station #2), San Antonio 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, Highland and multiple fire stations within the City of San Bernardino (Stations #221, #222, #224, #225, #226, #227, #228, #229, #231, #232 and #233). 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. Effective 2017-18, the Valley Regional Service Zone will begin providing fire protection services to the City of Upland as a result of annexation (Stations #161, #163 and #164). Additionally, the Valley Regional Service Zone includes two voter approved special tax paramedic service zones for the unincorporated areas of Highland and Yucaipa; two voter approved special tax fire protection service zones for the Cities of San Bernardino and Upland; and two Community Facilities Districts that levy special taxes to fund fire protection services in the City of San Bernardino and Fontana Fire Protection District.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino Fire Protection District
FUND: Valley Regional Service Zone

BUDGET UNIT: FVZ 580, FSB 580, FCD 580, SFE 106
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	24,634,852	28,797,694	30,372,419	53,845,187	53,497,729	63,607,044	**9,761,857**
Operating Expenses	7,545,046	7,382,862	9,007,340	20,317,301	15,402,887	27,001,441	**6,684,140**
Capital Expenditures	318,157	345,947	17,900	1,137,920	477,025	1,929,175	**791,255**
Total Exp Authority	32,498,055	36,526,503	39,397,659	75,300,408	69,377,641	92,537,660	**17,237,252**
Reimbursements	(283,036)	(824,987)	(1,147,656)	(1,295,006)	(1,295,006)	(1,316,229)	**(21,223)**
Total Appropriation	32,215,019	35,701,516	38,250,003	74,005,402	68,082,635	91,221,431	**17,216,029**
Operating Transfers Out	870,156	10,000	49,143	8,537,716	7,655,736	8,592,710	**54,994**
Total Requirements	33,085,175	35,711,516	38,299,146	82,543,118	75,738,371	99,814,141	**17,271,023**
Sources							
Taxes	9,270,346	9,765,198	10,317,932	30,629,183	36,104,464	41,991,072	**11,361,889**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	343,966	317,286	85,023	288,033	211,031	219,472	**(68,561)**
Fee/Rate	21,226,397	24,171,516	25,046,156	35,060,130	35,291,667	39,807,839	**4,747,709**
Other Revenue	932,467	92,181	83,454	6,111,955	233,351	6,149,032	**37,077**
Total Revenue	31,773,176	34,346,181	35,532,565	72,089,301	71,840,513	88,167,415	**16,078,114**
Operating Transfers In	3,348,452	3,776,405	229,367	8,680,664	7,883,747	8,211,139	**(469,525)**
Total Financing Sources	35,121,628	38,122,586	35,761,932	80,769,965	79,724,260	96,378,554	**15,608,589**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(2,036,453)	(2,411,070)	2,537,214	1,773,153	(3,985,889)	3,435,587	**1,662,434**
Available Reserves				2,147,865		4,488,417	**2,340,552**
Total Fund Balance				3,921,018		7,924,004	**4,002,986**
Budgeted Staffing*	177	191	170	293	293	330	**37**

*Data represents final budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Requirements of $99.8 million include the following:

- Staffing Expenses of $63.6 million to provide fire protection, paramedic, ambulance transport, and administrative services to this regional service zone.
- Operating Expenses of $27.0 million for operations of 30 fire stations including facility costs, equipment, vehicle services, and various other services/supplies. Included in this amount is $6.1 million for the replacement and relocation of Fire Station #2 in the Devore area. The new facility will be staffed by personnel relocated from the existing Fire Station #2.
- Capital Expenditures of $1.9 million for various improvement projects and equipment purchases.
- Operating Transfers Out of $8.6 million primarily reflects special taxes transferred from Service Zone FP-5 – San Bernardino ($7.0 million) and Community Facilities District 1033 - San Bernardino ($855,323) to the Valley Regional Service Zone's operating fund.

Sources of $96.4 million include the following:

- Property Taxes of $42.0 million.
- Fee/Rate revenue of $39.8 million from the Fontana Fire Protection District contract and special taxes.
- Other Revenue of $6.1 million represents proceeds of bonds issued by Community Facilities District 2006-1 (Lytle Creek North) to fund the replacement and relocation of Fire Station No. 2 in the Devore area. Due to proximity of the Rosena Ranch development, the existing fire station location and size are insufficient for the service area.
- Operating Transfers In of $8.2 million ($7.0 million of special taxes from Service Zone FP-5; $855,323 of special taxes from Community Facilities District 1033; and $355,816 from County Fire set-asides for capital projects and termination benefits).

Within the Valley Regional Service Zone are two Paramedic Service Zones (PM-2 Highland and PM-3 Yucaipa); two Fire Protection Service Zones (FP-5 City of San Bernardino and FP-5 City of Upland); and two Community Facilities Districts (CFD 1033 – City of San Bernardino and CFD 2002-2 – Fontana Fire Protection District) that are funded by voter approved special taxes. The following is more detail of these Service Zones and Community Facilities Districts:

Service Zone PM-2 Highland special tax was originally authorized by the Board of Supervisors in July 1985 (originally under CSA 38 L Zone PM-2). Service Zone PM-2 provides paramedic services to the unincorporated area of Highland and the unincorporated area of San Bernardino. These services are funded by a voter approved special tax not to exceed $19 per residential unit and $38 per commercial unit, with no approved annual inflationary rate increase. For 2017-18, $111,651 of revenue is budgeted from this special tax.

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 voter-approved special tax not to exceed $24 per residential unit and $35 per commercial unit with no annual inflationary increase. For 2017-18, $9,484 of revenue is budgeted from this special tax.

Service Zone FP-5 San Bernardino special tax was originally approved by the Board of Supervisors in April 2006 (originally under CSA 70 Zone FP-5). With the approval of LAFCO 3198, the City of San Bernardino's Fire Department was annexed into County Fire's Valley Regional Service Zone. The annexation included a special tax to fund fire protection and emergency medical response services within the City of San Bernardino. This special tax includes an annual inflationary rate of up to a maximum 3% increase. The current special tax rate for FP-5 is $152.68 per parcel. For 2017-18, $7.6 million of revenue is budgeted from this special tax. Services are provided through Fire Stations #221, #222, #224, #225, #226, #227, #228, #229, #231, #232 and #233.

Service Zone FP-5 Upland special tax was originally approved by the Board of Supervisors in April 2006 (originally under CSA 70 Zone FP-5). Approval of the City of Upland's reorganization will include annexation into Service Zone FP-5, which includes a special tax for funding fire protection and emergency medical response services. This special tax includes an annual inflationary rate of up to a maximum 3% increase. The current special tax rate for FP-5 is $152.68 per parcel. For 2017-18, $3.1 million of revenue is budgeted from this special tax. Services will be provided through Fire Stations #161, #163 and #164.

Community Facilities District (CFD) 1033 City of San Bernardino. In 2004, CFD 1033 was formed by the City of San Bernardino to provide funding for fire protection services in the City's Verdemont area through special taxes assessed on commercial parcels with the CFD. The administration of CFD 1033 was transferred from the City of San Bernardino to County Fire by issuance of the Certificate of Compliance for LAFCO 3198 in June 2016. For 2017-18, $855,323 of revenue is budgeted from special taxes generated within this CFD. Services are provided through Fire Station #232.

Community Facilities District (CFD) 2002-2 Fontana Fire Protection District. The County of San Bernardino Board of Supervisors formed CFD 2002-2 (Central Valley Fire Protection District-Fire Protection Services) in August 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. This 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. For 2017-18, $305,000 of revenue is budgeted from special taxes generated within this CFD.

Within the Valley Regional Service Zone, County Fire provides contract fire suppression, emergency medical response, and emergency management services to the Fontana Fire Protection District.

	2017-18			
	Requirements	Sources	Fund Balance	Staffing
Contract Entity				
City of Fontana	27,703,980	27,703,980	0	105

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $17.3 million, which includes these significant changes:

- $9.8 million increase in Staffing Expenses primarily due to the addition of 43 new positions (40 resulting from annexation of the City of Upland's fire services and three positions for an enhanced staffing level at Station #12 - San Antonio Heights). Also included in this increase are additional costs for negotiated MOU increases.
- $6.7 million increase in Operating Expenses primarily for the following:
  - $2.2 million of transfers to the County's Capital Improvement Program for various repair/improvement projects at several fire stations.
  - $2.2 million of additional costs for providing fire protection services for the Fontana Fire Protection District.
  - $1.6 million in operating costs, excluding staffing and equipment purchases, for the addition of three fire stations resulting from the City of Upland annexation.
  - $677,561 for increased insurance costs.
  - $450,000 to County Fire-Administration for the replacement of vehicles.

Sources are increasing by $15.6 million, which includes these significant changes:

- $11.4 million increase in property tax revenue due to the City of Upland annexation, 4% increase in assessed valuation, additional RDA pass-through funds, and the 2016-17 estimated allocation of property taxes being greater than anticipated.
- $4.8 million increase in Fee/Rate revenue primarily for the following:
  - $3.1 million in special taxes (Service Zone FP-5) from the City of Upland annexation.
  - $2.2 million increase in contract revenue from the City of Fontana.
  - $419,479 decrease in revenue from the First Responder fee.

ANALYSIS OF FUND BALANCE

This budget includes the Use of Fund Balance of $3.4 million for vehicle replacement purchases and station repairs/improvements, resulting in $4.5 million of available reserves for 2017-18. In order to avoid further decreases in Fund Balance, County Fire must identify new ongoing revenue sources for future vehicle replacement and station improvement projects.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Valley Regional Service Zone	293	43	-6	0	330	0	330
Total	293	43	-6	0	330	0	330

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $63.6 million fund 330 regular budgeted positions. Budgeted staffing is increasing by a net 37 positions (addition of 43, deletion of 6) as follows:

- Addition of 40 positions due to annexation of the City of Upland's fire services:
  - 3 Battalions Chiefs
  - 12 Captains
  - 12 Engineers
  - 12 Firefighter Paramedics
  - 1 Office Assistant III

- Addition of 3 Firefighter Paramedics at Fire Station #12 (San Antonio Heights) to increase the level of staff safety and enhance service for the public.

- Deletion of 6 Paid Call Firefighter positions. Since these limited term positions have remained vacant, their deletions should have no impact on operations.

Community Facilities District 2002-2

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$0
Total Sources (Incl. Reimb.)	$0
Use of/ (Contribution to) Fund Balance	$0
Total Staff	0

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.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)
Requirements for this budget unit are included in the Valley Regional Service Zone	Sources for this budget unit are included in the Valley Regional Service Zone

BUDGET CHANGES AND OPERATIONAL IMPACT

Commencing in 2017-18, Requirements and Sources for CFD 2002-2 are included in the Valley Regional Service Zone budget pages. For comparative purposes, amounts prior to 2017-18 are also included in the Valley Regional Service Zone.

Hazardous Materials

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$8,667,853
Total Sources (Incl. Reimb.)	$8,695,107
Use of/ (Contribution to) Fund Balance	($27,254)
Total Staff	46

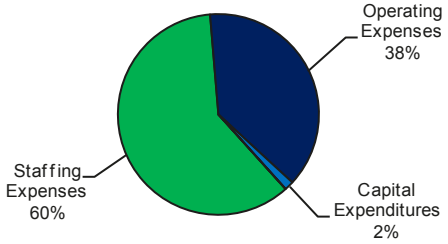
County Fire is an all-risk department that provides for the oversight and regulation, pursuant to California Health and Safety Code requirements, of hazardous materials and wastes for businesses located within the County of San Bernardino. These businesses reside in incorporated cities and unincorporated areas within the County. The Hazardous Materials (HazMat) Division functions to protect the health and safety of the public and the environment of the County of San Bernardino by assuring that regulated businesses are properly managing, handling, and storing hazardous materials.

The HazMat Division operates several programs that provide services through inspection, emergency response, site remediation, enforcement, and hazardous waste management services including:

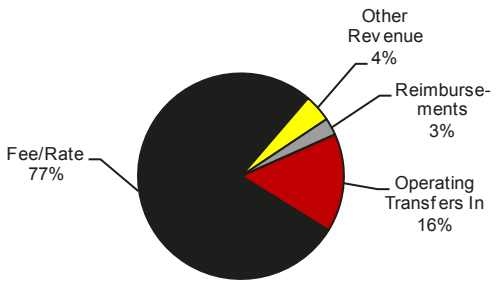
- The Certified Unified Program Agency (CUPA) implements six elements as one integrated program that inspects approximately 7,500 facilities annually to ensure the proper management of hazardous materials and wastes.
- The Underground Storage Tank (UST) Program focuses on annual hazardous materials inspections, including the construction, removal, operation, and monitoring of about 800 underground storage systems. As a result of annual inspections, infractions have led to the investigation and enforcement of non-compliant systems, which contributes in the efforts of removing potential contaminates and protecting ground water.
- The Hazardous Materials Response Team (HMRT) provides emergency response activities to, and investigation of, releases or threat of release of hazardous materials. This 24/7 HMRT responds to all types of hazardous material releases from businesses, residents, pipelines, tanker trucks and rail cars, special events, and illegal activities. The HMRT program coordinates with the County of San Bernardino District Attorney's Office in order to prosecute environmental offenders.
- Environmental Crimes Task Force coordinates all investigatory activity.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	4,651,340	4,212,681	4,214,906	5,212,740	4,999,310	5,230,312	**17,572**
Operating Expenses	1,768,806	2,022,474	2,257,717	3,047,248	2,375,911	3,308,541	**261,293**
Capital Expenditures	237,122	0	324,241	63,132	(103,540)	129,000	**65,868**
Total Exp Authority	6,657,268	6,235,155	6,796,864	8,323,120	7,271,681	8,667,853	**344,733**
Reimbursements	(203,695)	(257,634)	(206,660)	(355,845)	(352,442)	(235,085)	**120,760**
Total Appropriation	6,453,573	5,977,521	6,590,204	7,967,275	6,919,239	8,432,768	**465,493**
Operating Transfers Out	361,792	361,792	0	272,434	115,262	0	**(272,434)**
Total Requirements	6,815,365	6,339,313	6,590,204	8,239,709	7,034,501	8,432,768	**193,059**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	96,783	(5,327)	0	0	0	0	**0**
Fee/Rate	6,344,508	6,746,864	6,580,161	6,751,891	6,814,081	6,734,440	**(17,451)**
Other Revenue	312,740	357,007	386,014	324,225	382,811	377,354	**53,129**
Total Revenue	6,754,031	7,098,544	6,966,175	7,076,116	7,196,892	7,111,794	**35,678**
Operating Transfers In	72,561	106,182	73,158	1,163,593	35,573	1,348,228	**184,635**
Total Financing Sources	6,826,592	7,204,726	7,039,333	8,239,709	7,232,465	8,460,022	**220,313**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(11,227)	(865,413)	(449,129)	0	(197,964)	(27,254)	**(27,254)**
Available Reserves				3,199,887		3,425,220	**225,333**
Total Fund Balance				3,199,887		3,397,966	**198,079**
Budgeted Staffing*	49	43	47	46	46	46	**0**

*Data represents final budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Requirements of $8.4 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 $3.3 million represent costs for facilities, insurances, vehicle replacements, CONFIRE charges, professional services related to the digitized imaging system project, and various services/supplies.

Sources of $8.5 million include Fee/Rate revenue of $6.7 million from health fees, CUPA permit and inspection fees, and emergency response fees. In addition, Operating Transfers In of $1.3 million are budgeted from County Fire set-asides primarily to fund the digitized imaging system project.

BUDGET CHANGES AND OPERATIONAL IMPACT

Major changes in Requirements include:

- $261,293 increase in Operating Expenses primarily for a consultant to conduct a fee study and increased insurance costs.
- $272,434 decrease in Operating Transfers Out as there are no planned transfers to County Fire set-asides in 2017-18 for future vehicle/equipment replacement.

Sources include an increase of $184,635 in Operating Transfers In primarily due to transfers from County Fire set-asides for the cost of a fee study consultant and vehicle replacement.

ANALYSIS OF FUND BALANCE

There is no budgeted Use of Fund Balance for 2017-18.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Hazardous Materials	46	0	0	0	46	1	45
Total	46	0	0	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 1 is limited term. There is no change in budgeted staffing.

Household Hazardous Waste

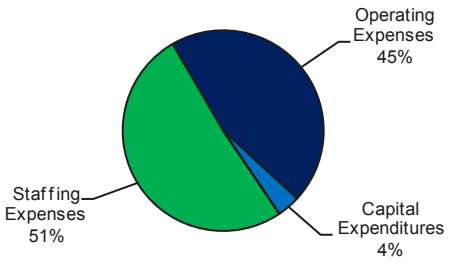
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$3,268,250
Total Sources (Incl. Reimb.)	$3,323,865
Use of/ (Contribution to) Fund Balance	($55,615)
Total Staff	34

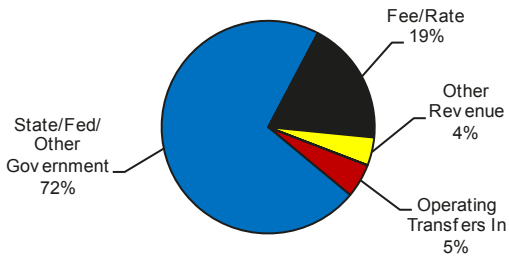
County Fire is an all-risk Department that provides a nationally recognized award-winning Household Hazardous Waste (HHW) program for the management of hazardous waste generated by the communities in San Bernardino County. The program provides full service activities that include the collection, packaging, transportation, re-use, recycling, and ultimately environmentally safe disposal of hazardous waste. The program manages approximately four million pounds of hazardous waste mostly comprised of used paint, used oil, batteries, electronics, pesticides and other household chemicals that cannot be disposed of in the drain or at municipal landfills. The HHW program also conducts public education and activities geared to reducing or eliminating the negative impact of these hazardous wastes on public health and the environment. HHW contracts with every city and town in the County, except the City of Fontana who operates their own program, to make these services available to every county resident and small business.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	1,391,478	1,408,448	1,451,358	1,653,812	1,544,360	1,668,623	**14,811**
Operating Expenses	1,390,506	1,471,947	1,477,947	1,553,501	1,472,401	1,478,627	**(74,874)**
Capital Expenditures	128,786	106,592	83,661	106,000	36,844	121,000	**15,000**
Total Exp Authority	2,910,770	2,986,987	3,012,966	3,313,313	3,053,605	3,268,250	**(45,063)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	2,910,770	2,986,987	3,012,966	3,313,313	3,053,605	3,268,250	**(45,063)**
Operating Transfers Out	75,079	122,742	0	0	0	0	**0**
Total Requirements	2,985,849	3,109,729	3,012,966	3,313,313	3,053,605	3,268,250	**(45,063)**
Sources							
Taxes	4,507	11,801	11,625	0	11,058	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	2,301,070	2,440,978	2,232,478	2,287,449	2,229,029	2,382,947	**95,498**
Fee/Rate	627,206	581,298	743,222	567,509	757,336	626,384	**58,875**
Other Revenue	187,207	176,530	158,576	174,799	159,220	141,968	**(32,831)**
Total Revenue	3,119,990	3,210,607	3,145,901	3,029,757	3,156,643	3,151,299	**121,542**
Operating Transfers In	500	36,470	231	283,556	20,384	172,566	**(110,990)**
Total Financing Sources	3,120,490	3,247,077	3,146,132	3,313,313	3,177,027	3,323,865	**10,552**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(134,641)	(137,348)	(133,166)	0	(123,422)	(55,615)	**(55,615)**
Available Reserves				1,021,293		1,200,338	**179,045**
Total Fund Balance				1,021,293		1,144,723	**123,430**
Budgeted Staffing*	33	33	34	35	35	34	**(1)**

*Data represents final budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Requirements of $3.3 million include Staffing Expenses of $1.7 million to provide full service activities for the collection, packaging, transportation, re-use, recycling, and environmentally safe disposal of HHW. Additionally, Operating Expenses of $1.5 million represent costs 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 include State/Federal/Other Government revenue of $2.4 million ($2.1 million from participating contract cities and $300,000 in state grants) and Fee/Rate revenue of $626,384 ($516,384 in special assessment taxes and $110,000 from fees for various services provided).

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no overall significant changes in Requirements or Sources.

ANALYSIS OF FUND BALANCE

There is no budgeted Use of Fund Balance.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Household Hazardous Waste	35	0	-1	0	34	14	20
Total	35	0	-1	0	34	14	20

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $1.7 million fund 34 budgeted positions of which 20 are regular positions and 14 are limited term positions.

Budgeted staffing is decreased by 1 position due to the deletion of a vacant Environmental Technician III position. Deleting this vacant position will have no impact on operations.

Office of Emergency Services

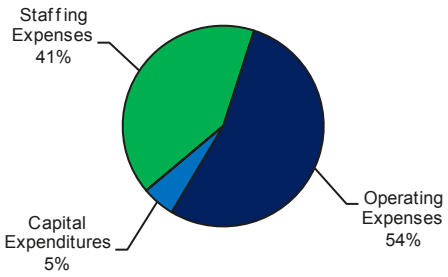
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$3,788,197
Total Sources (Incl. Reimb.)	$3,786,359
Use of/ (Contribution to) Fund Balance	$1,838
Total Staff	16

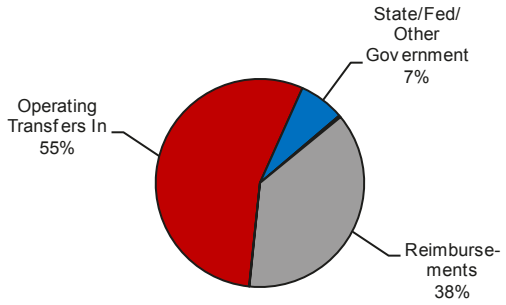
County Fire is an all-risk Department providing emergency management and disaster planning and coordination throughout the County through its Office of Emergency Services (OES). OES functions as the lead agency for the San Bernardino County Operational Area (OA). While County OES does not directly manage 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 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), amongst 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.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



FIRE PROTECTION DISTRICT

ANALYSIS OF 2017-18 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

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	1,340,296	1,561,777	1,683,286	1,843,721	1,783,022	1,556,296	**(287,425)**
Operating Expenses	1,386,984	1,738,651	1,276,958	2,771,994	2,251,814	2,030,901	**(741,093)**
Capital Expenditures	77,448	0	249,926	109,311	106,676	201,000	**91,689**
Total Exp Authority	2,804,728	3,300,428	3,210,170	4,725,026	4,141,512	3,788,197	**(936,829)**
Reimbursements	(709,700)	(937,190)	(581,270)	(1,586,369)	(932,194)	(1,421,781)	**164,588**
Total Appropriation	2,095,028	2,363,238	2,628,900	3,138,657	3,209,318	2,366,416	**(772,241)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,095,028	2,363,238	2,628,900	3,138,657	3,209,318	2,366,416	**(772,241)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	634,929	795,368	403,554	1,009,515	875,626	268,222	**(741,293)**
Fee/Rate	105,000	55,000	71,335	55,000	10,668	0	**(55,000)**
Other Revenue	6,858	30,114	9,720	46,251	47,856	11,668	**(34,583)**
Total Revenue	746,787	880,482	484,609	1,110,766	934,150	279,890	**(830,876)**
Operating Transfers In	1,259,195	1,617,184	1,903,391	1,922,271	1,922,271	2,084,688	**162,417**
Total Financing Sources	2,005,982	2,497,666	2,388,000	3,033,037	2,856,421	2,364,578	**(668,459)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	89,046	(134,428)	240,900	105,620	352,897	1,838	**(103,782)**
Available Reserves				249,385		269	**(249,116)**
Total Fund Balance				355,005		2,107	**(352,898)**
Budgeted Staffing*	17	19	20	19	19	16	**(3)**

*Data represents final budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Requirements of $2.4 million include the following:

- Staffing Expenses of $1.6 million to provide emergency management and disaster planning/coordination throughout the San Bernardino Operational Area.
- Operating Expenses of $2.0 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, COWCAP charges, professional services, grant related expenses, and various services/supplies.

These expenses are partially offset by Reimbursements of $1.4 million from the Cal OES Grant Programs budget unit ($1.1 million) and the Valley Regional Service Zone for the cost of two Emergency Services Officers assigned exclusively to the Cities of Upland and Fontana ($289,681).

Sources of $2.4 million primarily represent a $2.1 million allocation from the County General Fund to assist with operational costs of OES. Also included is $228,984 in grant funds from the Urban Areas Security Initiative.

BUDGET CHANGES AND OPERATIONAL IMPACT

Significant changes in Requirements include:

- $287,425 decrease in Staffing Expenses due to a net decrease of 3 positions.
- $741,093 decrease in Operating Expenses primarily due to the following:
  - Eliminating the pass-through of EMPG funds to cities/towns from this budget unit.
  - Significantly curtailing OES operations at the High Desert Government Center.
  - Less purchases of inventoriable equipment.
- $91,689 increase in Capital Expenses for grant-funded vehicle/equipment purchases.

Sources are decreasing by $668,459 primarily because funding from the EMPG is no longer included as revenue in this budget unit.

ANALYSIS OF FUND BALANCE

This budget includes the Use of Fund Balance of $1,838 for one-time costs.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Office of Emergency Services	12	4	-4	2	14	0	14
Budget and Fiscal Services	4	0	-2	0	2	0	2
OES - High Desert Government Center	3	0	-1	-2	0	0	0
Total	19	4	-7	0	16	0	16

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $1.6 million fund 16 budgeted regular positions. Budgeted staffing for 2017-18 is decreased by a net 3 positions (addition of 4, deletion of 7) as follows:

- Addition of 1 Emergency Services Supervisor is needed to reduce the current span of control and manage the volunteer program.
- Addition of 2 Emergency Services Officers (funded by and used exclusively for the Cities of Upland and Fontana) for a variety of functions including disaster preparedness training/exercises and emergency management services.
- Addition of 1 Computerized Mapping Analyst previously assigned to CONFIRE. This position manages the County's reverse 9-1-1 systems (TENS) and performs other GIS based functions. Operationally, this position will be more effective within OES as it is a coordinating role often used during EOC activations.
- Deletion of 7 positions (5 Emergency Services Officers, 1 Staff Analyst II and 1 Accounting Technician) due to funding limitations. The loss of these positions will have a significant impact on operations. Services will no longer be maintained at current levels as a result of these deletions. Of the 7 positions deleted, 5 are filled and 2 are vacant. Per the 2017-18 Budget Workshop, these deletions were placed on hold until the first quarter of 2017-18 when the financial situation of the County is more certain, and it is determined that no other sources are available to fund these positions.

Cal OES Grant Programs

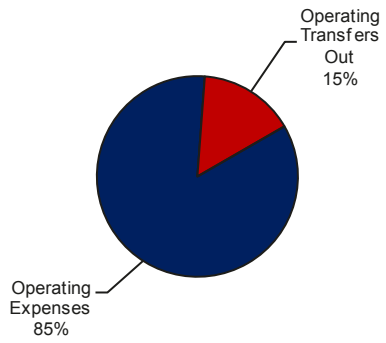
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$5,626,126
Total Sources (Incl. Reimb.)	$5,627,823
Use of/ (Contribution to) Fund Balance	($1,697)
Total Staff	0

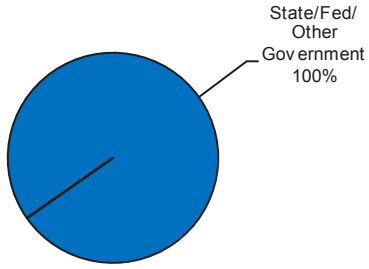
The California Governor's Office of Emergency Services (CalOES) operates in accordance with the provisions of the Governor's Reorganization Plan No. 2 (Government Code Section 8585 (a)(1)), dated May 3, 2012. Since 1999, County Fire Office of Emergency Services (County OES) has received grant funds through 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. The Emergency Management Performance Grant (EMPG) provides funding to assist with preparing for all hazards. CalOES has annually approved and awarded these grants to County Fire OES. San Bernardino County, through the oversight of County Fire, continues to implement the federal grant's objectives and strategies of effectively preparing for incident situations and responding to catastrophic events.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



FIRE PROTECTION DISTRICT

ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: Cal OES Grant Programs

BUDGET UNIT: SME 108
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	1,776,500	1,506,927	1,232,457	3,392,786	676,806	4,755,236	**1,362,450**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	1,776,500	1,506,927	1,232,457	3,392,786	676,806	4,755,236	**1,362,450**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	1,776,500	1,506,927	1,232,457	3,392,786	676,806	4,755,236	**1,362,450**
Operating Transfers Out	1,234,049	717,990	583,090	999,606	550,198	870,890	**(128,716)**
Total Requirements	3,010,549	2,224,917	1,815,547	4,392,392	1,227,004	5,626,126	**1,233,734**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	2,846,944	2,280,496	1,827,529	4,390,392	1,442,664	5,626,126	**1,235,734**
Fee/Rate	0	990	0	0	0	0	**0**
Other Revenue	1,275	1,296	(911)	2,000	1,993	1,697	**(303)**
Total Revenue	2,848,219	2,282,782	1,826,618	4,392,392	1,444,657	5,627,823	**1,235,431**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	2,848,219	2,282,782	1,826,618	4,392,392	1,444,657	5,627,823	**1,235,431**
Fund Balance							
Use of / (Contribution to) Fund Balance**	162,330	(57,865)	(11,071)	0	(217,653)	(1,697)	**(1,697)**
Available Reserves				119,385		338,735	**219,350**
Total Fund Balance				119,385		337,038	**217,653**
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 2017-18 ADOPTED BUDGET

Requirements of $5.6 million include Operating Expenses of $4.8 million that primarily represent transfers to other County Fire budget units and sub-recipients (cities/towns) of the HSGP and EMPG. Operating Transfers Out of $870,890 are primarily reimbursements to the following participating County entities: Sheriff/Coroner/Public Administrator, Department of Public Health, Inland Counties Emergency Medical Agency (ICEMA), and other County departments for grant expenditures related to terrorism risk capability assessments, planning, and eligible equipment purchases.

Sources of $5.6 million represent grant funding from FEMA, through CalOES, for the HSGP and EMPG.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and Sources are each increasing by $1.2 million due to additional HSGP funds budgeted for 2017-18 ($670,324) and EMPG funds that are now deposited into this budget unit ($565,410).

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.

San Bernardino County Fire Protection District (SBCFPD)
Set-Asides for 2017-18

Description	Fund(s)	Requirements	Sources	Fund Balance: Use of / (Contribution to) Fund Balance	Fund Balance: Available Reserves	Fund Balance: Total Fund Balance
Termination Benefits	FTR	295,816	54,608	241,208	6,291,430	6,532,638
General:						
SBCFPD - General	FAR, CRE	9,769,663	1,090,784	8,678,879	4,148,919	12,827,798
Mountain Regional Service Zone	FMR	1,262,670	14,779	1,247,891	135,338	1,383,229
North Desert Regional Service Zone	FNR	449,000	27,087	421,913	2,280,121 *	2,702,034
South Desert Regional Service Zone	FSR	66,500	4,174	62,326	219,223	281,549
Valley Regional Service Zone	FVR	60,000	523,758	(463,758)	662,284 **	198,526
Hazmat:						
General	FHR	2,787,000	66,008	2,720,992	1,406,755	4,127,747
CUPA Statewide Penalties	FKE	293,228	18,342	274,886	2,046,586	2,321,472
CUPA Admin Penalties	FKF	0	202	(202)	25,110	24,908
Statewide Tank Penalties	FKT	0	2,358	(2,358)	513,982	511,624
Total Set-Asides		**14,983,877**	**1,802,100**	**13,181,777**	**17,729,748**	**30,911,525**

Set-Asides are available to fund specific capital projects (including SBCFPD's new administration building), purchase of new/replacement vehicles and equipment, future capital needs, costs incurred for employee termination benefits, and other one-time uses.

* Included in the $2.3 million of available reserves for the North Desert Regional Service Zone is $1.8 million 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 $662,284 of available reserves for the Valley Regional Service Zone is $493,068 specifically earmarked for Upland vehicle/station replacement and major capital improvement programs resulting from annexation of the City's Fire Department.

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OTHER AGENCIES

OTHER AGENCIES
SUMMARY

	Page #	Requirements	Sources	Use of (Contribution to) Fund Balance	Budgeted Staffing
SPECIAL REVENUE FUNDS					
IN-HOME SUPPORTIVE SERVICES PUBLIC AUTHORITY	668	7,863,985	7,863,985	0	44
ECONOMIC AND COMMUNITY DEVELOPMENT CORP	673	43	0	43	0
COUNTY INDUSTRIAL DEVELOPMENT AUTHORITY (CoIDA)	675	57,546	200	57,346	0
INLAND COUNTIES EMERGENCY MEDICAL AGENCY	677	4,106,902	3,938,108	168,794	19

	Page #	Requirements	Sources	Use of (Contribution to) Net Position	Budgeted Staffing
ENTERPRISE FUNDS					
HOUSING AUTHORITY OF THE COUNTY OF SAN BERNARDINO	682	324,003,779	326,126,423	(2,122,644)	142

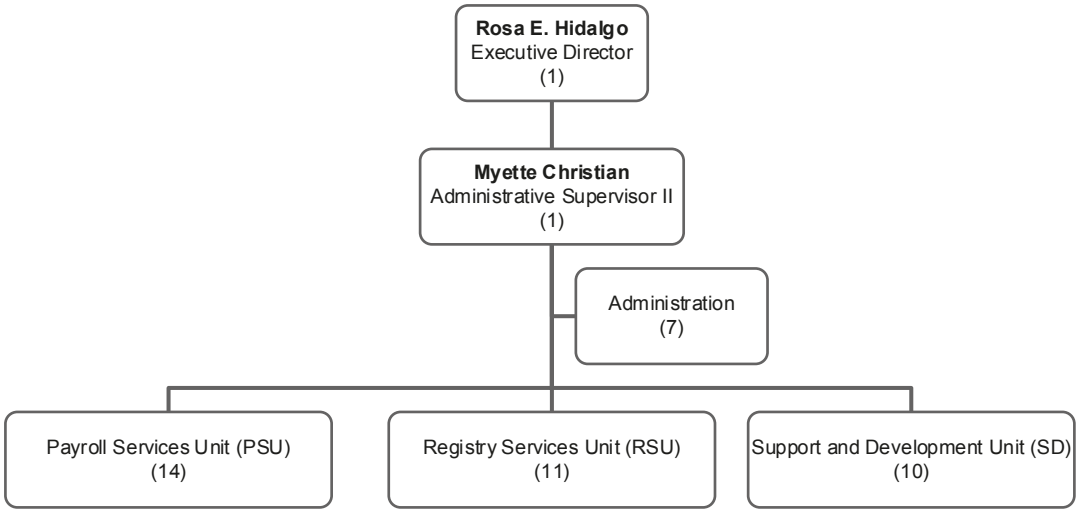
IN-HOME SUPPORTIVE SERVICES PUBLIC AUTHORITY
Rosa E. Hidalgo

DEPARTMENT MISSION STATEMENT



The mission of the Public Authority is to improve the availability and quality of Homecare caregivers in the County of San Bernardino.

ORGANIZATIONAL CHART



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Special Revenue Funds						
In-Home Supportive Services Public Authority	7,863,985	7,863,985		0		44
Total Special Revenue Funds	7,863,985	7,863,985	0	0	0	44

2016-17 MAJOR ACCOMPLISHMENTS

- Assisted over 2,800 recipients in finding caregivers to remain safely in their home and avoided institutional placement by increasing the number of qualified caregivers in the metropolitan and rural areas of San Bernardino County.
- Processed over 12,250 caregiver enrollment packets maintaining a seven-day processing time, which adds economic value in the County of San Bernardino.
- Trained over 550 Registry providers in CPR/First Aid and over 700 IHSS providers in timesheet processing due to FLSA regulation changes in Fiscal Year 2015-16.
- Developed and implemented the new 360 Fingerprint Service for caregivers in order to enroll IHSS caregivers within 90 days.
- Assisted 139,908 callers with paycheck questions and ensured that the proper paycheck was issued, which adds economic value to the County of San Bernardino.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Number of qualified providers in the metropolitan and rural areas of the county.	1,655	1,650	1,643	1,700
STRATEGY	Increase the number of qualified providers in the registry to refer to IHSS recipients.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**	Payroll processing time.	15 days	14 days	7 days	6 days
STRATEGY	Maintain payroll processing time in order for IHSS caregivers to receive timesheets and paychecks in a timely manner which adds economic value within the County of San Bernardino.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Focus on training, education, employment and support services for the unemployed and underemployed, developing a more highly-educated and trained workforce.**	Percentage of IHSS Registry caregivers trained in CPR/First Aid.	41%	35%	35%	40%
STRATEGY	Increase the number of trained IHSS Registry providers to better assist IHSS recipients to remain in their home.					
STRATEGY	Increase number of trained residents in San Bernardino County to have a more qualified workforce.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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.**	**NEW** Number of potential caregivers fingerprinted.	N/A	N/A	N/A	1,800
STRATEGY	Fingerprint potential caregivers at a lower cost to expedite processing time to complete the IHSS enrollment process in order to become an IHSS caregiver.					

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.

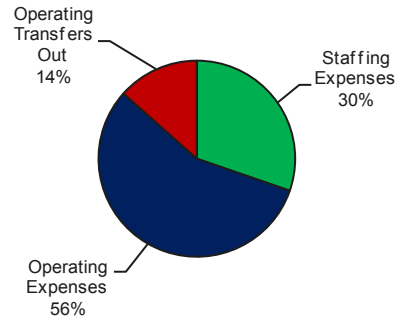
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$8,332,861
Total Sources (Incl. Reimb.)	$8,332,861
Use of/ (Contribution to) Fund Balance	$0
Total Staff	44

In addition to its role in collective bargaining, the IHSS PA is required by WIC to provide the following mandated services:

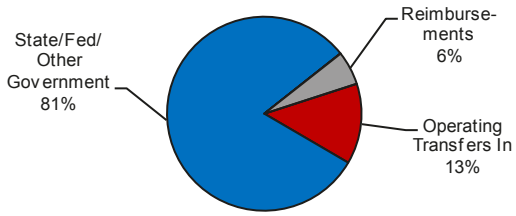
- Establish a registry of potential care providers.
- Investigate the background and qualifications of potential care providers.
- Refer potential care providers from the registry to IHSS consumers upon request.
- Provide training for both IHSS care providers and consumers.
- Perform other functions related to the delivery of IHSS as designated by the governing board.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: IHSS - Public Authority
FUND: IHSS - Public Authority

BUDGET UNIT: RHH 498
FUNCTION: Public Assistance
ACTIVITY: Public Assistance Admin

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	1,054,976	1,268,433	1,463,315	2,605,461	2,227,698	2,525,130	**(80,331)**
Operating Expenses	4,480,611	4,878,258	4,366,917	4,899,271	4,464,890	4,688,896	**(210,375)**
Capital Expenditures	0	0	5,661	13,078	12,382	0	**(13,078)**
Total Exp Authority	5,535,587	6,146,691	5,835,893	7,517,810	6,704,970	7,214,026	**(303,784)**
Reimbursements	0	(129)	0	(475,000)	(525,014)	(468,876)	**6,124**
Total Appropriation	5,535,587	6,146,562	5,835,893	7,042,810	6,179,956	6,745,150	**(297,660)**
Operating Transfers Out	0	1,009,125	1,044,444	1,081,000	1,081,000	1,118,835	**37,835**
Total Requirements	5,535,587	7,155,687	6,880,337	8,123,810	7,260,956	7,863,985	**(259,825)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	5,532,146	5,681,542	5,768,651	7,038,810	6,164,403	6,741,150	**(297,660)**
Fee/Rate	0	483,870	0	0	42,480	0	**0**
Other Revenue	2,812	8,689	5,822	4,000	14,720	4,000	**0**
Total Revenue	5,534,958	6,174,101	5,774,473	7,042,810	6,221,603	6,745,150	**(297,660)**
Operating Transfers In	0	1,009,125	1,044,444	1,081,000	1,081,000	1,118,835	**37,835**
Total Financing Sources	5,534,958	7,183,226	6,818,917	8,123,810	7,302,602	7,863,985	**(259,825)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	629	(27,539)	61,420	0	(41,646)	0	**0**
Available Reserves				1,398,537		1,440,183	**41,646**
Total Fund Balance				1,398,537		1,440,183	**41,646**
Budgeted Staffing*	19	26	32	42	42	44	**2**

*Data represents final budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Requirements of $7.9 million include the following:

- Staffing Expenses of $2.5 million which fund 44 positions.
- Operating Expenses of $4.7 million which consist of services and supplies, licensing and maintenance of the annual provider registry and 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.
- Reimbursements of $468,876 represent the provider share of health benefit and background investigation expenses.

Sources of $7.9 million include the following:

- 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 decreasing by $259,825 primarily due to one-time purchases of office furnishings and equipment which will not be repeated during 2017-18. Sources are decreasing by $259,825 due to decreased state and federal revenue resulting from decreased reimbursable requirements.

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 or Contribution to Fund Balance.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Administration	7	2	0	0	9	9	0
Payroll Services Unit	14	0	0	0	14	14	0
Registry Services Unit	11	0	0	0	11	11	0
Support and Development Unit	10	0	0	0	10	10	0
Total	42	2	0	0	44	44	0

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of $2.5 million fund 44 budgeted positions, all of which are limited term. This includes an addition of 2 positions, which are needed to monitor and ensure compliance with recently enacted Fair Labor Standards Act (FLSA) regulations on overtime and travel time for home healthcare workers.

Additions

- 1 Contract Accounting Technician
- 1 Contract IHSS PA Office Assistant IV

ECONOMIC AND COMMUNITY DEVELOPMENT CORPORATION
Reg Javier

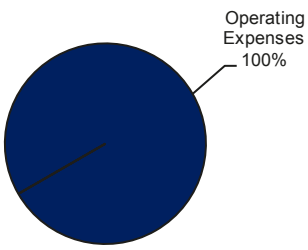
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$43
Total Sources (Incl. Reimb.)	$0
Use of/ (Contribution to) Fund Balance	$43
Total Staff	0

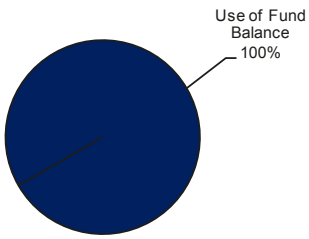
In September 1987, the Board of Supervisors formed the County of San Bernardino Economic Development Corporation to provide additional methods of financing the acquisition of property, for and on behalf of private enterprise, to promote and enhance economic development and increase opportunities for useful employment. On May 8, 2012 (Item No. 45), the Board of Supervisors amended the Articles of Incorporation and the By-Laws to enable the Corporation to establish an Advisory Board that would comply with the requirements for designation as a Community Development Entity (CDE) by the Community Development Financial Institution Fund of the United States Department of the Treasury. The Corporation was designated as a CDE in December 2012. The Economic and Community Development Corporation is a function of the Economic Development Agency.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Economic Development
DEPARTMENT: Economic Development Agency
FUND: Economic and Community Development Corporation

BUDGET UNIT: SFI 499
FUNCTION: General
ACTIVITY: Other General

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	50	92	43	0	43	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	0	50	92	43	0	43	**0**
Reimbursements	0	0	(92)	0	0	0	**0**
Total Appropriation	0	50	0	43	0	43	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	50	0	43	0	43	**0**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	0	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	0	0	0	0	0	0	**0**
Fund Balance							
Use of / (Contribution to) Fund Balance**	0	50	0	43	0	43	**0**
Available Reserves				0		0	**0**
Total Fund Balance				43		43	**0**
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 2017-18 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 use of available Fund Balance.

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

Reg Javier

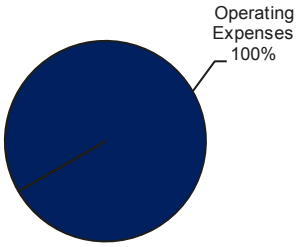
DESCRIPTION OF MAJOR SERVICES

In March 1981, the Board of Supervisors created the San Bernardino County Industrial Development Authority (CoIDA) to issue tax exempt industrial bonds for the furtherance of economic development and the creation of new jobs within the County. The annual CoIDA budget typically provides funding for the cost of professional services related to the issuance of bonds, promotion of the financing program and other program related costs. CoIDA is a function within the Economic Development Agency.

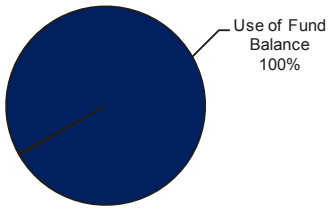
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$57,546
Total Sources (Incl. Reimb.)	$200
Use of/ (Contribution to) Fund Balance	$57,346
Total Staff	0

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Economic Development
DEPARTMENT: Economic Development Agency
FUND: Industrial Development Authority

BUDGET UNIT: SPG 510
FUNCTION: General
ACTIVITY: Other General

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	81	0	97	56,616	0	57,546	**930**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	81	0	97	56,616	0	57,546	**930**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	81	0	97	56,616	0	57,546	**930**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	81	0	97	56,616	0	57,546	**930**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	3,831	222	319	150	488	200	**50**
Total Revenue	3,831	222	319	150	488	200	**50**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	3,831	222	319	150	488	200	**50**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(3,750)	(222)	(222)	56,466	(488)	57,346	**880**
Available Reserves				392		0	**(392)**
Total Fund Balance				56,858		57,346	**488**
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 2017-18 ADOPTED BUDGET

Operating Expenses of $57,546 represent professional services associated with the issuance of bonds, promotion of the financing program and other related costs.

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no significant budget changes or operational impacts.

ANALYSIS OF FUND BALANCE

Fund Balance is budgeted to fund costs associated with maintaining the County Industrial Development Authority.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

INLAND COUNTIES EMERGENCY MEDICAL AGENCY

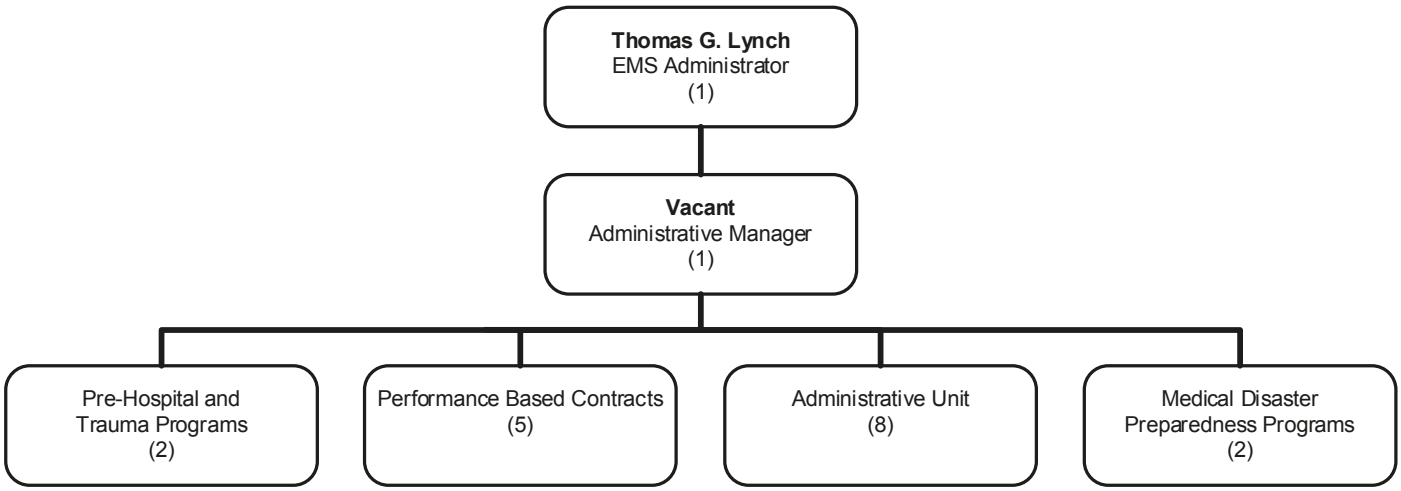
Thomas G. Lynch

DEPARTMENT MISSION STATEMENT

Inland Counties Emergency Medical Agency ensures an effective system of quality patient care and coordinated emergency medical response by planning, implementing and evaluating an effective emergency medical services (EMS) system including fire departments, public ambulances, pre-hospital providers, hospitals, and specialty hospitals, such as trauma, stroke and cardiac care hospitals.



ORGANIZATIONAL CHART



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Other Agencies						
Inland Counties Emergency Medical Agency	4,106,902	3,938,108		168,794		19
Total Other Agencies	4,106,902	3,938,108	0	168,794	0	19
Total - All Funds	4,106,902	3,938,108	0	168,794	0	19

2016-17 MAJOR ACCOMPLISHMENTS

- Received a National Association of Counties (NACo) award for development of statewide Emergency Medical Services (EMS) data repository.
- Received a NACo award for integration of EMS data into the health information exchange (HIE) that facilitates bilateral sharing of medical information.
- Helped California become the first state to transmit EMS data to the National Emergency Medical Services Information System (NEMSIS) database using NEMSIS III, an upgraded software version.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 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.	2	2	3	2
STRATEGY	Cooperatively develop service contracts with State and Federal agencies to fund department activities.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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.	34,458	25,000	32,000	30,000
STRATEGY	Collaboratively develop policies and procedures to reduce Ambulance Patient Offload Delay (bed delay) hours.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 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**	**2015-16 Actual**	**2016-17 Target**	**2016-17 Actual**	**2017-18 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Number of EMS Continuing Education providers audited.	9	24	55	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

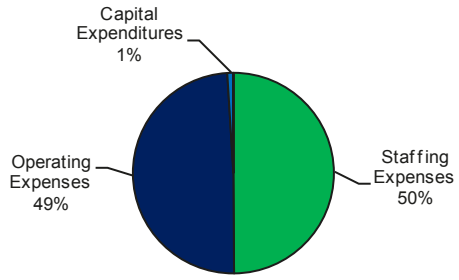
The Inland Counties Emergency Medical Agency (ICEMA) was developed under a Joint Powers Agreement with San Bernardino, Inyo, and Mono Counties. ICEMA is responsible for ensuring effective emergency medical services for the three county areas. Specifically, they are charged with the coordination, evaluation 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

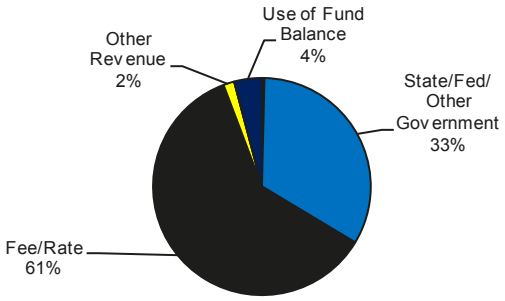
Total Requirements (Excl. Reimb.)	$4,106,902
Total Sources (Incl. Reimb.)	$3,938,108
Use of/ (Contribution to) Fund Balance	$168,794
Total Staff	19

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Inland Counties Emergency Medical Agency
FUND: ICEMA

BUDGET UNIT: SMI ICM
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Actual	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	2,035,785	1,861,215	1,826,120	1,934,143	1,598,858	2,049,109	**114,966**
Operating Expenses	1,737,636	2,332,139	1,873,032	1,950,775	1,666,997	2,017,793	**67,018**
Capital Expenditures	49,439	66,000	44,948	249,333	35,865	40,000	**(209,333)**
Total Exp Authority	3,822,860	4,259,354	3,744,100	4,134,251	3,301,720	4,106,902	**(27,349)**
Reimbursements	0	(242)	0	0	(22,419)	0	**0**
Total Appropriation	3,822,860	4,259,112	3,744,100	4,134,251	3,279,301	4,106,902	**(27,349)**
Operating Transfers Out	110,000	330,000	0	0	0	0	**0**
Total Requirements	3,932,860	4,589,112	3,744,100	4,134,251	3,279,301	4,106,902	**(27,349)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	1,430,177	1,121,437	1,542,936	1,756,286	1,057,295	1,365,555	**(390,731)**
Fee/Rate	2,129,954	3,341,095	2,314,371	2,386,816	2,505,280	2,490,648	**103,832**
Other Revenue	16,869	30,045	27,575	63,937	49,620	66,605	**2,668**
Total Revenue	3,576,999	4,492,577	3,884,883	4,207,039	3,612,195	3,922,808	**(284,231)**
Operating Transfers In	261,360	44,954	19,503	15,300	5,156	15,300	**0**
Total Financing Sources	3,838,359	4,537,531	3,904,386	4,222,339	3,617,351	3,938,108	**(284,231)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	94,501	51,581	(160,285)	(88,088)	(338,050)	168,794	**256,882**
Available Reserves				1,011,549		1,107,181	**95,632**
Total Fund Balance				923,461		1,275,975	**352,514**
Budgeted Staffing*	21	20	18	19	19	19	**0**

*Data represents final budgeted staffing
**Contribution to Fund Balance appears as a negative number and increases Available Reserves.

MAJOR REQUIREMENTS AND SOURCES IN 2017-18 ADOPTED BUDGET

Requirements of $4.1 million include Staffing Expenses of $2.0 million for 19 budgeted positions and Operating Expenses of $2.0 million consisting primarily of the following:

- Building leases ($426,162)
- Professional and specialized services ($339,430)
- County departments' services ($276,530)
- Software maintenance for the ongoing ePCR system ($207,400)
- Hospital Preparedness Program costs ($206,714)
- Computer software licenses ($181,488)

Sources of $3.9 million include a total of $2.5 million from Fee/Rate revenue consisting of fines and penalties, fees for licenses and permits, and revenue from performance based contracts. In addition, this budget includes $1.4 million of state and federal grant funds.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $27,349 primarily due to a $209,333 reduction in Capital Expenditures resulting from capitalized software purchased in 2016-17 to remain compliant with the new state law AB1129 and national data standards developed by NEMSIS. This decrease is partially offset by a $114,966 increase in Staffing Expenses primarily from negotiated MOU increases and budgeted overtime costs.

Sources are decreasing by $284,231 primarily due to the following:

- $166,222 of one-time funds budgeted in 2016-17 from the California Emergency Medical Services Authority for the NEMSIS project.
- $155,430 reduction in SB612 (Maddy) funds. These funds, generated from court fines, penalties and forfeitures collected by the courts for certain criminal offenses and motor vehicle violations, are used to fund EMS costs and payments to physicians/hospitals for emergency care.

ANALYSIS OF FUND BALANCE

Fund Balance of $168,794 will be used to fund various computer equipment purchases ($40,000) and to help offset the reduction in SB612 funds ($128,794) anticipated for 2017-18. Should the reduction of SB612 funds become permanent, ICEMA will decrease future operational costs correspondingly.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Administration	9	0	0	1	10	2	8
Pre-Hospital and Trauma Programs	3	0	0	-1	2	2	0
Performance Based Contracts	5	0	0	0	5	1	4
Medical Disaster Preparedness Program	2	0	0	0	2	0	2
Total	19	0	0	0	19	5	14

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $2.0 million fund 19 budgeted positions of which 14 are regular positions and 5 are limited term positions.

HOUSING AUTHORITY OF THE COUNTY OF SAN BERNARDINO

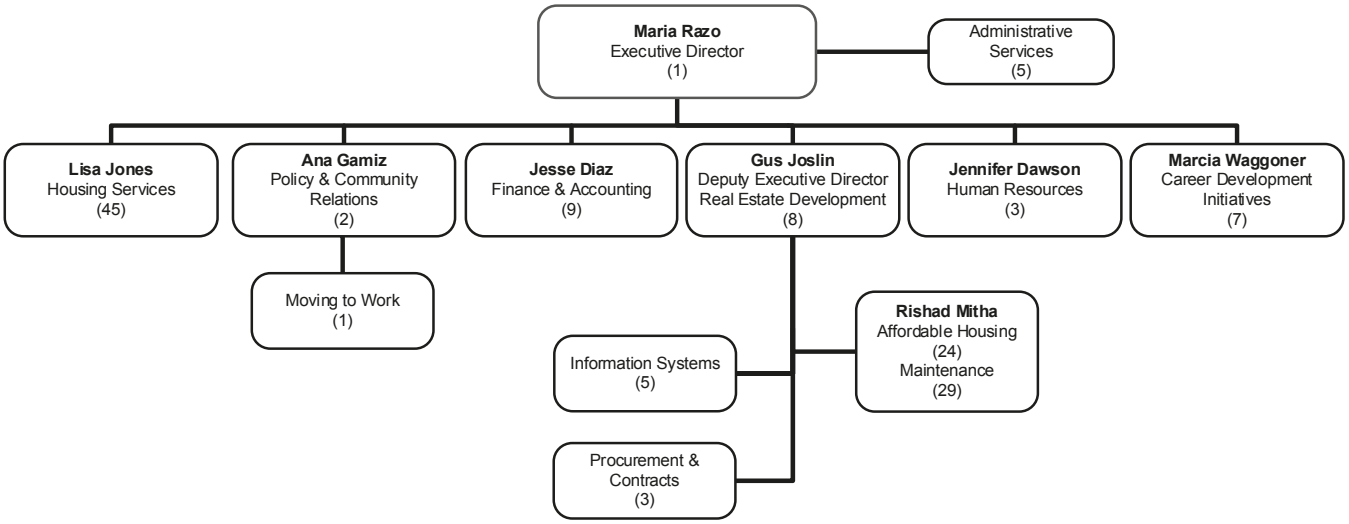
Maria Razo

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



2017-18 SUMMARY OF BUDGET UNITS

	2017-18					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Enterprise Funds						
Housing Authority of the County of San Bernardino	324,003,779	326,126,423			(2,122,644)	142
Total Other Agencies	324,003,779	326,126,423			(2,122,644)	142
Total - All Funds	324,003,779	326,126,423	0	0	(2,122,644)	142

2016-17 MAJOR ACCOMPLISHMENTS

- Construction was completed on the 85-unit phase 1 of Valencia Grove, a 228-unit affordable housing development which will replace the oldest public housing site in the County. The original housing site in the City of Redlands, built in 1941, consisted of 115 units. When completed the site will include 189 affordable rental units and 39 single-family homes for first-time homebuyers. 85 families moved into the new units utilizing Project-Based Voucher rental assistance.
- At the end of four years of participation in the Five Year Lease Assistance Program, participating families have achieved a 21.5% increase in income from wages, a 37% decrease in income from welfare, an 18.9% increase in full-time employment, and a 13.4% decrease in unemployment. Coupling housing assistance with career readiness coaching, onsite job training and placement services, and HACSB's partnership with the County's Workforce Development and Transitional Assistance Departments, has all contributed to the success of the families participating in this program.
- Received an award of $2.3 million from the County's Transitional Assistance Department (TAD) to increase the number of households served under the CalWORKs Housing Support Program which promotes housing stability for homeless families, reducing the likelihood of families recidivating into homelessness. In the first two program years, 566 families including 1,246 children were rehoused.
- Continued the successful partnership 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, and to rapidly rehouse homeless families into permanent housing, resulting in the success achieved under the CalWORKs Housing Support Program.
- Provided 86-Project Based Vouchers to support the development of the Loma Linda Vets project, an 87-unit apartment complex dedicated to housing single homeless veterans and veterans with families. The project will utilize the "housing first" model which provides housing and then delivers a variety of mental/physical health and or economic advancement services onsite to support the residents. Fifty of the Project Based Vouchers were awarded to HACSB on a competitive basis under the Veterans Affairs Supportive Housing (VASH) program in collaboration with the Loma Linda VA Hospital, adjacent to which the site is located. Construction of the project commenced in early 2017.
- Construction was completed on the 106-unit Phase 1 of the total 190-unit affordable mixed-generational housing development in the community of Bloomington. For 55 years, post-completion, this site will provide housing units for households who qualify as very-low and low-income. HACSB provided 11 project-based vouchers now being utilized by families and seniors to live at the new site which includes a public library. In 2016 HACSB leveraged the value of 20 additional Project Based Vouchers to assist in completing the overall financing package of the second phase of the project which adds 84 family units to be ready for occupancy in mid-2017. The additional rent revenues created from the Project Based Vouchers has been utilized to help offset the high cost of new project infrastructure required to build in this unincorporated area of the County.
- Initiated final processes with HUD for the conversion of 354 units through HUD's Rental Assistance Demonstration Program from Public Housing to the Project Based Voucher Program (the balance of the Public Housing units remaining in the Portfolio) providing these subsidized units with stabilized funding.
- Assisted 10 families to become new homeowners through the homeownership program, transitioning those who currently receive rental subsidies to permanent, stable housing.
- Acquired an existing 21-unit apartment complex (Golden Apartments, San Bernardino) and 61-unit Motel (Queens Motel, Victorville) for the specific purpose of providing permanent supportive housing for chronically homeless individuals and families.
- Provided long-term rental assistance through the Veterans Affairs Supportive Housing (VASH) program to an additional 112 homeless veteran families, leading the ongoing fight to end veteran homelessness within the County.

Housing Authority of the County of San Bernardino

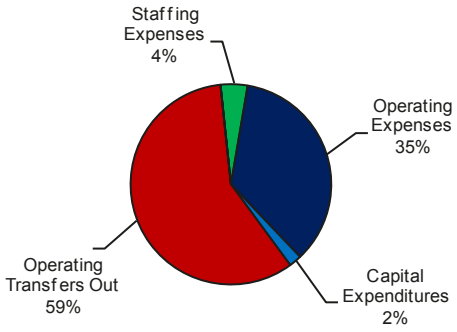
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$324,003,779
Total Sources (Incl. Reimb.)	$326,126,423
Use of / (Contribution To) Net Position	($2,122,644)
Total Staff	142

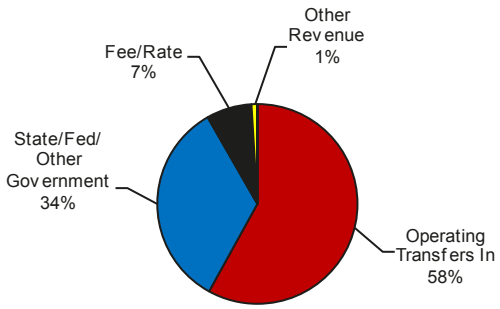
The Housing Authority of the County of San Bernardino (HACSB) is a critical economic partner of the County. As the County's largest provider of affordable housing, HACSB proudly serves in excess of 32,000 lives, most of whom are in-need seniors, disabled individuals, and children. As a catalyst for economic 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.

2017-18 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2017-18 ADOPTED BUDGET

GROUP: Other Agencies
DEPARTMENT: Housing Authority of the County of San Bernardino
FUND: HACSB

BUDGET UNIT: HACSB
FUNCTION: Public Assistance
ACTIVITY: Public Assistance

	2013-14 Actual	2014-15 Actual	2015-16 Actual	(A) 2016-17 Final Budget	2016-17 Estimate***	(B) 2017-18 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	12,077,120	11,751,060	12,540,583	13,166,510	12,644,876	14,081,698	**915,188**
Operating Expenses	92,140,658	96,234,178	97,223,710	107,236,963	109,956,629	114,092,453	**6,855,490**
Capital Expenditures	540,739	217,059	0	6,300,663	0	6,609,357	**308,694**
Total Exp Authority	104,758,517	108,202,297	109,764,292	126,704,136	122,601,505	134,783,508	**8,079,372**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	104,758,517	108,202,297	109,764,292	126,704,136	122,601,505	134,783,508	**8,079,372**
Operating Transfers Out	1,672,798	163,826,791	159,106,711	181,303,205	155,444,552	189,220,271	**7,917,066**
Total Requirements	106,431,315	272,029,088	268,871,003	308,007,341	278,046,058	324,003,779	**15,996,438**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	87,964,967	86,142,585	91,826,970	97,118,369	113,178,801	109,918,240	**12,799,871**
Fee/Rate	14,651,533	16,233,613	15,584,721	27,362,219	15,523,464	23,904,189	**(3,458,030)**
Other Revenue	5,176,006	7,946,019	6,284,510	3,653,830	4,864,624	3,083,723	**(570,107)**
Total Revenue	107,792,506	110,322,216	113,696,201	128,134,418	133,566,889	136,906,152	**8,771,734**
Operating Transfers In	1,672,798	163,826,791	159,106,711	181,303,205	155,444,552	189,220,271	**7,917,066**
Total Financing Sources	109,465,304	274,149,007	272,802,911	309,437,623	289,011,441	326,126,423	**16,688,800**
Net Position							
Use of/ (Contribution to) Net Position**	(3,033,989)	(2,119,920)	(3,931,908)	(1,430,282)	(10,965,383)	(2,122,644)	**(692,362)**
Est. Net Position Available						103,596,014	
Total Est. Unrestricted Net Position						101,473,370	
Budgeted Staffing*	0	123	126	129	129	142	**13**

*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 2016-17 Actuals were not available at time of preparation of this document.

Note: Unlike governmental funds, the 2016-17 Final Budget and 2016-17 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 2017-18 ADOPTED BUDGET

Requirements of $324.0 million consist of Operating Expenses of $114.1 million which include payments of $89.7 million related to Housing Assistance, $15.3 million for operating, maintenance and other costs associated with the physical upkeep and management of housing units, $8.1 million for administrative costs, and $1.0 million for tenant services. Staffing Expenses of $14.1 million fund the cost of 142 staff. Capital Expenditures of $6.6 million have also been budgeted.

Sources of $326.1 million include federal grant revenue of $109.9 million from the U.S. Department of Housing and Urban Development (HUD), and $27.0 million from rental income and administrative fees. The federal grants include Public Housing Operating Fund, Capital Fund, and the Housing Choice Voucher program Housing Assistance Payments.

The Operating Transfers In/Out of $189.2 million 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 Public 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 $16.0 million. The increase in Operating Expenses of $6.9 million is related to a $9.5 million increase in payments for Housing Assistance primarily due to the transfer of the Upland Housing Authority Housing Choice Voucher Program to HACSB, offset by a decrease of $2.7 million in services and supplies costs. An increase of $915,188 in Staffing Expenses is the result of the addition of 13 positions needed to serve the new Upland properties and a new rental assistance program.

Sources are increasing by $16.7 million which includes an additional $12.8 million in HUD funding primarily in the Moving to Work, Housing Choice Voucher, and Rental Assistance Demonstration programs, and increased revenue due to the voluntary transfer of the Upland Housing Authority's Public Housing and Housing Choice Voucher programs to HACSB. A reduction in Sources of $4.0 million results from a decrease in rental income and administrative fees.

ANALYSIS OF NET POSITION

Estimated Net Position Available in the amount of $103.6 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 includes the Public Housing, Capital Fund, Housing Choice Voucher, and the Moving to Work programs. There is also an additional $19 million in HUD held restricted reserves for the Housing Choice Voucher program.

2017-18 POSITION SUMMARY*

Division	2016-17 Final Staffing	Adds	Deletes	Re-Orgs	2017-18 Adopted	Limited	Regular
Administration	104	17	-8	0	113	2	111
Maintenance	25	5	-1	0	29	0	29
Total	129	22	-9	0	142	2	140

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $14.1 million fund 142 budgeted positions of which 140 are regular positions and 2 are limited term positions. This represents a net increase of 13 positions. Twenty-two positions are being added: 2 Affordable Housing Specialists, 1 Asset Management Analyst, 2 Resident Service Coordinators, 1 Resident Services Assistant, 2 Resident Managers, 1 Administrative Assistant, 5 Maintenance Technicians, 2 Management Analysts, 1 Help Desk Technician, 1 Project Manager Real Estate, 1 Housing Services Specialist, 1 Project Manager Construction, 1 Lead Housing Services Specialist, and 1 Administrative Services Specialist. The majority of the new positions are needed as a result of the Authority's transition to the Rental Assistance Demonstration program and the addition of the Upland Housing Authority's Public Housing and Housing Choice Voucher programs.

Nine vacant positions are being deleted: 1 Porter, 1 Career Readiness Services Coordinator, 1 Assistant Deputy Executive Director, 5 Job Coach and 1 Computer Lab Technician.



CAPITAL IMPROVEMENT PROGRAM

CAPITAL IMPROVEMENT PROGRAM
SUMMARY

PROJECTS ADMINISTERED BY	Page #	Discretionary General Funding	Other Funding	Total
REAL ESTATE SERVICES DEPARTMENT - PROJECT MANAGEMENT DIVISION	702			
NEW PROJECTS		69,781,452	30,525,656	100,307,108
CARRYOVER PROJECTS		145,757,242	119,764,859	265,522,101
TOTAL PROJECTS ADMINISTERED BY PROJECT MANAGEMENT DIVISION		215,538,694	150,290,515	365,829,209
DEPARTMENT OF PUBLIC WORKS	740			
TRANSPORTATION				
NEW PROJECTS		4,911,443	10,230,246	15,141,689
CARRYOVER BALANCES		19,406,081	21,661,631	41,067,712
TOTAL PROJECTS ADMINISTERED BY TRANSPORTATION		24,317,524	31,891,877	56,209,401
SOLID WASTE MANAGEMENT	746			
NEW PROJECTS		-	3,515,000	3,515,000
CARRYOVER PROJECTS		-	24,861,000	24,861,000
TOTAL PROJECTS ADMINISTERED BY SOLID WASTE MANAGEMENT		-	28,376,000	28,376,000
TOTAL PROJECTS ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS		24,317,524	60,267,877	84,585,401
COUNTY FIRE	748			
NEW PROJECTS		-	1,692,517	1,692,517
CARRYOVER BALANCES		-	-	-
TOTAL PROJECTS ADMINISTERED BY COUNTY FIRE		-	1,692,517	1,692,517
TOTAL 2017-18 CAPITAL IMPROVEMENT PROGRAM BUDGET		**239,856,218**	**212,250,909**	**452,107,127**

CAPITAL IMPROVEMENT PROGRAM

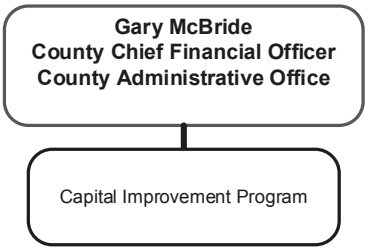
Gary McBride

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



2017-18 SUMMARY OF BUDGET UNITS

Funding for capital projects is included in the Real Estate Services Department-Project Management Division Capital Improvement Program (CIP) funds, and specific Arrowhead Regional Medical Center, Airports, Regional Parks, Transportation, Solid Waste Management and San Bernardino County Fire Protection District (County Fire) CIP funds.

DESCRIPTION OF MAJOR SERVICES

The Capital Improvement Program (CIP) is an internal planning tool administered by the County Administrative Office (CAO) to provide the Board of Supervisors (Board) with information to assist in the decision-making process for the allocation of limited resources to capital projects. The CIP provides for the acquisition, construction, reconstruction, initial fixtures and equipment, renovation, rehabilitation or replacement of facilities or equipment with a life expectancy of at least five years and capital costs in excess of $5,000. The program:

- Receives and evaluates requests to lease or expand leased space or to vacate, occupy, alter, remodel or construct County-owned space, land, or facilities
- Recommends priorities for capital projects based on criteria in the Capital Budget Policy for government facilities, regional parks, airports, transportation, solid waste and County Fire facilities
- Prepares the annual CIP budget, monitors and directs implementation of approved projects through the Real Estate Services Department – Leasing and Acquisition Division (RES-LAD) and Project Management Division (RES-PMD), Airports, Regional Parks, and Public Works, as well as the Fire Protection District.
- Provides direct oversight for major capital projects
- Develops and implements facility standards and maintains land and building inventories
- Performs long-range planning to:
    - Link department capital and operational budget plans to Countywide strategic plans
    - Conduct physical condition assessments through periodic surveys of facilities to identify major, large-scale projects to repair and rehabilitate County assets
    - Identify opportunities for energy efficiencies, life-cycle increases, and maintenance operating cost reductions
    - Identify future space and infrastructure needs of the County
    - Develop formal estimates of costs and seek adequate project funding, and
    - Identify opportunities for public-private partnerships for the development of County facilities.

BUDGET HISTORY

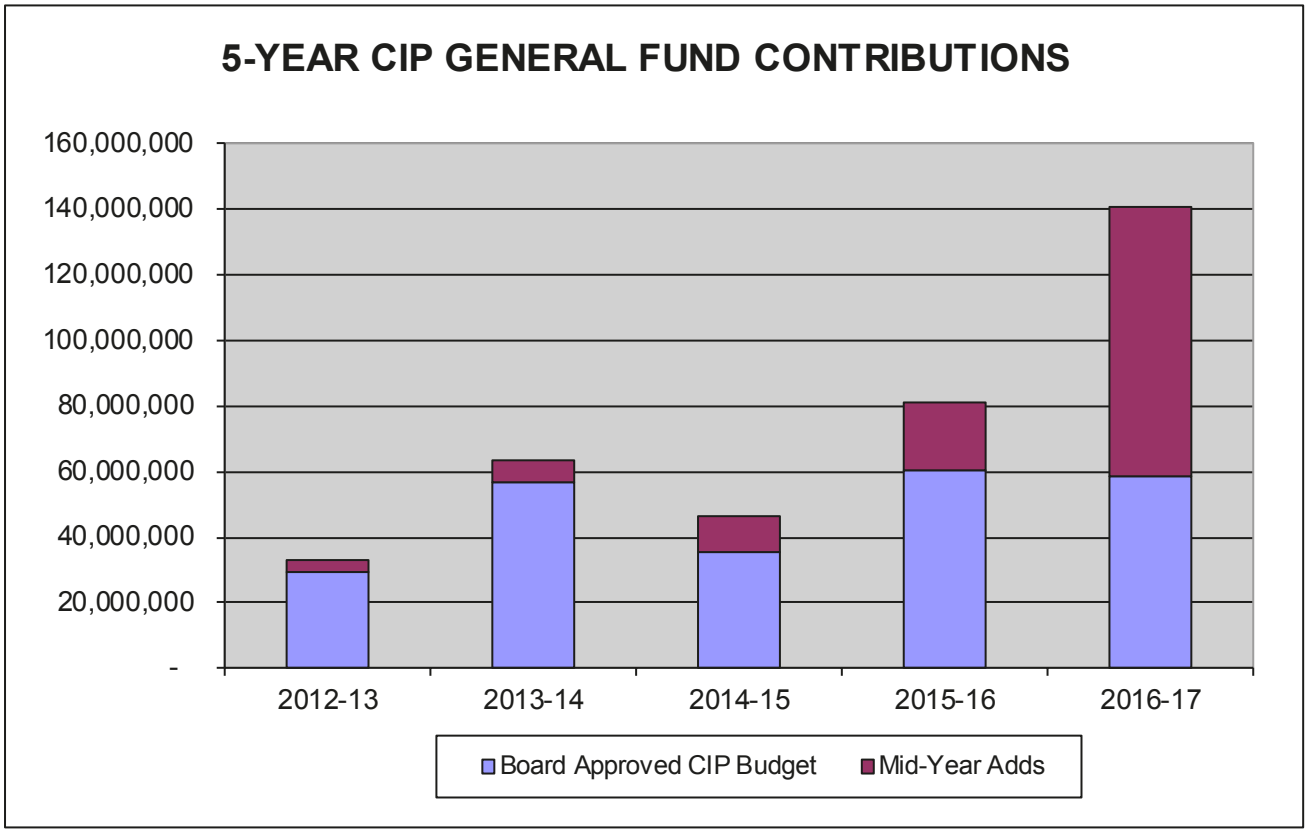
The CIP is funded by a number of sources, including the County General Fund and various other funding sources:

- 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 **$365.1 million**. Contributions have averaged approximately $73.0 million per year.



IMPACT OF CAPITAL IMPROVEMENT PROJECTS ON OPERATING BUDGETS

The County has a separate capital budget policy. This policy directs that project proposals should indicate the project's impact on the operating budget, including, but not limited to, long-term maintenance and operational costs necessary to support the facility. The plan for funding projected staffing, operation and maintenance, and utility costs must be identified as part of the approval process for each capital project.

Operational impacts resulting from new construction, major remodels, and expansion projects, such as operating expenses and new staffing costs, are summarized in the discussion of the individual new and carryover projects that follow.

Operating expenses such as maintenance, grounds, custodial and utility costs are budgeted in the Real Estate Services Department – Facilities Management and 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.

2017-18 ADOPTED BUDGET

In August 2016, County departments were requested to provide a five-year projection of their capital requirements. The 2017-2022 5-Year Capital Improvement Program Plan was completed in March 2017. 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.

On December 22, 2016, County departments were requested to submit CIP requests for projects to commence in 2017-18. The CAO received 158 requests from 19 departments with an estimated total project cost of $160.6 million. Departments submitting more than one CIP request prioritized their requests. CIP requests were also submitted by RES-PMD and Real Estate Services - Facilities Management Division for Maintenance and Non-Major CIP projects.

The CIP budget includes a base budget allocation for Maintenance and Non-Major CIP projects. The base budget allocation for Maintenance and Non-Major CIP projects was $12.0 million for 2016-17. For 2017-18, 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 2017-18:

MAINTENANCE AND NON-MAJOR CIP PROJECTS

- **Deferred Maintenance** **$4.1 million**
  - County Buildings Acquisition and Retrofit Project – This program in the amount of $2,450,000 will address minor deferred maintenance projects to buildings primarily in the County Government Center Campus.
  - Minor CIP Program – This program will address minor deferred or unscheduled maintenance projects for County facilities. Two projects and an amount that remains unprogrammed totaling $1,681,665 are funded in 2017-18: County Government Center Fence to Enclose South/West Stairwell ($15,000); Emergency Operations Center Building Hot Water Heater ($10,000); and unprogrammed ($1,656,665). Funding for other projects will be identified and implemented as they occur during the year.

- **Heating, Ventilation and Air Conditioning (HVAC)** **$2.4 million**
  - HVAC Upgrades/Maintenance/Replacement Program - Four HVAC projects and an amount that remains unprogrammed totaling $2,450,000 are planned for 2017-18: West Valley Detention Center Mechanical System Upgrade ($500,000); Countywide Building Controls Upgrade ($500,000); Rancho Cucamonga 8575 Haven Avenue Building Automation Systems Controls ($150,000); Victorville Sheriff Holding Area Duct Cleaning ($85,000); and unprogrammed ($1,215,000).

- **Infrastructure** **$1.1 million**
  - Site Infrastructure Program - Four projects and an amount that remains unprogrammed in the total amount of $550,000 will improve site infrastructure: San Bernardino Gilbert Street Behavioral Health Transitional Assistance Youth Center Exterior Grounds Improvement ($75,000); Fontana Probation Grass Area Landscaping ($75,000); Central Valley Juvenile Detention and Assessment Center Grass Removal ($50,000); Barstow Mt. View Complex Retaining Wall Restoration ($25,000); and unprogrammed ($325,000).
  - Countywide Generator Replacements Program – Two projects in the total amount of $560,000 are funded for 2017-18: Sheriff's Crime Lab Add Redundant Generator ($380,000); and Facilities Management Lena Road Generator ($180,000).
  - Foothill Law and Justice Center Automatic Transfer Switch - The funding sources are Discretionary General Funding of $8,382 and the Judicial Council of California (JCC) ($26,618) for the Court's share of capital costs.

- **Building System Improvements** **$1.1 million**
  - Countywide Elevator Modernization Program – An amount of $450,000 that remains unprogrammed is funded to refurbish elevators.
  - Boiler Replacement Program – $600,000 is funded for the Central Detention Center Steam Boilers Replacement project.
  - Central Courthouse Transformer Replacement - The funding sources are Discretionary General Funding of $49,953 and the JCC ($25,047) for the Court's share of capital costs.

- **Health/Safety/Americans with Disabilities Act (ADA)** **$1.0 million**
  - Americans with Disabilities Act (ADA) Program – This program will make ADA improvements to County facilities in the total amount of $500,000. One project is planned to address ADA issues: 777 Building Front Entrance Doors ADA Improvements ($70,000); and funding that is currently unprogrammed to address ADA issues as they are identified during the year ($430,000).
  - Fire/Life Safety Program – One project and an amount that remains unprogrammed totaling $450,000 will improve fire/life safety: Redlands Museum Backflow Device-Fire Sprinkler Compliance ($200,000); and unprogrammed ($250,000).

- **Paving** **$0.7 million**
  - Pavement Management Program – Five paving projects and an amount that remains unprogrammed in the total amount of $650,000 are planned to be funded from the Pavement Management Program for 2017-18: High Desert Detention Center Erosion Repairs ($195,000); Lucerne Valley Library New Asphalt Parking Lot ($150,000); High Desert Government Center Slurry Seal Maintenance ($125,000); Twentynine Palms Library New Asphalt Parking Lot ($80,000); High Desert Juvenile Detention and Assessment Center Slurry Coat and Stripe Parking Lot ($75,000); and unprogrammed ($25,000).

- **Exterior Renovations** **$0.6 million**
  - Exterior Renovation Program - This program will make various improvements to renovate building exterior areas in the total amount of $600,000. One project is funded for 2017-18 with the remaining amount unprogrammed: Information Services Department Basement Wall Leak Repairs ($500,000); and unprogrammed ($100,000).

- **Interior Renovations/Remodels** **$0.5 million**
  - Interior Renovation Program – Two projects and an amount that remains unprogrammed in the total amount of $386,500 are currently planned: Countywide Conference Room Upgrades ($100,000); 777 Building Hallway Paint and Refurbish ($90,000); and unprogrammed ($196,500).
  - Foothill Law and Justice Center Lobby Water Damage Restoration – The funding sources are Discretionary General Funding of $59,875 and the JCC ($190,125) for the Court's share of capital costs.
  - Victorville Courthouse Ceiling Tile and Interior Paint – The funding sources are Discretionary General Funding of $53,625 and the JCC ($96,375) for the Court's share of capital costs.

- **Roofing** **$0.4 million**
  - Roofing Repairs/Replacement Program – Two projects and an amount that remains unprogrammed totaling $400,000 are funded for 2017-18: Public Defender Modular Roof Replacement ($35,000); Big Bear Library Siding-Roof Replacement Phase II ($25,000); and unprogrammed ($340,000).

- **Energy Program** **$0.1 million**
  - Energy Projects Program - This program will make various energy improvements. Two projects and an amount that remains unprogrammed in the total amount of $100,000 are planned for 2017-18: West Valley Detention Center Mechanical Room Lights ($35,000); Lucerne Valley Library Interior Lights ($25,000); and unprogrammed ($40,000).

The 2017-18 new projects will extend the useful life of facilities, remove potential hazards and reduce liability, and decrease operating expenses in some cases. A considerable amount of funding is unprogrammed for 2017-18 in anticipation that the reorganization of the Real Estate Services Department - Facilities Management Division into a zone maintenance program, with specific areas and buildings assigned to specific Maintenance Supervisors, will result in the identification of additional projects throughout the year.

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 $39.9 million is funded for the following projects:

MAJOR CIP PROJECTS

- **Construction/Major CIP Projects** **$57.8 million**
  - 800 MHz Upgrade Project – This project will address the upgrade of the aging 800 Megahertz (MHz) digital radio system countywide. For 2017-18, a $17,881,452 contribution of ongoing Discretionary General Funding is funded, bringing the total funded to date to $150.0 million.

  - 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 a parking structure for the 323 Court Street Building and the acquisition of a building for Sheriff Court Services. During 2016-17, the County Fire Relocation/Consolidation (Administration Building) project and the Valley Dispatch Center project were separated from this project to be stand-alone projects. The total estimated project cost of the County Buildings Acquisition and Retrofit Project is $203.5 million with a remaining project duration of four years. In addition to the $2.45 million from the CIP base budget allocation for deferred maintenance noted above, $37,700,000 is funded in 2017-18 ($31.0 million from the County Buildings Acquisition and Retrofit Project Reserve and $6.7 million from the Capital Improvement Projects Reserve), for a total of $40.15 million, bringing total funding to date to $142.8 million.

  - Valley Dispatch Center – Additional funding of $2,200,000 from the Valley Dispatch Center Reserve is funded for design of the Valley Dispatch Center to be constructed on County-owned property located at the southeast corner of Rialto Avenue and Lena Road in San Bernardino.

In addition to the Discretionary General Funding projects identified above in the total amount of **$69.8 million** (which includes $12.0 million for maintenance and non-major CIP projects and $57.8 million for major CIP projects), other new projects are funded from other sources in the total amount of **$30.5 million,** including department funded projects, for a total of **$100.3 million** in new project funding administered by RES-PMD. The Department of Public Works (DPW) will administer various new Transportation projects in the amount of **$15.1 million** funded with $4.9 million in Discretionary General Funding and $10.2 million funded by various other sources, and Solid Waste Management will administer various new projects in the amount of **$3.5 million** utilizing other funding sources. In addition, County Fire will manage smaller CIP projects with total departmental funding of **$1.7 million** with oversight and inspection provided by RES-PMD as needed. In 2017-18, the total budget for new CIP projects is **$120.7 million.**

The following chart demonstrates the allocation of funding sources for all new projects funded in CIP for 2017-18:

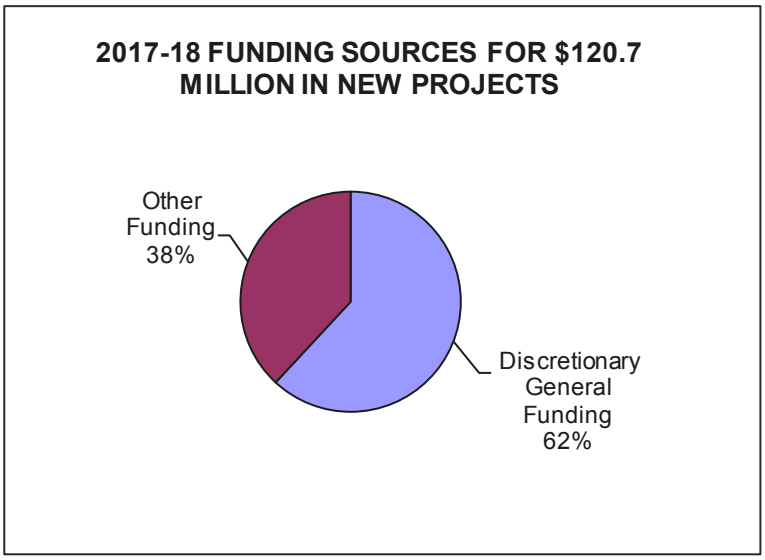


Table 1 provides a summary of all new CIP projects for 2017-18.

Table 1

SUMMARY OF 2017-18 NEW CIP PROJECTS

	Discretionary General Funding	Other Funding	Total New Projects
NEW PROJECTS ADMINISTERED BY RES-PMD:			
RES-PMD Capital Fund (Fund CJP)	69,781,452	19,495,684	89,277,136
ARMC Capital Fund (Fund CJE)	-	11,029,972	11,029,972
Total New Projects Administered by RES-PMD	**69,781,452**	**30,525,656**	**100,307,108**
NEW PROJECTS ADMINISTERED BY DPW:			
Transportation New Projects (Various Funds)	4,911,443	10,230,246	15,141,689
Solid Waste Management New Projects (Various Funds)	-	3,515,000	3,515,000
Total New Projects Administered by DPW	**4,911,443**	**13,745,246**	**18,656,689**
NEW PROJECTS ADMINISTERED BY COUNTY FIRE:			
County Fire (Various Funds)	**-**	**1,692,517**	**1,692,517**
TOTAL NEW CIP PROJECTS	**74,692,895**	**45,963,419**	**120,656,314**

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 $265.5 million. Carryover projects administered by the Department of Public Works have projected carryover balances of $65.9 million. Table 2 provides a summary of all Carryover Projects.

Table 2

SUMMARY OF 2017-18 CARRYOVER BALANCES			
	Discretionary General Funding	Other Funding	Carryover Balance
CARRYOVER PROJECTS ADMINISTERED BY RES-PMD:			
RES-PMD Capital Fund (Fund CJP)	142,283,173	107,699,057	249,982,230
RES-PMD Capital Fund (Fund CJV)	890,825	8,505	899,330
ARMC Capital Fund (Fund CJE)	2,583,244	12,057,297	14,640,541
Total RES-PMD Carryover Projects	**145,757,242**	**119,764,859**	**265,522,101**
CARRYOVER PROJECTS ADMINISTERED BY DPW:			
Transportation Carryover Projects (Various Funds)	19,406,081	21,661,631	41,067,712
Solid Waste Mgmt Carryover Projects (Various Funds)	-	24,861,000	24,861,000
Total DPW Carryover Projects	**19,406,081**	**46,522,631**	**65,928,712**
CARRYOVER PROJECTS ADMINISTERED BY COUNTY FIRE:			
County Fire (Various Funds)	-	-	-
TOTAL CARRYOVER PROJECTS	**165,163,323**	**166,287,490**	**331,450,813**

Following is a status of the large carryover construction projects administered by RES-PMD:

Project	Total Project Cost	Carryover Balance
800 MHz Upgrade Project In 2011-12, the Board approved an annual set aside to fund an 800 MHz digital radio system upgrade for public safety. The total estimated project cost is $158.2 million. $119.8 million has been funded in prior years, a $3.8 million rebate was received from Sprint for equipment purchases, and $8.5 million of one-time funding was transferred from the Fire Consolidated Headquarters Complex Acquisition Project (the $8.5 million was 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 funded for 2017-18 bringing the total funded to date to $150.0 million. 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 fifth year with completion planned for December 2020. 30% of the existing radio sites have been converted to digital operation and 46% of the microwave transport interlinks have been installed and are operational. Approximately $94.5 million has been expended or encumbered to date. During 2017-18, 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	**$158.2 million**	**$33.3 million***

Project	Total Project Cost	Carryover Balance
800 MHz Upgrade Project (Continued) 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, 84% of the fleet conversion work has been completed. **Operational Impact:** There are no additional staffing costs associated with this project. Ongoing lease and operations and maintenance costs for additional radio communication sites will be determined as the project progresses. Information Services Department Telecommunications budget (IAM ISD) costs are funded by Board approved Internal Service Fund rates and charged to internal and external public safety radio system users. *Budgets of $16.0 million were distributed to individual 800 MHz project locations. Current carryover balances for those projects are $2.2 million.		
County Buildings Acquisition and Retrofit Project In 2011-12, the Board allocated one-time Discretionary General Funding of $30.0 million to acquire 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 $102.6 million ($74.5 million of Discretionary General Funding; $11.4 million from Probation AB 109 fund balance and $6.0 million from SB678 fund balance for the 157 Building Seismic and Remodel Project located at 157 W. 5th Street in San Bernardino; $10.0 million from Public Works to construct a new building; and $720,000 from the District Attorney budget for the 303 W. 3rd Street building). Included in the 2017-18 budget is $40.2 million funded from Discretionary General Funding (Net County Cost) ($31.0 million in general fund reserves for this project, $6.7 million in reserves for capital projects, and $2.5 million from the CIP base budget funding). This brings the total funding to date to $142.8 million. Approximately $49.0 million has been expended or encumbered. Accomplishments include: The remodel of the 303 Building located at 303 W. 3rd Street in San Bernardino for the consolidation of District Attorney staff; the acquisition and remodel of the 268 Building located at 268 W. Hospitality Lane in San Bernardino for the consolidation of Auditor-Controller/Treasurer/Tax Collector staff; the acquisition of land for the Hospitality Campus and Phase I and Phase II improvements to add 193 parking spaces; completion of Phase 1a of the County Government Center Campus Improvements in downtown San Bernardino; and the acquisition of three office buildings, consisting of a total of 163,270 square feet (one in Victorville and two in San Bernardino). Activities currently in process include: Remodel of the 222 Building located at 222 W. Hospitality Lane in San Bernardino for the consolidation of Assessor-Recorder-Clerk staff and relocation of Special Districts and Veterans Affairs from the 157 Building located at 157 W. 5th Street in San	**$203.5 million**	**$1.4 million***

Project	Total Project Cost	Carryover Balance
County Buildings Acquisition and Retrofit Project (Continued) Bernardino; County Government Center Phase 2b Campus Improvements including new streets, landscape, hardscape, parking, lighting and signage; building assessments and space programming for the 157 Building for consolidation of Probation staff; space programming for the 323 Court Street building for consolidation of Public Defender staff; and space programming for Public Works to construct a replacement building for the 825 E. 3rd Street building in San Bernardino. The project also now includes the acquisition of a building for Sheriff Court Services' staff and the construction of a parking structure for Public Defender. The County Fire Relocation/Consolidation (Administration Building) and the Valley Dispatch Center were moved out of this project to be stand-alone projects. The current estimated total cost of the County Buildings Acquisition and Retrofit Project is $203.5 million. After moving general fund reserves to this project as requested in 2017-18 and allocating funding from the base CIP budget, $60.7 million remains unfunded. It is anticipated that the sale of surplus property in the amount of $65.5 million will be available to replace a portion of the Discretionary General Funding. **Operational Impact:** The acquisition of approximately 163,270 square feet of additional office space resulted in increased annual operating costs of approximately $866,000, offset by projected annual lease savings of $831,700 and annual lease revenue of $513,000. There are no other operational or staffing costs associated with this project. *Budgets of $101.2 million were distributed to individual building projects. Current carryover balances for those building projects are $52.2 million.		
Crisis Residential Treatment Facilities and Crisis Stabilization Units Real Estate Services Department – Leasing and Acquisition and Project Management Divisions have worked collectively with the Department of Behavioral Health to acquire land and construct six facilities [four Crisis Residential Treatment (CRT) facilities and two Crisis Stabilization Units (CSU)] throughout the County. The CRT provides crisis residential treatment services to individuals diagnosed with mental health and/or co-occurring substance use disorders. The CSU provides urgent mental health services 24/7 to severely mentally ill individuals in need of immediate access to crisis mental health services. The first CRT facility constructed on County-owned property at 720 E. Gilbert Street in San Bernardino completed construction in April 2017. Land has been acquired and construction is underway for four other sites: 15276 San Bernardino Avenue in Fontana (CRT); 14677 Merrill Avenue in Fontana (CSU); 60805 29 Palms Highway in Joshua Tree (CRT); and 16552 Sunhill Drive in Victorville (CRT). Another CSU is planned on County-owned property located at 1491 N. Windsor Drive in San Bernardino. Construction is expected to be completed on all sites by March 2018. The project budgets total $41.5 million and are funded $21.8 million from California Health Facilities Financing Authority grants and $19.7 million from Mental Health Services Act (MHSA) funds.	**$41.5 million**	**$7.2 million**

Project	Total Project Cost	Carryover Balance
Crisis Residential Facilities and Crisis Stabilization Units (Continued) **Operational Impact:** Annual operating expenses for each CRT and CSU is estimated to be approximately $62,000 ($5.60 per square foot). The facilities will be operated by contract providers who will pay utility costs. The annual contract amounts are $2.5 million for each CRT and $5.4 million for each CSU. Ongoing costs will be funded by Mental Health Services Act (MHSA) funds.		
Valley Dispatch Center, County Fire Relocation/Consolidation (Administration Building), and County Fire Relocation/Consolidation (Hazmat Warehouse) Campus Improvements Project In 2015-16, the Board approved an allocation of $200,000 for an update to the needs assessment to relocate the Valley Dispatch Center from 1743 Miro Way in Rialto to consolidate Sheriff's 9-1-1 dispatch, Office of Emergency Services, Information Services Radio Management and CONFIRE. The County-owned property located at the southeast corner of Rialto Avenue and Lena Road in San Bernardino was determined to be the best site for a new dispatch center. Since that time, the Board has approved the addition of $2.6 million for preliminary design and set aside $27.1 million in General Fund Reserves for the project. The total estimated cost of the Valley Dispatch Center is $83.4 million. $2.2 million will be moved from General Fund Reserves in 2017-18 to continue master planning and design. County Fire also had requirements to consolidate County Fire headquarters and central services in one location and the site was determined to be large enough to accommodate County Fire's requirements as well. In the 2016-17 First Quarter Budget Report – Maintenance and Capital Improvement Program, the Board approved $17.64 million in Discretionary General Funding, which included $9.52 million transferred from a cancelled project, to be allocated to the County Fire Relocation/Consolidation (Administration Building) project. $8.5 million set aside in County Fire Reserves will be moved to the project in 2017-18 to fully fund the County Fire Administration building portion of the project in the amount of $26.1 million. Construction is expected to be completed in 2018-19. In addition, a future warehouse building is proposed to be constructed on the site for County Fire Household Hazardous Materials (Hazmat). The Board has approved an allocation of $2.0 million to date for the Hazmat warehouse funded from Household Hazardous Waste Fund Balance. The estimated total cost of the Hazmat Warehouse is $27.6 million. Priorities for 2017-18 include master planning of the site and infrastructure and design of the County Fire Admin building. **Operational Impact:** Estimated annual facility maintenance and utility costs are as follows: Valley Dispatch Center - $430,800 ($6.12 per square foot); County Fire Relocation/Consolidation (Administration Building) - $302,000 ($5.95 per square foot) offset by lease cost savings of approximately $300,000 per year; and County Fire Relocation/ Consolidation (Hazmat Warehouse) - $167,600 ($2.32 per square foot). It is anticipated there will be no additional staffing costs associated with this project.	**$137.1 million**	**$22.0 million**

A summary of new projects and previously approved CIP projects still in progress is provided in:

- Exhibit A – 2017-18 Capital Improvement Program Projects Administered by Real Estate Services – Project Management Division
- Exhibit B – 2017-18 Capital Improvement Program Projects Administered by Department of Public Works-Transportation
- Exhibit C – 2017-18 Capital Improvement Program Projects Administered by Department of Public Works-Solid Waste Management
- Exhibit D – 2017-18 Capital Improvement Program Projects Administered by San Bernardino County Fire Protection District (County Fire)

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM PLAN

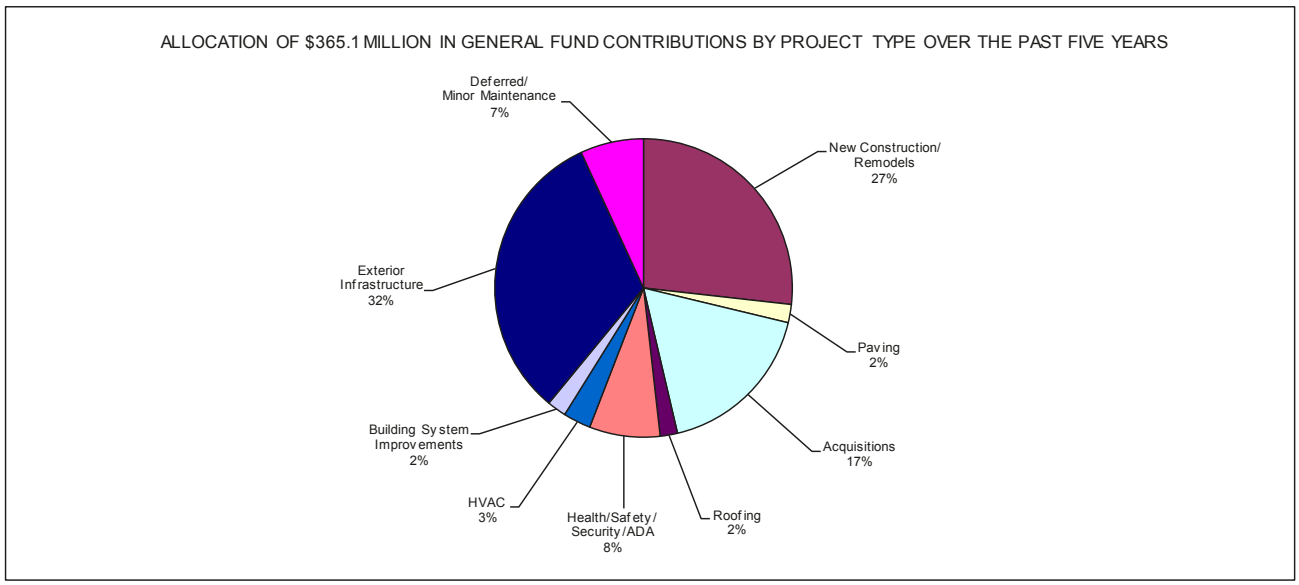
The Five-Year CIP for Maintenance and Non-Major CIP projects is reviewed annually and revised based on current circumstances and opportunities and considers historic requirements and expenditures for capital projects. While the Five-Year CIP does not appropriate funds, it does serve as a budgeting tool to set priorities, identify needed capital projects, estimate capital requirements, and coordinate financing and timing. It identifies projects for annual funding, focuses resources in program areas, and supports the County Goals and Objectives. It also identifies project impacts on future operating budgets, including additional staffing, maintenance, and other recurring operational expenditures that require ongoing funding 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 – 2017-18 through 2021-22 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 Capital Improvement Program – 2017-2022 Plan.

THE LAST FIVE YEARS

Over the past five years, the Board of Supervisors has allocated $365.1 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

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Exhibit A
2017-18 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 - Project Management Division (RES-PMD)	High Desert Detention Center (HDDC) Expansion Project.	07-305	CJP	7701
2	Adelanto-9438 Commerce Way	1	RES-PMD	HDDC Server Room Air Conditioning.	17-155	CJP	7X26
3	Adelanto-9438 Commerce Way	1	RES-PMD	HDDC Generator Controls Integration.	17-154	CJP	7X40
4	Adelanto-9438 Commerce Way	1	Sheriff/Coroner /Public Administrator (Sheriff)	HDDC Generator.	16-094	CJP	6X07
5	Apple Valley-11873 Apple Valley Rd.	1	RES-PMD	Victor Valley Museum Automated Door Replacement.	17-147	CJP	7A20
6	Apple Valley-11873 Apple Valley Rd.	1	RES-PMD	Victor Valley Museum Heating, Ventilation and Air Conditioning (HVAC) Equipment Replacement.	17-032	CJP	7X24
7	Apple Valley-14901 Dale Evans Pkwy	1	Library	Apple Valley Library Structural Beam Repair.	NA	CJP	050A
8	Apple Valley-21101 Dale Evans Parkway	1	RES-PMD	High Desert Juvenile Detention and Assessment Center (HDJDAC) Assessment of Building Cracking.	DM	CJP	7K58
9	Apple Valley-21600 Corwin Rd.	1	Airports	Apple Valley Airport T-Hangar Improvements funded by Airport Department County Service Area 60 (CSA 60) budget.	14-001	CJP	4J05
10	Apple Valley-21600 Corwin Rd.	1	Airports	Apple Valley Airport Terminal Parking Lot Improvements funded by CSA 60.	15-013	CJP	5J05
11	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
12	Apple Valley-21600 Corwin Rd.	1	Airports	Apple Valley Airport Acquisition Solar Power Obstruction Lighting funded by CSA 60.	16-042	CJP	6J00
13	Apple Valley-21600 Corwin Rd.	1	Airports	Apple Valley Airport Terminal HVAC Upgrade funded by CSA 60.	16-043	CJP	6J50
14	Apple Valley-21600 Corwin Rd.	1	Airports	Apple Valley Airport Land for Drainage Basin funded by CSA 60.	17-010	CJP	7J05
15	Apple Valley-21600 Corwin Rd.	1	Airports	Apple Valley Airport Perimeter Fence Upgrades funded by CSA 60. The total project cost is $297,775. The Airports Department will manage the design portion of the project at a cost of $20,000. RES-PMD will manage the construction portion of the project in the amount of $277,775.	17-011	CJP	7J40
16	Apple Valley-21600 Corwin Rd.	1	Airports	Apple Valley Airport Roofing Maintenance Program funded by CSA 60 (RAI). The total cost of this project is $24,500. The roofing assessment portion of the project in the amount of $10,500 will be managed by the Airports Department. The construction portion of the project in the amount of $14,000 will be managed by RES-PMD.	17-018	CJP	7J50
17	Barstow-1300 E. Mountain View Ave.	1	Probation	Probation Building Acquisition - Barstow funded by Assembly Bill 109 (AB109).	15-209	CJP	5P85
18	Barstow-225 E. Mountain View	1	RES-PMD	Sheriff's Jail Sewer Line Repairs.	17-161	CJP	7X74
19	Barstow-225 E. Mountain View	1	Sheriff	Barstow Jail Digital Video Recorder System funded from AB109.	17-265	CJP	7S31
20	Barstow-235 E. Mt. View	1	RES-PMD	Barstow Sheriff's Court Sewage Muncher.	NA	CJP	075A
21	Barstow-29802 Old Highway 58	1	Public Works	Barstow Yard Generator Project. The funding source is the Transportation budget (SAA TRA).	18-038	CJP	8K22
22	Barstow-303 E. Mountain View	1	RES-PMD	Barstow Public Health Actuator.	17-155	CJP	7X34
23	Barstow-304 E. Buena Vista	1	RES-PMD	Barstow Library Restroom Americans with Disabilities Act (ADA) Upgrades.	16-005	CJP	6X24

Exhibit A
2017-18 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Total Project Cost	NEW PROJECTS Discretionary General Funding	NEW PROJECTS Other Funding	NEW PROJECTS Total New Projects	CARRYOVER PROJECTS Discretionary General Funding	CARRYOVER PROJECTS Department/ Other Funding	CARRYOVER PROJECTS Total Carryover Balances	2017-18 Adopted Requirements	Proj.
5,872,259			-	5,872,259		5,872,259	5,872,259	1
100,000			-	98,803		98,803	98,803	2
100,000			-	100,000		100,000	100,000	3
1,000,000			-	1,000,000		1,000,000	1,000,000	4
40,000			-	40,000		40,000	40,000	5
125,000			-	67,493		67,493	67,493	6
6,040,000			-	498,082		498,082	498,082	7
10,000			-	10,000		10,000	10,000	8
250,000			-		98,937	98,937	98,937	9
200,000			-		199,276	199,276	199,276	10
250,000			-		249,526	249,526	249,526	11
490,000			-		489,863	489,863	489,863	12
75,000			-		75,000	75,000	75,000	13
50,000			-		50,000	50,000	50,000	14
297,775			-		277,775	277,775	277,775	15
24,500			-		14,000	14,000	14,000	16
4,770,000			-		3,648,658	3,648,658	3,648,658	17
30,000			-	29,291		29,291	29,291	18
45,217			-		45,217	45,217	45,217	19
20,000			-	20,000		20,000	20,000	20
35,000		35,000	35,000			-	35,000	21
25,000			-	24,645		24,645	24,645	22
150,000			-	11,185		11,185	11,185	23

Exhibit A
2017-18 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 #
24	Barstow-Elephant Mountain	1	Information Services Department (ISD)	Elephant Mountain 800 Megahertz (MHz) Upgrades.	12-104	CJP	5W11
25	Barstow-Mountain View	1	RES-PMD	Barstow Complex Retaining Wall.	17-161	CJP	7X76
26	Barstow-To Be Determined	1	Preschool Services Department (PSD)	Preschool Services Department Barstow Building Acquisition funded by the PSD department budget.	17-197	CJP	6K47
27	Big Bear Lake-Onyx Peak	3	ISD	Onyx Peak 800 MHz Antenna Site Upgrade.	16-171	CJP	6W27
28	Big Bear-41930 Garstin Dr.	3	County Library	Big Bear Lease Lobby Lighting Upgrade funded from Special Revenue Funds (SAP CLB).	18-081	CJP	8L02
29	Big Bear-Bertha Peak	3	ISD	Bertha Peak 800 MHz Antenna Site upgrades.	NA	CJP	7W28
30	Bloomington-10174 Magnolia Ave.	5	County Fire	County Fire Station #76 Bathroom Remodel funded from County Fire Operating Funds.	18-028	CJP	8K28
31	Bloomington-10174 Magnolia Ave.	5	County Fire	County Fire Station #76 Kitchen Remodel funded from County Fire Operating Funds.	18-029	CJP	8K29
32	Bloomington-18313 Valley Boulevard	5	Board of Supervisors (BOS)-Fifth District	Bloomington Senior Center Remodel funded by Fifth District Board of Supervisors Discretionary Priority Policy Needs funding (AAA CAN).	17-256	CJP	7K36
33	Blue Jay-26830 Highway 189	2	Public Works	Blue Jay Yard Pavement Reconstruction Project to be managed by Public Works. Funding source is the Transportation budget (SAA TRA).	18-036	CJP	8K01
34	Blue Jay-26830 Highway 189	2	Public Works	Blue Jay Yard HVAC Installation Project funded by the Transportation budget (SAA TRA).	18-039	CJP	8K04
35	Chino-16700 Euclid Ave.	4	Regional Parks	Prado Regional Park Area ADA Parking funded by Community Development Block Grant (CDBG).	18-145	CJP	8R04
36	Chino-5585 Riverside Dr.	4	PSD	Chino Head Start Playground Improvements funded by Federal Head Start/Early Head Start funds.	16-179	CJP	6K36
37	Chino-5585 Riverside Dr.	4	PSD	Additional funding of $18,400 increasing the project budget from $35,000 to $53,400 for the Chino Head Start Structure Acquisition and Installation funded by Federal Head Start/Early Head Start funds.	16-182	CJP	6K39
38	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Retention and Storm Water Conveyance Phase II.	09-170	CJP	2J03
39	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Runway Safety Fire Suppression funded by Airport department budget.	14-009	CJP	4J10
40	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Paving Project-Yanks Air Museum funded by Chino Airport CIP funds.	16-133	CJP	6J05
41	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Building A-270 Roof Coating funded by Chino Airport CIP funds.	16-045	CJP	6J15
42	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Building A-305 Demo and Phone System Relocation.	16-046	CJP	6J20
43	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Taxiway Relocation funded by the Airports Department budget (RAA APT).	17-014	CJP	7J10
44	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Air Compressor Replacement funded by the Airports Department budget (RAA APT).	17-015	CJP	7J15
45	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Hangar Door Replacement funded by the Airports Department budget (RAA APT).	17-016	CJP	7J20
46	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Mail Center and Modular Restroom. Total project cost is $220,000. The department will manage the design of $6,000. Project Management will manage the construction of $214,000.	17-171	CJP	7J30

Exhibit A
2017-18 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2017-18 Adopted Requirements	Proj.
900,000			-	842,197		842,197	842,197	24
35,000			-	35,000		35,000	35,000	25
1,500,000			-		1,475,150	1,475,150	1,475,150	26
470,000			-	348,835		348,835	348,835	27
25,000		25,000	25,000			-	25,000	28
100,000			-	10,186		10,186	10,186	29
104,750		104,750	104,750			-	104,750	30
112,970		112,970	112,970			-	112,970	31
70,000			-		46,419	46,419	46,419	32
140,000		140,000	140,000			-	140,000	33
40,000		40,000	40,000			-	40,000	34
200,000		200,000	200,000			-	200,000	35
75,000			-		2,517	2,517	2,517	36
53,400		18,400	18,400		35,000	35,000	53,400	37
332,570			-	92,570	212,912	305,482	305,482	38
1,000,000			-		998,575	998,575	998,575	39
450,000			-		434,080	434,080	434,080	40
275,000			-		274,596	274,596	274,596	41
75,000			-		75,000	75,000	75,000	42
185,000			-		184,549	184,549	184,549	43
75,000			-		66,009	66,009	66,009	44
125,000			-		124,742	124,742	124,742	45
220,000			-		214,000	214,000	214,000	46

Exhibit A
2017-18 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 #
47	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Building A-220 Demolition funded by the Airports Department budget (RAA APT). The total project cost is $50,000. The design portion of the project in the amount of $5,000 will be managed by the Airports Department. RES-PMD will manage the construction portion of the project in the amount of $45,000.	17-013	CJP	7J45
48	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Northwest Apron, Hot Spots and Taxiway Rehabilitation funded by the Federal Aviation Administration grant ($3,914,100), a State Matching Grant ($195,705) and the Chino Airport CIP Funds ($239,195).	17-233	CJP	7J70
49	Chino-Southeast corner of Flight Ave. and Remington	4	RES-PMD	Land Acquisition at Chino Airport.	NA	CJP	7X94
50	Colton-400 N. Pepper Ave.	5	Arrowhead Regional Medical Center (ARMC)	ARMC Dual Purpose Catheterization Laboratory Upgrade Project.	12-116	CJE	2G15
51	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Detainee Monitoring Facilities.	14-207	CJE	5G55
52	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Sterile Processing Cart Washer Replacement.	16-060	CJE	6G05
53	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Floor Loader Sterilizer Replacement.	16-061	CJE	6G10
54	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Building Automation Upgrade.	16-064	CJE	6G25
55	Colton-400 N. Pepper Ave.	5	ARMC	ARMC ADA Site Accessibility Upgrade.	16-065	CJE	6G30
56	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Fire Alarm Panel Upgrade.	16-067	CJE	6G40
57	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Fire Protection Upgrade for ARMC Data Centers.	16-069	CJE	6G50
58	Colton-400 N. Pepper Ave.	5	ARMC	ARMC-Fontana/San Bernardino Leases Space Planning.	16-117	CJE	6G65
59	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Emergency Department Patient Bathroom Remodel.	17-103	CJE	7G01
60	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Emergency Department Staff Bathroom Remodel.	17-104	CJE	7G02
61	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Labor and Delivery Security Doors.	17-105	CJE	7G03
62	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Labor and Delivery Remodel.	17-106	CJE	7G04
63	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Operating Room Surgical Lights and Columns.	17-107	CJE	7G05
64	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Sterile Processing Flooring Replacement.	17-108	CJE	7G06
65	Colton-400 N. Pepper Ave.	5	ARMC	ARMC X-Ray Room Equipment Replacement.	17-109	CJE	7G07
66	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Computed Tomography (CT) Scanner Replacement.	17-111	CJE	7G08
67	Colton-400 N. Pepper Ave.	5	ARMC	ARMC MRI Replacement.	17-112	CJE	7G09
68	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Bi-Plane Angio Room Study.	17-114	CJE	7G11
69	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Multipurpose Angio Unit Installation.	17-115	CJE	7G12
70	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Parking Lot Emergency Telephones/Call Boxes.	17-117	CJE	7G14
71	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Negative Pressure Room Monitors.	17-118	CJE	7G15
72	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Fire Door Magnetic Hold Open.	17-120	CJE	7G17
73	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Waste Anesthesia Gas Vacuum Pump Replacement. Additional funding of $25,000 increasing the project budget from $149,805 to $174,805 moved from ARMC Program Residual.	17-121	CJE	7G18
74	Colton-400 N. Pepper Ave.	5	ARMC	Additional funding of $1,500,000 for ARMC ADA Site Accessibility Upgrades - Parking increasing the project budget from $600,000 to $2,100,000 funded by ARMC Enterprise Funds.	18-068	CJE	7G19
75	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Perimeter Security Improvements.	17-123	CJE	7G20
76	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Cooling Tower Fill Media Repair/Replacement.	17-125	CJE	7G22
77	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Specialty Clinic Registration Relocation.	17-126	CJE	7G23
78	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Labor and Delivery Lobby Expansion.	17-127	CJE	7G24
79	Colton-400 N. Pepper Ave.	5	ARMC	Additional funding of $750,000 increasing the project budget from $500,000 to $1,250,000 for the ARMC ADA Site Accessibility Upgrades - Interior funded by ARMC Enterprise Funds.	17-130	CJE	7G26
80	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Parking Structure Study.	17-193	CJE	7G27

Exhibit A
2017-18 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2017-18 Adopted Requirements	Proj.
50,000			-		45,000	45,000	45,000	47
4,349,000			-		4,318,861	4,318,861	4,318,861	48
48,053,300			-	226,370		226,370	226,370	49
1,099,898			-		7,398	7,398	7,398	50
2,600,000			-	2,583,244		2,583,244	2,583,244	51
265,406			-		202,067	202,067	202,067	52
179,989			-		128,167	128,167	128,167	53
713,512			-		58,643	58,643	58,643	54
635,699			-		552,454	552,454	552,454	55
773,270			-		109,339	109,339	109,339	56
330,939			-		314,155	314,155	314,155	57
15,000			-		5,990	5,990	5,990	58
1,099,650			-		1,099,356	1,099,356	1,099,356	59
564,000			-		563,592	563,592	563,592	60
217,313			-		217,313	217,313	217,313	61
649,677			-		612,202	612,202	612,202	62
826,682			-		718,093	718,093	718,093	63
44,439			-		44,167	44,167	44,167	64
508,996			-		503,683	503,683	503,683	65
888,750			-		812,369	812,369	812,369	66
75,000			-		55,092	55,092	55,092	67
75,000			-		34,648	34,648	34,648	68
897,320			-		890,222	890,222	890,222	69
49,000			-		47,835	47,835	47,835	70
383,442			-		380,441	380,441	380,441	71
101,550			-		100,484	100,484	100,484	72
174,805		25,000	25,000		10,304	10,304	35,304	73
2,100,000		1,500,000	1,500,000		594,128	594,128	2,094,128	74
51,000			-		50,592	50,592	50,592	75
499,263			-		144,706	144,706	144,706	76
155,320			-		155,184	155,184	155,184	77
264,750			-		264,750	264,750	264,750	78
1,250,000		750,000	750,000		479,345	479,345	1,229,345	79
75,000			-		8,360	8,360	8,360	80

Exhibit A
2017-18 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 #
81	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Ambulatory Clinic.	17-251	CJE	7G28
82	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Air Conditioning in Sterile Processing Department.	17-283	CJE	7G29
83	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Interventional Imaging Equipment Replacement. ARMC to purchase $1,169,487 in equipment and $697,012 to be funded in CIP by ARMC Enterprise Funds for a total project cost of $1,866,499.	18-060	CJE	8G01
84	Colton-400 N. Pepper Ave.	5	ARMC	ARMC CT Scanner Acquisition. ARMC to purchase $865,602 in equipment and $522,611 to be funded in CIP by ARMC Enterprise Funds for a total project cost of $1,388,213.	18-061	CJE	8G02
85	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Inpatient Medication Disbursement Machine Replacement. ARMC to purchase $49,834 in equipment and $62,510 to be funded in CIP by ARMC Enterprise Funds for a total project cost of $112,344.	18-062	CJE	8G03
86	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Chemo Compounding Room Door/Frame Replacement funded by ARMC Enterprise Funds.	18-063	CJE	8G04
87	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Water-Cooled Fluid Chillers Replacement funded by ARMC Enterprise Funds.	18-064	CJE	8G06
88	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Automatic Transfer Switch Upgrade funded by ARMC Enterprise Funds.	18-065	CJE	8G07
89	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Transfer Switch Replacement. ARMC to fund $332,800 in equipment and $128,750 to be funded in CIP by ARMC Enterprise Funds for a total project cost of $461,550.	18-066	CJE	8G08
90	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Boiler Motors' Uninterruptible Power Source Installation funded from ARMC Enterprise Funds.	18-067	CJE	8G09
91	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Parking Lot - Staff Entry Security Upgrade funded from ARMC Enterprise Funds.	18-070	CJE	8G13
92	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Exterior Monument Signage funded from ARMC Enterprise Funds.	18-071	CJE	8G14
93	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Main Boiler Valve Replacement funded from ARMC Enterprise Funds.	18-072	CJE	8G16
94	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Laboratory Air Compressor Replacement funded from ARMC Enterprise Funds.	18-073	CJE	8G17
95	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Outpatient Laboratory Door - Automation and Widening funded from ARMC Enterprise Funds.	18-074	CJE	8G18
96	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Specialty Clinic Registration Relocation Project funded from ARMC Enterprise Funds.	18-075	CJE	8G19
97	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Lot 14 Renovation funded from ARMC Enterprise Funds.	18-076	CJE	8G20
98	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Behavioral Health Security Door Controller Upgrade funded from ARMC Enterprise Funds.	18-077	CJE	8G21
99	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Behavioral Health Staff Panic Buttons Installation funded from ARMC Enterprise Funds.	18-078	CJE	8G22
100	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Behavioral Health Network Connection to SOC funded from ARMC Enterprise funds.	18-079	CJE	8G23
101	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Program Residual. $25,000 is being transferred to the ARMC Vacuum Pump Replacement project (Project No. 7G18).	Program	CJE	ARMC
102	Countywide-To Be Determined	All	Purchasing	Purchasing Surplus Warehouse funded from Internal Service Funds (ISF).	15-229	CJP	7K24
103	Countywide-Various	All	Airports	Airport Projects Oversight-Estimating funded from the Airports Department budget (RAA APT).	NA	CJP	7J65
104	Countywide-Various	All	Airports	Program budget for oversight, project management, estimating, and inspection and maintenance and repair Airport projects funded by Airports budget.	17-194	CJP	AIRP

Exhibit A
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	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2017-18 Adopted Requirements	Proj.
1,972,500			-		1,969,644	1,969,644	1,969,644	81
325,900			-		303,412	303,412	303,412	82
1,866,499		697,012	697,012				697,012	83
1,388,213		522,611	522,611				522,611	84
112,344		62,510	62,510				62,510	85
216,675		216,675	216,675				216,675	86
1,488,147		1,488,147	1,488,147				1,488,147	87
374,238		374,238	374,238				374,238	88
461,550		461,550	461,550				461,550	89
878,706		878,706	878,706				878,706	90
319,003		319,003	319,003				319,003	91
617,611		617,611	617,611				617,611	92
361,138		361,138	361,138				361,138	93
337,093		337,093	337,093				337,093	94
317,688		317,688	317,688				317,688	95
174,216		174,216	174,216				174,216	96
1,430,274		1,430,274	1,430,274				1,430,274	97
282,500		282,500	282,500				282,500	98
152,500		152,500	152,500				152,500	99
86,500		86,500	86,500				86,500	100
Program Budget		(25,000)	(25,000)		619,162	619,162	594,162	101
1,000,000			-		1,000,000	1,000,000	1,000,000	102
10,000			-		1,021	1,021	1,021	103
Program Budget			-	42,520		42,520	42,520	104

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Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
105	Countywide-Various	All	Fleet Management	Additional funding of $380,000 increasing the project budget from $809,000 to $1,189,000 for the Install/Replace Fuel Tanks Phase I Project funded by Fleet Management ISF Retained Earnings.	15-009	CJP	5F15
106	Countywide-Various	All	ISD	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 is funded in 2017-18 bringing the total funded to date from $132,077,981 to $149,959,433. Following is the distribution of budget in the amount of $149,959,433 transferred to individual projects: -800 MHz Upgrade Project Program Budget-$133,966,112 (Org 2V03) -Rialto Antenna Site Upgrade-$3,148,366 (Org 4W01) -ISD Garden Office No. 2 Remodel-$40,190 (Org 4W02) -Twin Peaks, 800 MHz Upgrades-$8,517 (Org 5W04) -San Sevaine, 800 MHz Upgrades-$67 (Org 5W05) -Heaps Peak, 800 MHz Upgrades-$9,003 (Org 5W06) -Keller Peak,800 MHz Upgrades-$13,103 (Org 5W07) -Bertha Peak, 800 MHz Upgrades-$7,669 (Org 5W08) -Onyx Peak, 800 MHz Upgrades-$5,202 (Org 5W09) -High Desert Government Center Public Safety Operations Center-$4,750,000 (Org 2X62) -Oak Hills 800 MHz Upgrades-$0 (Org 5W10) -Elephant Mountain, 800 MHz Upgrades-$900,000 (Org 5W11) -Forest Falls, 800 MHz Upgrades-$1,170,000 (Org 5W12) -Rancho Cucamonga 800 MHz-$1,350,000 (Org 5W13) -West Valley Detention Center 800 MHz Upgrades-$1,400,000 (Org 5W14) -Claremont Yards 800 MHz Antenna Site-$12,523 (Org 5W15) -Skyland Peak 800 MHz Upgrades-$30,377 (Org 5W16) -HVAC Upgrades at 25 800 MHz Sites-$831,686 (Org 5W17) -Rialto 120 Foot Mono Pole-$32,990 (Org 5W18) -GSA Spur Sites-$25,435 (Org 5W19) -Loma Linda Antenna Site-$1,000,000 (Org 5W20) -ARMC 800 MHz Antenna Upgrades-$51,644 (Org 5W21) -Aero Jet Chino Hills 800 MHz-$10,060 (Org 5W22) -Skyland Peak Tower-$100,000 (Org 6W23) -Aero Jet Chino Hills, 800 MHz-$21,277 (Org 6W24) -Chino Hills 800 MHz Antenna-$11,659 (Org 6W25) -Padua 800 MHz Antenna Upgrade-$13,553 (Org 6W26) -Onyx Peak, 800 MHz Antenna Site-$470,000 (Org 6W27) -Bertha Peak, 800 MHz Antenna Site-$100,000 (Org 7W28) -Cherry Radio Tower-$100,000 (Org 7W29) -Rodman Tower Extension-$350,000 (Org 7W30) -Rialto Radio Tower-$30,000 (Org 7W31)	16-071	CJP	2V03
107	Countywide-Various	All	Regional Parks	Regional Parks Improvement Program.	Program	CJP	REGP

Exhibit A
2017-18 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2017-18 Adopted Requirements	Proj.
1,189,000		380,000	380,000		311,707	311,707	691,707	105
158,215,198	17,881,452		17,881,452	33,329,805		33,329,805	51,211,257	106
Program Budget			-	411,623		411,623	411,623	107

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2017-18 Capital Improvement Program Projects
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Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
108	Countywide-Various	All	RES-PMD	The total estimated cost of the County Buildings Acquisition and Retrofit Project is $203,532,067. Additional funding of $37.7 million of one-time Discretionary General Funding is funded in 2017-18: $31.0 million from the County Buildings Acquisition and Retrofit Reserve and $6.7 million from the Capital Improvement Projects Reserve; and additional funding of $2.45 million of ongoing Discretionary General Funding from the CIP Base Budget funding of $12.0 million annually, for a total contribution of $40.15 million in 2017-18 bringing the total funded to date to $142,785,675. Funding sources are: Discretionary General Funding (Net County Cost)-$114,615,134; DA-$720,000; Probation AB109-$11,450,541; Probation SB678-$6,000,000; and Public Works-$10,000,000. Following is the distribution of budget in the amount of $142,785,675 to individual building projects: -County Buildings Acquisition and Retrofit Project-$41,570,336 (Org 2X64) -Downtown Building Project Master Planning Budget-$260,538 (Org 3D00) -County Government Center Campus Improvements-$6,464,290 (Org 3D01) -268 Building Acquisition and Improvements-$12,327,097 (Org 3D02) -Hospitality Lane Additional Parking Acquisition and Improvements-$1,524,738 (Org 3D03) -222 Building Remodel-$17,350,000 (Org 3D04) -104 Building Exterior Improvements-$0 (Org 3D05) -157-175 Building Seismic Retrofit and Improvements $16,775,841 (Org 3D06) -172 Building Seismic Retrofit and Improvements-$750,000 (Org 3D07) -351 Building Remodel-$100,000 (Org 3D08) -303 Building Improvements-$11,113,670 (Org 3D09) -316 Building Improvements-$1,400,000 (Org 3D11) -401 Building Demolition-$0 (Org 3D12) -825 Building Remodel-$13,200,000 (Org 3D13) -Behavioral Health Move to IEHP Building-$33,782 (Org 3D14) -268 Building Remodel-$13,336,585 (Org 3D15) -15371 Civic, VV Acquisition-$2,210,672 (Org 4D16) -15456 Sage, VV Acquisition-$2,601 (Org 4D17) -150 W. 5th Acquisition-$1,700 (Org 4D18) -157 Building Professional Standards Area Remodel-$200,000 (Org 5P30) -157 Building Restroom and Breakroom Remodel-$425,000 (Org 5P40) -157-175 Building Third Floor Swing Space-$50,000 (Org 7P30) -Hospitality Lane Campus Parking-$18,675 (Org 6D20) -Hospitality Parking Expansion-Phase II-$630,150 (Org 6D21) -323 Court St. Building Acquisition-$3,000,000 (Org 6D22) -401 W. 4th St. Building Acquisition and Remodel-$40,000 (Org 7D01)	12-102	CJP	2X64
109	Countywide-Various	All	RES-PMD	Countywide HVAC Control System Upgrade.	13-100	CJP	3X20

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2017-18 Capital Improvement Program Projects
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	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2017-18 Adopted Requirements	Proj.
203,532,067	40,150,000	-	40,150,000	1,420,337		1,420,337	41,570,337	108
2,175,000		-		181,145		181,145	181,145	109

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Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
110	Countywide-Various	All	RES-PMD	Countywide Conference Room Upgrade.	14-087	CJP	4X39
111	Countywide-Various	All	RES-PMD	Facilities Management Water Treatment Upgrades.	NA	CJP	6X99
112	Countywide-Various	All	RES-PMD	Fire Stations ADA Parking Lot Signage.	17-147	CJP	7A50
113	Countywide-Various	All	RES-PMD	Facility Security Assessments-Phase I.	17-167	CJP	7X17
114	Countywide-Various	All	RES-PMD	Chiller Plans Freon Detectors Study.	17-155	CJP	7X28
115	Countywide-Various	All	RES-PMD	Fire Sprinkler Backflow Relocation.	17-160	CJP	7X45
116	Countywide-Various	All	RES-PMD	County Parking Lot Management Plan.	17-158	CJP	7X61
117	Countywide-Various	All	RES-PMD	Countywide Backflow Devore Cages.	17-161	CJP	7X72
118	Countywide-Various	All	RES-PMD	Security Policy and Procedures Development and Training.	17-167	CJP	7X78
119	Countywide-Various	All	RES-PMD	Americans with Disabilities Act (ADA) Program-New Projects: - San Bernardino-777 E. Rialto Ave.-777 Building Front Entrance Doors ADA Improvements-$70,000. - Un-programmed-$430,000.	Program	CJP	ADA
120	Countywide-Various	All	RES-PMD	ADA Management.	Program	CJP	ADAM
121	Countywide-Various	All	RES-PMD	HDJDAC Facility Sewer Reimbursement.	Program	CJP	AVWD
122	Countywide-Various	All	RES-PMD	Boiler Replacements Program-Anticipated New Projects: - San Bernardino-630 E. Rialto Ave.-Central Detention Center Steam Boilers Replacement-$600,000.	Program	CJP	BOIL
123	Countywide-Various	All	RES-PMD	Minor CIP Administration.	Program	CJP	CIPA
124	Countywide-Various	All	RES-PMD	Capital Improvement Program Residual.	Program	CJP	CJPR
125	Countywide-Various	All	RES-PMD	Court Buildings Capital Projects.	Program	CJP	CRTB
126	Countywide-Various	All	RES-PMD	Countywide Elevator Modernization Program-Un-programmed.	Program	CJP	ELEV
127	Countywide-Various	All	RES-PMD	Energy Projects Program-New Projects: - Rancho Cucamonga-9500 Etiwanda Ave.-WVDC Mechanical Room Lights Replacement-$35,000. - Lucerne Valley-33103 Old Woman Springs Rd.-Lucerne Valley Library Interior Lights Replacement-$25,000 - Un-programmed-$40,000.	Program	CJP	ENGR
128	Countywide-Various	All	RES-PMD	Countywide Exterior Renovation Program-New Projects: - San Bernardino-670 E. Gilbert St.-Information Services Department Basement Wall Leak Repairs-$500,000. - Un-programmed-$100,000.	Program	CJP	EXTR
129	Countywide-Various	All	RES-PMD	Countywide Generator Replacements Program-New Projects: - San Bernardino-200 S. Lena Rd.-Sheriff's Crime Lab Add Redundant Generator-$380,000. - San Bernardino-200 S. Lena Rd.-Facilities Management Lena Road Generator-$180,000.	Program	CJP	GENR
130	Countywide-Various	All	RES-PMD	HVAC Upgrades/Maintenance/Replacement Program-Anticipated New Projects: -Rancho Cucamonga-9500 Etiwanda Ave.-West Valley Detention Center Mechanical System Upgrade-$500,000 (CIP #18-118). -Countywide-Various-Countywide Building Controls $500,000. -Rancho Cucamonga-8575 Haven Ave.-Building Automation Systems Controls-$150,000. -Victorville-14455 Civic Dr.-Victorville Sheriff Holding Area Duct Cleaning-$85,000. -Un-programmed-$1,215,000.	Program	CJP	HVAC

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Total Project Cost	NEW PROJECTS Discretionary General Funding	Other Funding	Total New Projects	CARRYOVER PROJECTS Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2017-18 Adopted Requirements	Proj.
340,000			-	314,914		314,914	314,914	110
113,000			-	105,315		105,315	105,315	111
100,000			-	64,139		64,139	64,139	112
400,000			-	186,254		186,254	186,254	113
25,000			-	15,468		15,468	15,468	114
245,000			-	245,000		245,000	245,000	115
235,000			-	234,678		234,678	234,678	116
50,000			-	9,834		9,834	9,834	117
300,000			-	285,141		285,141	285,141	118
Program Budget	500,000		500,000	589,547		589,547	1,089,547	119
Program Budget			-	13,544		13,544	13,544	120
Program Budget			-	147,581		147,581	147,581	121
Program Budget	600,000		600,000	304,412		304,412	904,412	122
Program Budget			-	17,025		17,025	17,025	123
Program Budget			-	1,734,512		1,734,512	1,734,512	124
Program Budget			-	172,117		172,117	172,117	125
Program Budget	450,000		450,000	369,370		369,370	819,370	126
Program Budget	100,000		100,000	1,157,844		1,157,844	1,257,844	127
Program Budget	600,000		600,000	29,466		29,466	629,466	128
Program Budget	560,000		560,000	221,813		221,813	781,813	129
Program Budget	2,450,000		2,450,000	226,607		226,607	2,676,607	130

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Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
131	Countywide-Various	All	RES-PMD	Countywide Interior Renovation Program-New Projects: -Countywide-Various-Countywide Conference Room Upgrades-$100,000. -San Bernardino-777 E. Rialto Ave.-777 Building Hallway Paint and Refurbish-$90,000. -Un-programmed-$196,500.	Program	CJP	INTR
132	Countywide-Various	All	RES-PMD	Minor Capital Improvements Program-New Projects: -San Bernardino-385 N. Arrowhead Ave.-County Government Center Fence to Enclose South/West Stairwell $15,000. -Rialto-1743 Miro Way-Emergency Operations Center Building Hot Water Heater-$10,000. -Un-programmed-$1,656,665.	Program	CJP	MCIP
133	Countywide-Various	All	RES-PMD	Paving Program-New Projects: -Adelanto-9478 Commerce-High Desert Detention Center Erosion Repair-$195,000. -Lucerne Valley-33103 Old Woman Springs Rd.-Lucerne Valley Library New Asphalt Parking Lot-$150,000. -Hesperia-15900 Smoke Tree St.-High Desert Government Center Slurry Seal Maintenance-$125,000. -Twentynine Palms-6078 Adobe Rd.-Twentynine Palms Library New Asphalt Parking Lot-$80,000. -Apple Valley-21101 Dale Evans Pkwy-High Desert Juvenile Detention and Assessment Center Slurry Coat and Stripe Parking Lot-$75,000. - Un-programmed-$25,000.	Program	CJP	PAVE
134	Countywide-Various	All	RES-PMD	Roofing Repairs/Replacement Program-New Projects: -San Bernardino-900 E. Gilbert St. Public Defender Modular (Prior DA Modular) Roof Replacement-$35,000 (CIP #18-035). -Big Bear-41930 Garstin-Big Bear Library Siding-Roof Replacement Phase II-$25,000. -Un-programmed-$340,000.	Program	CJP	ROOF
135	Countywide-Various	All	RES-PMD	Fire/Life Safety Program-New Projects: -Redlands-2024 Orange Tree-Redlands Museum Backflow Device-Fire Sprinkler Compliance-$200,000. -Un-programmed-$250,000.	Program	CJP	SAFE
136	Countywide-Various	All	RES-PMD	Security assessments and improvements program budget.	Program	CJP	SECR
137	Countywide-Various	All	RES-PMD	Site Infrastructure Program-New Projects: - San Bernardino-780 E. Gilbert St.-Behavioral Health Transitional Assistance Youth Center Exterior Grounds Improvement-$75,000. - Fontana-17830 Arrow Blvd.-Fontana Probation Grass Area Landscaping-$75,000. - San Bernardino-900 E. Gilbert St.-Central Valley Juvenile Detention and Assessment Center Grass Removal-$50,000. - Barstow-301-303 E. Mt. View-Barstow Complex Retaining Wall Restoration-$25,000. - Un-programmed-$325,000.	Program	CJP	SITE
138	Countywide-Various	All	Sheriff	Sheriff's Consolidated Operations Remodel Project funded $15,108,620 from Discretionary General Funding and $140,150 from the Sheriff budget.	15-238	CJP	4X99
139	Crestline-23407 Crest Forest Dr.	2	County Fire	County Fire Station #25 Exterior and Interior Paint funded by County Fire Reserves (FMZ-600).	18-055	CJP	8K13
140	Crestline-24107 Rockview Dr.	2	ISD	Skyland Peak Tower.	16-071	CJP	6W23
141	Crestline-24171 Lake Dr.	2	Regional Parks	Lake Gregory Dam Rehabilitation Project Phase II.	NA	CJP	4R10
142	Crestline-24171 Lake Dr.	3	RES-PMD	Lake Gregory Regional Park N. Shore ADA Entry Improvements.	15-117	CJP	5X32

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	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2017-18 Adopted Requirements	Proj.
Program Budget	386,500		386,500	192,719		192,719	579,219	131
Program Budget	1,681,665		1,681,665	4,602,967		4,602,967	6,284,632	132
Program Budget	650,000		650,000	108,262		108,262	758,262	133
Program Budget	400,000		400,000	566,100		566,100	966,100	134
Program Budget	450,000		450,000	300,000		300,000	750,000	135
Program Budget			-	2,016,000		2,016,000	2,016,000	136
Program Budget	550,000		550,000	279,836		279,836	829,836	137
15,248,770			-	6,279,246		6,279,246	6,279,246	138
85,000		85,000	85,000			-	85,000	139
100,000			-	99,384		99,384	99,384	140
1,200,000			-	37,839		37,839	37,839	141
50,000			-	11,587		11,587	11,587	142

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Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
143	Daggett-39500 National Trails Hwy	1	Airports	Daggett Airport Apron Rehabilitation. Total project cost is $5,050,000. First year funding (Phase I) of $250,000 funded from Airport CIP funds.	17-173	CJP	7J35
144	Devore-18000 Institution Rd.	5	County Fire	County Fire Devore Butler Building Construction funded by County Fire Reserves (FHR 107).	17-077	CJP	7K08
145	Devore-18000 Institution Rd.	5	County Fire	County Fire Temporary Office Space for Division 11 Administration funded by County Fire Reserves (FHR 107).	17-079	CJP	7K09
146	Devore-18000 Institution Rd.	5	County Fire	County Fire Devore Training Portable Buildings Installation funded by County Fire Reserves (FHR 107).	17-080	CJP	7K10
147	Devore-18000 Institution Rd.	5	RES-PMD	Glen Helen Training Center Parking Lot Paving.	16-079	CJP	6Y06
148	Devore-18000 Institution Rd.	5	RES-PMD	Sheriff Academy West Parking Lot.	17-158	CJP	7X60
149	Devore-18000 Institution Rd.	5	Sheriff	Training Center Lead Mitigation Phase II. Estimated savings of $253,000 moved to the Sheriff's Training Center Range Restroom Project (Project No. 7X04).	16-011	CJP	6X01
150	Devore-18000 Institution Rd.	5	Sheriff	Glen Helen Regional Center (GHRC) Shower Remodel Phase II M1 and M2 Units funded $406,600 from Discretionary General Funding and $125,000 from the Sheriff's budget.	16-013	CJP	6X02
151	Devore-18000 Institution Rd.	5	Sheriff	GHRC M1/M2 Remodel Phase I.	17-091	CJP	7X01
152	Devore-18000 Institution Rd.	5	Sheriff	GHRC Security Panel and Intercom System.	17-092	CJP	7X02
153	Devore-18901 Institution Road	5	Sheriff	Additional funding of $253,000 increasing the project budget from $295,500 to $548,500 for the Sheriff's Training Center Range Restrooms. The $295,500 is funded $75,500 from Discretionary General Funding (Net County Cost) and $220,000 from the Sheriff's department budget.	17-095	CJP	7X04
154	Devore-19777 Shelter Way	5	RES-PMD	Devore Animal Shelter Security and Maintenance Project.	16-135	CJP	6X90
155	Devore-2555 Glen Helen Pkwy.	5	Regional Parks	Additional funding of $86,000 increasing the budget from $50,000 to $136,000 for the Glen Helen Regional Park Security Cameras funded from the Regional Parks Improvement Program budget (Project No. REGP).	17-204	CJP	7X10
156	Devore-To Be Determined	5	County Fire	Devore County Fire Station #2 Relocation/Replacement funded from a Bond Sale paid for by the CFD 20006-1 and tax proceeds from new development by Lennar.	17-268	CJP	7K42
157	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
158	Fawnskin-39188 Rim of the World Dr.	3	County Fire	County Fire Station #96 Flooring Replacement funded by fund balance (FMZ 600).	18-048	CJP	8K10
159	Fawnskin-39188 Rim of the World Dr.	3	County Fire	County Fire Station #96 Rollup Door and Entry Man Door Replacements funded by fund balance (FMZ 600).	18-049	CJP	8K11
160	Fawnskin-39188 Rim of the World Dr.	3	County Fire	County Fire Station #96 Shower Addition funded from fund balance (FMZ 600).	18-046	CJP	8K20
161	Fawnskin-39188 Rim of the World Dr.	3	County Fire	County Fire Station #96 Upstairs Remodel funded from County Fire Reserves.	18-047	CJP	8K42
162	Fawnskin-39188 Rim of the World Dr.	3	County Fire	County Fire Station #96 Concrete and Asphalt Repairs funded from County Fire Reserves.	18-050	CJP	8K46
163	Fontana-14677 Merrill Ave.	5	Department of Behavioral Health (DBH)	West Valley Crisis Stabilization Unit funded by the Mental Health Wellness Act of 2013 (SB82) through the California Health Facilities Financing Authority (CHFFA) grant ($3,050,000) and Mental Health Services Act (MHSA) ($4,375,000).	17-037	CJP	7N25
164	Fontana-15216 San Bernardino Ave. (Carob St.)	5	DBH	Fontana Crisis Residential Facility funded by the CHFFA grant ($4,866,185) and the MHSA ($1,593,815).	17-187	CJP	6N10
165	Fontana-17780 Arrow Blvd.	5	RES-PMD	Fontana Sheriff Roof Drains.	17-159	CJP	7X47
166	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

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	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2017-18 Adopted Requirements	Proj.
5,050,000			-		250,000	250,000	250,000	143
667,474			-		641,040	641,040	641,040	144
150,000			-		150,000	150,000	150,000	145
230,000			-		230,000	230,000	230,000	146
55,000			-	55,000		55,000	55,000	147
25,000			-	24,864		24,864	24,864	148
2,217,000		(253,000)	(253,000)	418,498		418,498	165,498	149
531,600			-	331,792		331,792	331,792	150
5,245,000			-	5,148,311		5,148,311	5,148,311	151
755,000			-	747,566		747,566	747,566	152
548,500		253,000	253,000	75,500	192,767	268,267	521,267	153
85,000			-	6,748		6,748	6,748	154
136,000		86,000	86,000		3,621	3,621	89,621	155
6,062,684			-		6,051,155	6,051,155	6,051,155	156
50,000			-		49,001	49,001	49,001	157
50,000		50,000	50,000			-	50,000	158
86,830		86,830	86,830			-	86,830	159
45,000		45,000	45,000			-	45,000	160
332,500		332,500	332,500			-	332,500	161
163,590		163,590	163,590			-	163,590	162
7,425,000			-		1,705,285	1,705,285	1,705,285	163
6,460,000			-		1,671,221	1,671,221	1,671,221	164
125,000			-	125,000		125,000	125,000	165
5,595,000			-		1,368,553	1,368,553	1,368,553	166

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Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
167	Fontana-8565 Nuevo	5	Department of Aging and Adult Services (DAAS)	Remodel and deferred maintenance funded by CDBG funding.	17-221	CJP	7K21
168	Fontana-9315 Citrus Ave.	5	PSD	Fontana Head Start Playground Improvements funded by the Preschool Services Department budget.	16-186	CJP	6K43
169	Fontana-9315 Citrus Ave.	2	PSD	Extended Duration Facilities Project-Fontana Citrus funded by a United States Department of Health and Human Services Administration for Children and Families grant.	17-277	CJP	7K45
170	Forest Falls	3	ISD	Forest Falls 800 MHz Upgrades.	12-104	CJP	5W12
171	Forest Falls-40847 Valley of the Falls	3	County Fire	County Fire Station #99 Bathroom ADA Conversion funded from County Fire Reserves.	17-239	CJP	7K25
172	Forest Falls-40847 Valley of the Falls	3	County Fire	County Fire Station #99 Apron/Parking Replacement funded from County Fire Reserves.	17-241	CJP	7K26
173	Havasu City-To Be Determined	1	County Fire	Acquisition of Land for Mobile Home to Replace County Fire Station #18 funded from County Fire Reserves.	17-073	CJP	8K48
174	Hesperia-15900 Smoketree Ln.	1	RES-PMD	High Desert Government Center Camera Replacement.	17-157	CJP	7X89
175	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
176	High Desert-To Be Determined	1	Public Health	High Desert Animal Shelter.	10-109	CJP	0X80
177	Highland-32330 Santa Ana Canyon Rd.	3	Public Works	Public Works Seven Oaks Dam Generator funded 7% by San Bernardino County Flood Control District, and 93% Orange and Riverside County.	17-044	CJP	7K01
178	Hinkley-37284 Flower Road, Box 218	1	County Fire	County Fire Station #56 Generator Installation funded from County Fire Reserves.	18-023	CJP	8K27
179	Joshua Tree-60805 29 Palms Highway	3	DBH	Additional funding of $1,674,000 for existing Crisis Residential Treatment Center project increasing the project budget from $6,872,000 to $8,546,000 funded by CHFFA ($4,605,681) and MHSA ($3,940,319).	17-038	CJP	7N20
180	Joshua Tree-62499 Twentynine Palms Hwy.	3	Public Works	Public Works Joshua Tree Yard Generator funded by Gas Tax.	17-047	CJP	7K03
181	Joshua Tree-6527 White Feather Rd.	3	RES-PMD	Joshua Tree Courthouse Cooling Tower Replacement.	NA	CJP	071A
182	Joshua Tree-6527 White Feather Rd.	1	Sheriff	Morongo Jail Camera and Intercom System.	17-094	CJP	7X03
183	Lake Arrowhead-27470 N. Bay Rd.	3	County Fire	County Fire Station #94 Covered Parking.	15-060	CJP	5K30
184	Lake Arrowhead-301 S. State Hwy 173	3	County Fire	County Fire Station #91 Office Remodel Security funded from County Fire Reserves.	17-244	CJP	7K27
185	Lake Arrowhead-301 S. State Hwy 173	3	County Fire	County Fire Station #91 Apparatus Bay Exterior Rehab and Window Replacement funded from County Fire Reserves.	17-245	CJP	7K28
186	Lake Arrowhead-301 S. State Hwy 173	3	County Fire	County Fire Station #91 Exterior Stair Replacement funded from County Fire Reserves.	17-246	CJP	7K29
187	Lake Arrowhead-301 S. State Hwy 173	3	County Fire	County Fire Station #91 HVAC Relocation and Zoning funded from County Fire Reserves.	17-247	CJP	7K30
188	Lake Arrowhead-301 S. State Hwy 173	3	County Fire	County Fire Station #91 Admin Public Access Concrete Phase II funded from County Fire Reserves.	17-248	CJP	7K31
189	Lake Arrowhead-981 N. Hwy 173	3	County Fire	County Fire Station #92 Covered Parking.	15-051	CJP	5K20
190	Lake Gregory-24171 Lake Dr.	2	RES-PMD	Lake Gregory Regional Park ADA Improvements funded by CDBG.	17-184	CJP	7A15
191	Loma Linda-APN 0284-401-34	5	ISD	Loma Linda Antenna site.	12-104	CJP	5W20
192	Lucerne Valley-33269 Hwy 247 East	1	County Fire	County Fire Station #8 Remodel to Add Two Bedrooms funded by County Fire Reserves.	16-032	CJP	6K03
193	Mentone-10300 Crafton Ave.	3	County Fire	County Fire Station #9 Exterior Stucco Repair and Painting funded by County Fire Reserves.	17-054	CJP	7K07

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	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2017-18 Adopted Requirements	Proj.
120,000					55,923	55,923	55,923	167
75,000			-		2,791	2,791	2,791	168
641,169			-		612,461	612,461	612,461	169
1,170,000			-	387,609		387,609	387,609	170
65,000			-		65,000	65,000	65,000	171
75,000			-		75,000	75,000	75,000	172
66,500		66,500	66,500			-	66,500	173
24,300			-	12,036		12,036	12,036	174
600,000			-		587,262	587,262	587,262	175
1,128,300			-	1,128,300		1,128,300	1,128,300	176
35,000			-		8,564	8,564	8,564	177
56,500		56,500	56,500			-	56,500	178
8,546,000		1,674,000	1,674,000		225,199	225,199	1,899,199	179
35,000			-		2,070	2,070	2,070	180
150,000			-	145,574		145,574	145,574	181
400,000			-	393,642		393,642	393,642	182
133,000			-		732	732	732	183
101,000			-		100,640	100,640	100,640	184
280,500			-		278,125	278,125	278,125	185
62,000			-		60,573	60,573	60,573	186
85,250			-		83,705	83,705	83,705	187
163,600			-		160,821	160,821	160,821	188
133,000			-		799	799	799	189
331,128			-		328,935	328,935	328,935	190
1,000,000			-	910,961		910,961	910,961	191
365,538			-		299,079	299,079	299,079	192
160,000			-		128,338	128,338	128,338	193

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Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
194	Muscoy-2818 N. Macy St.	5	PSD	PSD Muscoy Pour n Play Outdoor Play Area Improvements Project funded from Federal Head Start/Early Head Start Funds.	17-295	CJP	8K52
195	Needles-100 Park Moabi Rd.	1	Regional Parks	Park Moabi Main Road Replacement.	17-026	CJP	7X15
196	Needles-100 Safari Dr.	1	County Fire	Needles Fire Station.	12-137	CJP	2Y30
197	Needles-1111 Bailey Ave.	1	RES-PMD	Needles Library Roof.	17-159	CJP	7X49
198	Newberry Springs-Rodman Mtn.	1	ISD	Rodman Tower Extension.	NA	CJP	7W30
199	Ontario-200 N. Cherry Ave.	4	ISD	Cherry Radio Tower Antennas.	NA	CJP	7W29
200	Ontario-555 W. Maple St.	4	PSD	Ontario Pour N Play Outdoor Improvements funded by Federal Head Start/Early Head Start Funds.	17-293	CJP	8K49
201	Ontario-555 W. Maple St.	2	PSD	Extended Duration Facilities Project - Ontario Maple funded by a United States Department of Health and Human Services, Administration for Children and Families grant.	17-266	CJP	7K37
202	Ontario-7280 Eucalyptus Ave.	2	RES	Repair Project to County Owned Dairy Residence funded with Special Revenue Fund (SIF INQ).	18-120	CJP	7K53
203	Ontario-800 N. Archibald Ave.	2	Regional Parks	Additional funding of $84,000 increasing the budget from $50,000 to $134,000 for the Guasti Regional Park Security Cameras funded from the Regional Parks Improvement Program budget (Project No. REGP).	17-205	CJP	7X11
204	Phelan-9800 Clovis Rd.	1	County Library	Phelan Library Monument Sign funded from Special Revenue Funds (SAP CLB).	18-080	CJP	8L01
205	Rancho Cucamonga-8303 N. Haven Ave.	2	District Attorney (DA)	Rancho Courthouse DA Design/Remodel Project funded by the department budget (AAA DAT).	17-275	CJP	7K52
206	Rancho Cucamonga-8303 N. Haven Ave.	2	DA	Rancho Courthouse DA Remodel funded $1,884,900 from Discretionary General Funding and $200,000 from the District Attorney budget (AAA DAT).	15-192	CJP	5X55
207	Rancho Cucamonga-8303 N. Haven Ave.	2	ISD	Rancho Cucamonga 800 MHz.	12-104	CJP	5W13
208	Rancho Cucamonga-8303 N. Haven Ave.	2	RES-PMD	Rancho Courthouse Elevator Modernization funded by Discretionary General Funding (23.95%) and from the Judicial Council of California (JCC) (76.05%).	14-194	CJP	4Y59
209	Rancho Cucamonga-8303 N. 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
210	Rancho Cucamonga-8303 N. Haven Ave.	2	RES-PMD	Rancho Courthouse Interior Roadway Rehabilitation funded by the City of Rancho Cucamonga (20%-$88,000), by the JCC (60.8%-$267,696) and Discretionary General Funding (19.2%-$84,304).	16-088	CJP	6T20
211	Rancho Cucamonga-8303 N. Haven Ave.	2	RES-PMD	Rancho Courthouse Exterior Cleaning Project funded 76.05% by the JCC ($268,456) and 23.95% for the County's share ($84,544).	17-198	CJP	6T25
212	Rancho Cucamonga-8303 N. Haven Ave.	2	RES-PMD	Rancho Courthouse Outside Patio Drain Repair funded 76.05% JCC ($19,013) and 23.95% Discretionary General Funding (Net County Cost) ($5,987).	17-176	CJP	7T10
213	Rancho Cucamonga-8303 N. Haven Ave.	2	RES-PMD	Rancho Courthouse Restroom Remodel funded 76.05% by the JCC ($45,630) and 23.95% Discretionary General Funding (Net County Cost) ($14,370).	17-178	CJP	7T20
214	Rancho Cucamonga-8303 N. Haven Ave.	2	RES-PMD	Rancho Courthouse Automatic Transfer Switch funded from Discretionary General Funding (Net County Cost) (23.95%-$8,382) and by the JCC (76.05%-$26,618).	18-138	CJP	8T01
215	Rancho Cucamonga-8303 N. Haven Ave.	2	RES-PMD	Rancho Courthouse Lobby Water Damage Restoration funded by Discretionary General Funding (Net County Cost) (23.95%-$59,875) and the JCC (76.05%-$190,125).	18-139	CJP	8T02
216	Rancho Cucamonga-8575 Haven Ave.	2	RES-PMD	8575 Building Public Health-EHS Remodel.	16-174	CJP	6Y13
217	Rancho Cucamonga-9324 San Bernardino Rd.	2	PSD	Rancho Cucamonga Modular Building funded by Federal Head Start funds.	18-136	CJP	8K34

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Total Project Cost	NEW PROJECTS Discretionary General Funding	NEW PROJECTS Other Funding	NEW PROJECTS Total New Projects	CARRYOVER PROJECTS Discretionary General Funding	CARRYOVER PROJECTS Department/ Other Funding	CARRYOVER PROJECTS Total Carryover Balances	2017-18 Adopted Requirements	Proj.
28,459		28,459	28,459			-	28,459	194
1,025,726			-	994,075		994,075	994,075	195
3,469,016			-	5,705		5,705	5,705	196
480,000			-	460,448		460,448	460,448	197
350,000			-	348,640		348,640	348,640	198
100,000			-	43,688		43,688	43,688	199
111,935		111,935	111,935			-	111,935	200
610,738			-		566,319	566,319	566,319	201
28,000		28,000	28,000		(20,754)	(20,754)	7,246	202
134,000		84,000	84,000		6,560	6,560	90,560	203
40,000		40,000	40,000			-	40,000	204
600,000			-		600,000	600,000	600,000	205
2,084,900			-	363,757	200,000	563,757	563,757	206
1,350,000			-	541,513		541,513	541,513	207
1,190,000			-		315,686	315,686	315,686	208
80,000			-		4,813	4,813	4,813	209
440,000			-	75,876	355,696	431,572	431,572	210
353,000			-	66,513	268,456	334,969	334,969	211
25,000			-	5,395	19,013	24,408	24,408	212
60,000			-	13,126	45,630	58,756	58,756	213
35,000	8,382	26,618	35,000			-	35,000	214
250,000	59,875	190,125	250,000			-	250,000	215
975,000			-	24,277		24,277	24,277	216
290,000	-	290,000	290,000			-	290,000	217

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Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
218	Rancho Cucamonga-9478 Etiwanda Ave.	2	Probation	Remodel West Valley Juvenile Detention and Assessment Center to Relocate Probation's Training Center funded by AB109.	15-200	CJP	5P45
219	Rancho Cucamonga-9478 Etiwanda Ave.	2	Probation	West Valley Training Center Operations Center Electrical Assessment funded from AB 109 fund balance.	17-226	CJP	7P70
220	Rancho Cucamonga-9500 Etiwanda Ave.	2	ISD	West Valley Detention Center (WVDC) 800 MHz.	12-104	CJP	5W14
221	Rancho Cucamonga-9500 Etiwanda Ave.	2	RES-PMD	WVDC Elevator Modernization.	16-074	CJP	6X64
222	Rancho Cucamonga-9500 Etiwanda Ave.	2	RES-PMD	West Valley Detention Center (WVDC) Roof Leak Repairs funded $95,450 from insurance proceeds and $188,799 from Discretionary General Funding.	16-078	CJP	6Y07
223	Rancho Cucamonga-9500 Etiwanda Ave.	2	RES-PMD	WVDC Central Plant Isolation Valves.	17-155	CJP	7X29
224	Rancho Cucamonga-9500 Etiwanda Ave.	2	RES-PMD	WVDC Deaerator Tank.	17-155	CJP	7X33
225	Rancho Cucamonga-9500 Etiwanda Ave.	2	RES-PMD	WVDC Generator Controls Integration.	17-154	CJP	7X38
226	Rancho Cucamonga-9500 Etiwanda Ave.	2	RES-PMD	WVDC Metal Halide Lighting Replacement with LED.	NA	CJP	7X93
227	Rancho Cucamonga-9500 Etiwanda Ave.	2	Sheriff	WVDC ADA Improvements funded from Discretionary General Funding and by CDBG.	15-134	CJP	3S16
228	Rancho Cucamonga-9500 Etiwanda Ave.	2	Sheriff	WVDC Shower Tile Replacement funded by AB109.	15-135	CJP	5S40
229	Rancho Cucamonga-9500 Etiwanda Ave.	2	Sheriff	WVDC Lobby Door Replacement funded from the Sheriff's Department budget (AAA SHD).	17-214	CJP	7S20
230	Rancho Cucamonga-9500 Etiwanda Ave.	2	Sheriff	WVDC Recreation Yard Enclosure funded from County Reserves.	17-098	CJP	7X05
231	Redlands-125 Horizon Ave.	3	PSD	Extended Duration Facilities Project-Horizon Redlands funded by a United States Department of Health and Human Services Administration for Children and Families grant.	17-282	CJP	7K50
232	Redlands-2024 Orange Tree Ln.	3	County Museum	Redlands Museum Hall of Geological Wonders Lighting Upgrade project funded from the Museum budget.	17-196	CJP	7M05
233	Redlands-2024 Orange Tree Ln.	3	County Museum	Redlands Museum Site Lighting Upgrade funded from the department budget (AAA CCM).	17-265	CJP	7M06
234	Redlands-2024 Orange Tree Ln.	3	County Museum	Redlands Museum Camera System Upgrade.	17-190	CJP	7X08
235	Redlands-2024 Orange Tree Ln.	3	County Museum	Hall of History Refurbishing funded from grants and Museum budget.	08-206	CJV	8X78
236	Redlands-2024 Orange Tree Ln.	3	RES-PMD	Redlands Museum ADA Compliant Project funded by CDBG.	17-182	CJP	7A10
237	Redlands-2024 Orange Tree Ln.	3	RES-PMD	Redlands Museum Sump Pump Generator.	17-154	CJP	7X41
238	Redlands-2024 Orange Tree Ln.	3	RES-PMD	Redlands Museum Education Center Roof.	17-159	CJP	7X50
239	Redlands-2024 Orange Tree Ln.	3	RES-PMD	Redlands Museum Sewer Line Repair.	17-163	CJP	7X75
240	Redlands-222 W. Brookside Ave.	3	RES-PMD	Public Guardian Reroof.	17-159	CJP	7X48
241	Redlands-26930 Barton Rd.	3	RES-PMD	Assistencia Mission Sink Hole Repair.	NA	CJP	070A
242	Redlands-821 W. Sun Ave.	3	PSD	Extended Duration Facilities Project-Sun Avenue Redlands funded by a United States Department of Health and Human Services Administration for Children and Families grant.	17-281	CJP	7K49
243	Rialto-1743 Miro Way	5	CONFIRE	CONFIRE Administration Remodel funded by CONFIRE.	17-258	CJP	7K35
244	Rialto-1743 Miro Way	5	County Fire Emergency Operations Center (EOC)	Additional funding of $65,000 increasing the project budget from $14,000 to $79,000 for the Rialto EOC Exterior Lighting Upgrade funded by County Fire through a Urban Areas Security Initiative (UAI) Homeland Security Grant (FES 108).	17-269	CJP	7K39
245	Rialto-1743 Miro Way	5	EOC	Rialto EOC Parking Lot Gate Upgrade funded from savings from the OES Parking Lot Coat and Crack Seal project (7K06).	17-271	CJP	7K40

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	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2017-18 Adopted Requirements	Proj.
6,227,000			-		1,627,166	1,627,166	1,627,166	218
15,000			-		15,000	15,000	15,000	219
1,400,000			-	737,944		737,944	737,944	220
500,000			-	153,223		153,223	153,223	221
284,249			-		95,450	95,450	95,450	222
92,000			-	89,425		89,425	89,425	223
144,000			-	140,973		140,973	140,973	224
50,000			-	50,000		50,000	50,000	225
70,000			-	23,850		23,850	23,850	226
6,985,080			-		472,203	472,203	472,203	227
600,000			-		91,925	91,925	91,925	228
65,000			-		15,801	15,801	15,801	229
1,200,000			-	1,191,928		1,191,928	1,191,928	230
148,735			-		123,125	123,125	123,125	231
20,000			-		505	505	505	232
35,000			-		33,992	33,992	33,992	233
50,000			-	28,366		28,366	28,366	234
3,150,730			-		8,505	8,505	8,505	235
500,000			-		494,582	494,582	494,582	236
20,000			-	20,000		20,000	20,000	237
45,000			-	45,000		45,000	45,000	238
60,000			-	60,000		60,000	60,000	239
146,300			-	146,300		146,300	146,300	240
45,000			-	34,178		34,178	34,178	241
756,177			-		748,613	748,613	748,613	242
20,240			-		19,930	19,930	19,930	243
79,000		65,000	65,000		13,748	13,748	78,748	244
26,000			-		25,748	25,748	25,748	245

Exhibit A
2017-18 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 #
246	Rialto-1743 Miro Way	5	EOC	Rialto EOC Window Upgrade funded from savings from the OES Parking Lot Coat and Crack Seal project (7K06).	17-270	CJP	7K41
247	Rialto-1743 Miro Way	5	ISD	Rialto Radio Tower Antennas.	NA	CJP	7W31
248	Rialto-1743 Miro Way	5	RES-PMD	New Hydrogen Gas Detention and Exhaust Fan.	17-155	CJP	7X30
249	San Bernardino-104 W. 4th St.	5	Probation	Central Day Reporting Center Electrical Upgrade funded with AB109 fund balance.	16-123	CJP	6P15
250	San Bernardino-104 W. 4th St.	5	Probation	104 Building Swipe Card System funded with AB109 fund balance.	18-057	CJP	8P02
251	San Bernardino-109 W. 4th St.	5	Probation	Acquisition of 109 Building funded by AB109 Fund Balance.	17-228	CJP	7P25
252	San Bernardino-1491 N. Windsor Dr.	5	DBH	San Bernardino Crisis Stabilization Unit funded by CHFFA grant ($2,700,000) and MHSA ($4,260,000).	17-188	CJP	6N15
253	San Bernardino-1499 S. Tippecanoe Ave.	5	Probation	Remodel Warehouse Probation Adult Vocational Training Program funded from AB109 funding.	18-157	CJP	8P05
254	San Bernardino-1499 S. Tippecanoe Ave.	5	RES	San Bernardino 1499 Tippecanoe Remodel for Lease.	15-230	CJP	5X53
255	San Bernardino-150 W. 5th St.	5	Probation	Central Operation Office Modification funded with SB 678 fund balance.	16-122	CJP	6P10
256	San Bernardino-150 W. 5th St.	5	Probation	150 Building Flag Pole Installation.	17-227	CJP	7P20
257	San Bernardino-150 W. 5th St.	5	Probation	150 Building Swipe Card System funded with Youth Offender Block Grant (YOBG) fund balance.	18-059	CJP	8P04
258	San Bernardino-157 W. 5th St.	5	RES-PMD	157 Building Coil Replacement.	NA	CJP	069A
259	San Bernardino-157-175 W. 5th St.	5	Probation	157 Building Probation Administration Swipe Card System funded by AB109.	15-196	CJP	5P25
260	San Bernardino-157-175 W. 5th St.	5	Probation	157 Building Professional Standards Areas Remodel funded by AB109.	15-197	CJP	5P30
261	San Bernardino-157-175 W. 5th St.	5	Probation	157 Building Remodel Restrooms and Break Room funded by AB109.	15-199	CJP	5P40
262	San Bernardino-157-175 W. 5th St.	5	Probation	157 Building Third Floor Swing Space funded by AB109 Fund Balance.	17-229	CJP	7P30
263	San Bernardino-157-175 W. 5th St.	5	RES-PMD	157 Building Variable Frequency Drive Repair.	NA	CJP	074A
264	San Bernardino-157-175 W. 5th St.	5	RES-PMD	157 Building Seismic Retrofit and Improvements funded by AB109.	NA	CJP	3D06
265	San Bernardino-157-175 W. 5th St.	5	RES-PMD	157 Building Window Replacements funded by $25,000 Risk Management and $50,000 Discretionary General Funding.	15-234	CJP	5X51
266	San Bernardino-157-175 W. 5th St.	5	RES-PMD	157 Building Human Resources Water Leak Repair.	NA	CJP	6Y21
267	San Bernardino-157-175 W. 5th St. and 401 N. Arrowhead Ave.	5	RES-PMD	157 and 401 Buildings Heat Exchangers Refurbish.	17-155	CJP	7X27
268	San Bernardino-172 W. 3rd St.	5	RES-PMD	172 Building Seismic Retrofit and Improvements.	NA	CJP	3D07
269	San Bernardino-172 W. 3rd St.	5	RES-PMD	172 Building 4th and 5th Floor Sewer Damage Repairs.	16-078	CJP	6X78
270	San Bernardino-172 W. 3rd St. and 351 Mountain View Ave.	5	RES-PMD	Superblock Transformer and Wire Repair.	NA	CJP	073A
271	San Bernardino-175 S. Lena Rd.	5	Sheriff	Coroner Building Expansion Project.	15-100	CJP	5X10
272	San Bernardino-1755 Maple St.	5	PSD	Extended Duration Facilities Project-Whitney Young San Bernardino funded by a United States Department of Health and Human Services, Administration for Children and Families grant.	17-279	CJP	7K47
273	San Bernardino-1920 N. Del Rosa	3	County Fire	County Fire Station #226 Mold Removal and Floor Replacement funded from County Fire Operating Funds.	18-032	CJP	8K33
274	San Bernardino-200 E. 3rd St.	5	County Fire	County Fire Station #221 Division 6 Headquarters Women's Restroom remodel to add additional stalls funded from County Fire Reserves.	18-010	CJP	8K14
275	San Bernardino-200 E. 3rd St.	5	County Fire	County Fire Station #221 Reroof funded from County Fire Reserves.	18-014	CJP	8K24

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	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2017-18 Adopted Requirements	Proj.
36,000			-		35,748	35,748	35,748	246
30,000			-	18,992		18,992	18,992	247
35,000			-	34,380		34,380	34,380	248
303,200			-		123,556	123,556	123,556	249
40,000		40,000	40,000			-	40,000	250
25,000			-		25,000	25,000	25,000	251
6,960,000			-		2,101,214	2,101,214	2,101,214	252
1,557,085		1,557,085	1,557,085			-	1,557,085	253
554,948			-	31,461		31,461	31,461	254
2,030,000			-		1,835,772	1,835,772	1,835,772	255
9,000			-		8,008	8,008	8,008	256
40,000		40,000	40,000			-	40,000	257
90,000			-	31,481		31,481	31,481	258
55,000			-		2,064	2,064	2,064	259
200,000			-		167,914	167,914	167,914	260
425,000			-		423,795	423,795	423,795	261
50,000			-		48,640	48,640	48,640	262
75,000			-	75,000		75,000	75,000	263
16,775,841			-		16,406,076	16,406,076	16,406,076	264
75,000			-	37,680	25,000	62,680	62,680	265
45,000			-	45,000		45,000	45,000	266
35,000			-	33,542		33,542	33,542	267
750,000			-	337,489		337,489	337,489	268
16,049			-	1,421		1,421	1,421	269
125,000			-	53,444		53,444	53,444	270
1,915,000			-	135,023		135,023	135,023	271
755,765			-		725,792	725,792	725,792	272
319,250		319,250	319,250			-	319,250	273
90,722		90,722	90,722			-	90,722	274
352,450		352,450	352,450			-	352,450	275

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Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
276	San Bernardino-200 S. Lena Rd.	5	RES - Facilities Management Division (RESD-FMD)	Facilities Management Building Entry Access System funded from the department budget.	17-102	CJP	7K14
277	San Bernardino-200 S. Lena Rd.	5	RESD-FMD	Shop HVAC and Remodel funded from the department budget (AAA FMD).	17-220	CJP	7K18
278	San Bernardino-200 S. Lena Rd.	5	RES-PMD	RES-FMD and Crime Lab Engineering Study.	17-154	CJP	7X37
279	San Bernardino-200 S. Lena Rd.	5	Sheriff	Sheriff's Crime Lab Expansion Project.	07-293	CJP	2Y65
280	San Bernardino-200 S. Lena Rd.	5	Sheriff	Sheriff's Scientific Investigations Division Remodel funded $1,110,000 from Discretionary General Funding and $100,000 from the Sheriff department budget.	15-164	CJP	5S05
281	San Bernardino-202 N. Meridian	5	County Fire	County Fire Station #229 Asphalt replacement funded from County Fire Reserves.	18-019	CJP	8K26
282	San Bernardino-210 N. Lena Rd.	5	Fleet Management	Design for new 10,000 sq. ft. Fleet Administration Building funded by ISD net position.	18-151	CJP	8F01
283	San Bernardino-210 N. Lena Rd.	5	RES-PMD	Fleet Auto Shop Bay Door #12 Repair.	NA	CJP	7X95
284	San Bernardino-222 W. Hospitality Ln.	5	Risk Management	Risk Management Office Remodel funded by Insurance Internal Service Funds.	17-086	CJP	7K12
285	San Bernardino-222 W. Hospitality Ln.	5	RES-PMD	Hall of Records Sign Project funded by SBCTA.	12-133	CJP	2X88
286	San Bernardino-222 W. Hospitality Ln.	5	RES-PMD	222 Building Improvements.	NA	CJP	3D04
287	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
288	San Bernardino-2382 N. Del Rosa Ave.	5	PSD	Extended Duration Facilities Project-Del Rosa funded by a United States Department of Health and Human Services Administration for Children and Families grant.	17-278	CJP	7K46
289	San Bernardino-2641 N. E St.	5	County Fire	County Fire Station #224 Reroof funded from County Fire Reserves.	18-016	CJP	8K25
290	San Bernardino-268 W. Hospitality Ln.	5	RES	Additional funding of $260,000 increasing the project budget from $80,000 to $340,000 to include the restroom remodel for the 268 Building 3rd Floor Improvements funded from the Rents budget (AAA RNT) per the lease amendment obligation with Loma Linda University.	17-142	CJP	7K20
291	San Bernardino-268 W. Hospitality Ln.	5	RES-PMD	268 Building Elevator Room HVAC.	17-155	CJP	7X18
292	San Bernardino-2824 E. W St.	5	County Fire	RSTC Trailers Acquisition and Installation funded by department budget (FAR 106) and fund balance (FPD 106).	18-054	CJP	8K21
293	San Bernardino-303 W. 3rd St.	5	DA	District Attorney Dry Suppression System Installation funded by the department's Federal Asset Forfeiture fund (SDN) ($124,731) and Prop 172 ($475,269).	17-084	CJP	7K11
294	San Bernardino-303 W. 3rd St.	5	RES-PMD	303 Building MDF/IDF HVAC Controls.	16-076	CJP	6X76
295	San Bernardino-303 W. 3rd St.	5	RES-PMD	303 Building Casework Remediation.	DM	CJP	7K56
296	San Bernardino-316 Mtn. View	5	RES-PMD	316 Building Improvements.	NA	CJP	3D11
297	San Bernardino-323 W. Court St.	5	RES-PMD	323 Building Acquisition and Remodel.	NA	CJP	6D22
298	San Bernardino-3398 E. Highland Ave.	5	County Fire	County Fire Station #228 Mold Remediation funded from County Fire Reserves.	18-011	CJP	8K16
299	San Bernardino-3398 E. Highland Ave.	3	County Fire	County Fire Station #228 Reroof funded from County Fire Operating Funds.	18-031	CJP	8K32
300	San Bernardino-340 and 364 Mtn. View Ave.	5	RES-PMD	340 & 364 Buildings Sidewalk Replacements.	15-124	CJP	5X26
301	San Bernardino-351 N. Arrowhead Ave.	5	RES-PMD	Historic Courthouse Mechanical Plant Chiller #2 and Auxiliary Equipment Pumps funded 95.64% JCC ($513,587) and 4.36% Discretionary General Funding (Net County Cost) ($23,413).	17-175	CJP	7T05
302	San Bernardino-351 N. Arrowhead Ave.	5	RES-PMD	Central Plant Transformer Replacement funded by Discretionary General Funding (Net County Cost) (66.6%-$49,953) and the JCC (33.4%-$25,047).	18-141	CJP	8T04

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Total Project Cost	NEW PROJECTS Discretionary General Funding	Other Funding	Total New Projects	CARRYOVER PROJECTS Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2017-18 Adopted Requirements	Proj.
40,000			-		39,610	39,610	39,610	276
175,000					173,002	173,002	173,002	277
75,000			-	74,886		74,886	74,886	278
15,543,560			-	456,794		456,794	456,794	279
1,210,000			-	986,078	100,000	1,086,078	1,086,078	280
86,450		86,450	86,450			-	86,450	281
60,000		60,000	60,000			-	60,000	282
13,000			-	13,000		13,000	13,000	283
660,000			-		660,000	660,000	660,000	284
5,000			-		5,000	5,000	5,000	285
17,350,000			-	16,622,925		16,622,925	16,622,925	286
10,000			-		8,212	8,212	8,212	287
359,969			-		335,971	335,971	335,971	288
91,305		91,305	91,305			-	91,305	289
340,000		260,000	260,000		(2,728)	(2,728)	257,272	290
50,000			-	4,332		4,332	4,332	291
225,000		225,000	225,000			-	225,000	292
600,000			-		568,258	568,258	568,258	293
85,000			-	4,563		4,563	4,563	294
6,243			-	1,814		1,814	1,814	295
1,400,000			-	1,284,010		1,284,010	1,284,010	296
3,000,000			-	568,184		568,184	568,184	297
89,110		89,110	89,110			-	89,110	298
122,360		122,360	122,360			-	122,360	299
50,000			-	50,000		50,000	50,000	300
537,000			-		164,395	164,395	164,395	301
75,000	49,953	25,047	75,000			-	75,000	302

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Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
303	San Bernardino-351 N. Mtn. View Ave.	5	RES-PMD	351 Building Air Handler Refurbish.	17-155	CJP	7X23
304	San Bernardino-351 N. Mtn. View Ave.	5	RES-PMD	351 Building Pump Controllers.	17-156	CJP	7X70
305	San Bernardino-351 N. Mtn. View Ave.	5	RES-PMD	351 Building Improvements.	NA	CJP	3D08
306	San Bernardino-351 N. Mtn. View Ave.	5	RES-PMD	351 Building 2nd Floor HVAC Unit Replacement.	16-076	CJP	6X28
307	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
308	San Bernardino-385 N. Arrowhead Ave.	5	RES-PMD	County Government Center (CGC) 1st and 2nd Floor HVAC Modification.	15-119	CJP	5X12
309	San Bernardino-385 N. Arrowhead Ave.	5	RES-PMD	CGC Chambers Renovation.	15-233	CJP	5X50
310	San Bernardino-385 N. Arrowhead Ave.	5	RES-PMD	CGC Exterior Cleaning.	16-085	CJP	6X22
311	San Bernardino-385 N. Arrowhead Ave.	5	RES-PMD	CGC 5th Floor Patio Drain Piping Replacement.	16-077	CJP	6X32
312	San Bernardino-385 N. Arrowhead Ave.	5	RES-PMD	CGC Fountain Re-design.	16-078	CJP	6X61
313	San Bernardino-385 N. Arrowhead Ave.	5	RES-PMD	CGC Café and Conference Rooms Remodel.	16-078	CJP	6X62
314	San Bernardino-385 N. Arrowhead Ave.	5	RES-PMD	385 Building Public Health-EHS Remodel.	16-172	CJP	6Y11
315	San Bernardino-385 N. Arrowhead Ave.	5	RES-PMD	CAO Conference Room Upgrade.	14-087	CJP	6Y23
316	San Bernardino-385 N. Arrowhead Ave.	5	RES-PMD	CGC Drinking Fountain ADA Replacement.	17-147	CJP	7A30
317	San Bernardino-385 N. Arrowhead Ave.	5	RES	CGC Real Estate Services Office Remodel funded by the department budget.	17-272	CJP	7K38
318	San Bernardino-385 N. Arrowhead Ave.	5	RES-PMD	385 Building Roof Drain Repairs.	17-157	CJP	7X21
319	San Bernardino-385 N. Arrowhead Ave.	5	RES-PMD	CGC Electrical Rework.	17-156	CJP	7X69
320	San Bernardino-385 N. Arrowhead Ave.	5	RES-PMD	CGC Miscellaneous Deferred Maintenance Project.	17-153	CJP	7X82
321	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
322	San Bernardino-401 N. Arrowhead Ave.	5	Probation	401 Building Swipe Card System funded with AB109 fund balance.	18-058	CJP	8P03
323	San Bernardino-401 N. Arrowhead Ave.	5	RES-PMD	401 Building Boiler Replacement.	NA	CJP	068A
324	San Bernardino-401 N. Arrowhead Ave.	5	RES-PMD	401 Building Exterior Seal and Paint.	16-085	CJP	6X21
325	San Bernardino-401 W. 4th St.	5	RES-PMD	Building Acquisition of 401 W. 4th St. for Sheriff Court Services.	NA	CJP	7D01
326	San Bernardino-4280 Hallmark Pkwy	5	PSD	Hallmark Warehouse Grading and Drainage Repair funded by the Preschool Services Department budget.	17-139	CJP	6K46
327	San Bernardino-450 Vanderbilt Way	5	County Fire	County Fire Station #231 Reroof funded from County Fire Reserves.	18-012	CJP	8K17
328	San Bernardino-503 E. Central Ave.	5	PSD	PSD Mill Complex Environmental Testing.	NA	CJP	7K54
329	San Bernardino-630 E. Rialto Ave.	5	RES-PMD	Central Detention Center (CDC) Sewer Main Repair/Replacement.	16-010	CJP	6X50
330	San Bernardino-630 E. Rialto Ave.	5	RES-PMD	CDC AC #5 Upgrade.	17-155	CJP	7X25
331	San Bernardino-630 E. Rialto Ave.	5	RES-PMD	CDC Generator.	17-154	CJP	7X36

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Total Project Cost	NEW PROJECTS Discretionary General Funding	NEW PROJECTS Other Funding	NEW PROJECTS Total New Projects	CARRYOVER PROJECTS Discretionary General Funding	CARRYOVER PROJECTS Department/ Other Funding	CARRYOVER PROJECTS Total Carryover Balances	2017-18 Adopted Requirements	Proj.
135,000			-	135,000		135,000	135,000	303
30,000			-	2,688		2,688	2,688	304
100,000			-	16,425		16,425	16,425	305
90,000			-	88,917		88,917	88,917	306
90,400			-		46,443	46,443	46,443	307
1,500,000			-	523,148		523,148	523,148	308
1,245,000			-	1,152,579		1,152,579	1,152,579	309
540,000			-	517,370		517,370	517,370	310
35,000			-	32,214		32,214	32,214	311
10,000			-	6,100		6,100	6,100	312
1,480,000			-	1,353,950		1,353,950	1,353,950	313
2,025,000			-	143,255		143,255	143,255	314
80,000			-	5,687		5,687	5,687	315
65,000			-	51,326		51,326	51,326	316
220,800			-		211,631	211,631	211,631	317
30,000			-	30,000		30,000	30,000	318
5,000			-	5,000		5,000	5,000	319
475,000			-	447,762		447,762	447,762	320
35,750			-		35,750	35,750	35,750	321
60,000		60,000	60,000			-	60,000	322
45,000			-	3,603		3,603	3,603	323
51,000			-	7,300		7,300	7,300	324
40,000			-	17,890		17,890	17,890	325
125,000			-		16,623	16,623	16,623	326
108,653		108,653	108,653			-	108,653	327
45,000			-	19,267		19,267	19,267	328
650,000			-	416,500		416,500	416,500	329
125,000			-	120,040		120,040	120,040	330
300,000			-	282,204		282,204	282,204	331

Exhibit A
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Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
332	San Bernardino-630 E. Rialto Ave.	5	RES-PMD	CDC Generator Controls Integration.	17-154	CJP	7X39
333	San Bernardino-630 E. Rialto Ave.	5	RES-PMD	CDC Freight Elevator.	17-151	CJP	7X42
334	San Bernardino-630 E. Rialto Ave.	5	Sheriff	CDC Visitation Area Flooring Replacement funded from the Sheriff's Department budget (AAA SHD).	17-218	CJP	7S25
335	San Bernardino-655 E. 3rd St.	5	Sheriff	Sheriff's Headquarters' (HQ) Restroom and Locker Room Upgrade funded $152,000 from the Sheriff's budget, $600,000 from AB109 and $250,000 from Discretionary General Funding.	15-127	CJP	5S50
336	San Bernardino-655 E. 3rd St.	5	Sheriff	Civil Liabilities Remodel.	16-016	CJP	6X03
337	San Bernardino-655 E. 3rd St.	5	Sheriff	Sheriff's Central Station Remodel funded from the department budget.	17-207	CJP	7S15
338	San Bernardino-670 E. Gilbert St.	3	ISD	ISD Data Center UPS Upgrade funded by ISF Retained Earnings.	11-003	CJP	1V20
339	San Bernardino-670 E. Gilbert St.	5	ISD	ISD Repave Parking Lot Project funded from ISD Internal Service Funds (IAJ and IAM).	15-093	CJP	5V05
340	San Bernardino-670 E. Gilbert St.	5	ISD	ISD Warehouse funded from ISF Retained earnings.	15-267	CJP	5V20
341	San Bernardino-670 E. Gilbert St.	3	ISD	ISD Window Shades funded by ISD retained earnings.	16-164	CJP	6V25
342	San Bernardino-670 E. Gilbert St.	3	ISD	ISD Parking Lot Enhancements funded by retained earnings from fund IAJ and IAM (50% each).	17-085	CJP	7V05
343	San Bernardino-670 E. Gilbert St.	3	ISD	ISD Warehouse Redesign funded from retained earnings.	17-259	CJP	7V11
344	San Bernardino-670 E. Gilbert St.	5	ISD	ISD Space Programming.	17-258	CJP	7X91
345	San Bernardino-710 N. D St.	5	DA	DA Sancatt Building Office Remodel funded from Vehicle Fees - Auto Theft Prosecution Fund Balance (SDM).	17-257	CJP	7K34
346	San Bernardino-720 E. Gilbert St.	3	DBH	Crisis Residential Center Project - San Bernardino funded by CHFFA grant ($3,945,906) and MHSA ($1,500,000).	15-237	CJP	5N00
347	San Bernardino-740 and 900 E. Gilbert St.	5	Probation	Probation Camera Installation Project funded by excess Prop 172 funds.	15-261	CJP	5P96
348	San Bernardino-740 E. Gilbert St.	3	Probation	Gateway/Regional Youth Educational Facility (RYEF) Exterior Refurbishing funded by YOBG fund balance.	18-056	CJP	8P01
349	San Bernardino-740 E. Gilbert St.	5	RES-PMD	RYEF Fire Alarm Panel Repair.	NA	CJP	072A
350	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
351	San Bernardino-777 E. Rialto Ave.	5	Purchasing	Purchasing Lighting Fixtures Replacement funded from the Purchasing Department budget (AAA PUR).	16-139	CJP	6K26
352	San Bernardino-777 E. Rialto Ave.	5	Purchasing	Purchasing Warehouse Retrofit funded from Surplus property and storage operations unrestricted net assets.	17-100	CJP	7K13
353	San Bernardino-777 E. Rialto Ave.	5	Purchasing	Purchasing Printing Services Carpet Replacement funded from Printing Services' unrestricted net assets.	17-132	CJP	7K15
354	San Bernardino-777 E. Rialto Ave.	5	Purchasing	Purchasing Emergency Back Up Generator funded from one-time rebate revenue.	17-134	CJP	7K16
355	San Bernardino-777 E. Rialto Ave.	5	Purchasing	Purchasing Fan Installation funded from one-time unrestricted net assets.	17-250	CJP	7K32
356	San Bernardino-777 E. Rialto Ave.	5	Purchasing	Purchasing Ceiling Tile Replacement funded from the department budget (AAA PUR).	17-252	CJP	7K33
357	San Bernardino-777 E. Rialto Ave.	5	Purchasing	Printing Services Exhaust Ventilation System funded from Printing Services' unrestricted net assets.	18-150	CJP	8K47
358	San Bernardino-777 E. Rialto Ave.	5	Registrar of Voters (ROV)	Additional funding of $7,838 increasing the project budget from $143,000 to $150,838 for the ROV Storage Rack Mezzanine funded from the ROV department budget.	15-269	CJP	5K91
359	San Bernardino-777 E. Rialto Ave.	5	RES-PMD	777 Building Conference Room Refurbishment.	16-041	CJP	6X36

Exhibit A
2017-18 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2017-18 Adopted Requirements	Proj.
50,000			-	50,000		50,000	50,000	332
200,000			-	197,393		197,393	197,393	333
45,000			-		2,071	2,071	2,071	334
1,002,000			-		417	417	417	335
197,100			-	1,502		1,502	1,502	336
618,000			-		615,288	615,288	615,288	337
8,729,705			-		6,468,447	6,468,447	6,468,447	338
1,187,606			-		131,797	131,797	131,797	339
2,700,000			-		477,911	477,911	477,911	340
8,300			-		1,398	1,398	1,398	341
390,000			-		389,226	389,226	389,226	342
60,000			-		60,000	60,000	60,000	343
250,000			-	233,095		233,095	233,095	344
360,000			-		360,000	360,000	360,000	345
5,445,906			-		459,965	459,965	459,965	346
2,477,939			-		2,326,379	2,326,379	2,326,379	347
452,250		452,250	452,250			-	452,250	348
10,000			-	2,473		2,473	2,473	349
300,000			-		92,197	92,197	92,197	350
25,000			-		25,000	25,000	25,000	351
230,000			-		228,186	228,186	228,186	352
50,160			-		50,160	50,160	50,160	353
50,000			-		50,000	50,000	50,000	354
52,500			-		46,230	46,230	46,230	355
40,400			-		40,152	40,152	40,152	356
175,000		175,000	175,000			-	175,000	357
150,838		7,838	7,838		2,384	2,384	10,222	358
151,250			-	132,723		132,723	132,723	359

Exhibit A
2017-18 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 #
360	San Bernardino-777 E. Rialto Ave.	5	RES-PMD	777 Building ADA Restroom Addition.	17-147	CJP	7A40
361	San Bernardino-825 E. 3rd St.	5	Public Works	Public Works DOC Emergency Lighting funded from the Public Works budget.	NA	CJP	6K28
362	San Bernardino-825 E. 3rd St.	5	Public Works	Public Works 825 Building Generator funded by the four divisions of PW.	17-048	CJP	7K04
363	San Bernardino-825 E. 3rd St.	5	RES-PMD	825 Building Improvements funded $10,000,000 from Public Works; $3,200,000 from Discretionary General Funding.	NA	CJP	3D13
364	San Bernardino-900 E. Gilbert St.	5	Probation	Central Valley Juvenile Detention and Assessment Center (CVJDAC) Swipe Card System funded by Prop 172 funds.	15-202	CJP	5P55
365	San Bernardino-900 E. Gilbert St.	5	Probation	CVJDAC Emergency Evacuation Area funded by Prop 172 funds.	15-203	CJP	5P60
366	San Bernardino-900 E. Gilbert St.	3	Probation	Central Juvenile Court Holding Modifications funded with Prop 172 fund balance.	16-126	CJP	6P25
367	San Bernardino-900 E. Gilbert St.	3	Probation	Probation Tattoo Removal Program Space funded with AB109 fund balance.	16-171	CJP	6P45
368	San Bernardino-900 E. Gilbert St.	3	Probation	CVJDAC Rekey Locks funded by YOBG fund balance.	17-101	CJP	7P10
369	San Bernardino-900 E. Gilbert St.	3	Probation	Gateway Sally Port and Staff Parking Improvements funded with YOBG funding.	17-230	CJP	7P35
370	San Bernardino-900 E. Gilbert St.	3	Probation	Youth Justice Center Camera Installation funded with YOBG funds.	17-231	CJP	7P40
371	San Bernardino-900 E. Gilbert St.	3	Probation	Central Juvenile Delinquency Court Sally Port Hardening funded by YOBG funds.	17-232	CJP	7P45
372	San Bernardino-900 E. Gilbert St.	3	Probation	CVJDAC Card Access Expansion funded from YOBG funds.	17-233	CJP	7P50
373	San Bernardino-900 E. Gilbert St.	3	Probation	CVJDAC Front Landscape Replacement funded with YOBG funds.	17-234	CJP	7P55
374	San Bernardino-900 E. Gilbert St.	3	Probation	CVJDAC Control System Replacement Design funded with YOBG funds.	17-235	CJP	7P60
375	San Bernardino-900 E. Gilbert St.	3	Probation	CVJDAC Camera/Video Room Redundant AC Unit funded with YOBG funds.	17-236	CJP	7P65
376	San Bernardino-900 E. Gilbert St.	3	RES-PMD	Juvenile Delinquency Court Parking Lot ADA Changes.	17-147	CJP	7A35
377	San Bernardino-900 E. Gilbert St.	3	RES-PMD	Juvenile Delinquency Court Siemens Panel.	17-155	CJP	7X32
378	San Bernardino-900 E. Gilbert St.	5	RES-PMD	Youth Justice Center Roof Replacement.	17-159	CJP	7X51
379	San Bernardino-900 E. Gilbert St.	3	RES-PMD	RYEF Electrolysis Study.	17-156	CJP	7X71
380	San Bernardino-Gilbert St.	3	DBH	San Bernardino Department of Behavioral Health Office/Clinic Space funded 5.86% MHSA, 45.35% Medi-Cal, 6.84% 1991 Realignment, 32.6% 2011 Realignment and 9.3% CalWORKS.	17-040	CJP	7N30
381	San Bernardino-Gilbert St.	5	RES-PMD	Gilbert Street Roadway Improvements.	15-121	CJP	5X16
382	San Bernardino-Gilbert St.	3	County Counsel/ Children and Family Services	Space planning for County Counsel and Children and Family Services funded from CIP Residual Funding (Project No. CJPR).	17-201	CJP	7X09
383	San Bernardino-Gilbert St.	5	RES-PMD	Gilbert Street Electrical Vault Raise Ring and Pave.	17-158	CJP	7X56
384	San Bernardino-Gilbert St.	3	RES-PMD	Gilbert Street Well Tank Booster Pump.	17-161	CJP	7X73
385	San Bernardino-Gilbert Street-Paseo Rd.	3	RES-PMD	Gilbert Street Road Replacement.	17-158	CJP	7X54
386	San Bernardino-Hospitality Ln.	5	RES-PMD	Hospitality Campus Parking Expansion Phase II.	NA	CJP	6D21
387	San Bernardino-San Bernardino International Airport	5	Sheriff	Sheriff's Aviation Relocation Oversight funded from Sheriff's department budget.	14-095	CJP	4S20
388	San Bernardino-Santa Ana River/San Timoteo Creek	5	Regional Parks	Confluence Park and Rest Area.	13-226	CJP	3R13

Exhibit A
2017-18 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Total Project Cost	NEW PROJECTS Discretionary General Funding	NEW PROJECTS Other Funding	NEW PROJECTS Total New Projects	CARRYOVER PROJECTS Discretionary General Funding	CARRYOVER PROJECTS Department/ Other Funding	CARRYOVER PROJECTS Total Carryover Balances	2017-18 Adopted Requirements	Proj.
250,000			-	248,515		248,515	248,515	360
20,000			-		20,000	20,000	20,000	361
369,000			-		338,546	338,546	338,546	362
13,200,000			-	3,200,000	9,786,811	12,986,811	12,986,811	363
164,000			-		18,712	18,712	18,712	364
474,000			-		472,762	472,762	472,762	365
580,000			-		577,930	577,930	577,930	366
1,012,200			-		995,567	995,567	995,567	367
223,265			-		222,097	222,097	222,097	368
50,000			-		50,000	50,000	50,000	369
250,000			-		250,000	250,000	250,000	370
150,000			-		149,613	149,613	149,613	371
75,000			-		74,864	74,864	74,864	372
125,000			-		124,008	124,008	124,008	373
50,000			-		49,864	49,864	49,864	374
25,000			-		13,394	13,394	13,394	375
105,780			-	12,691		12,691	12,691	376
32,400			-	31,904		31,904	31,904	377
275,000			-	259,857		259,857	259,857	378
20,000			-	20,000		20,000	20,000	379
12,881,376			-		12,874,174	12,874,174	12,874,174	380
100,000			-	99,710		99,710	99,710	381
1,600,000			-	1,582,046		1,582,046	1,582,046	382
50,000			-	50,000		50,000	50,000	383
90,000			-	90,000		90,000	90,000	384
250,250			-	234,278		234,278	234,278	385
630,150			-	75,237		75,237	75,237	386
80,000			-		248	248	248	387
107,573			-	8,573		8,573	8,573	388

Exhibit A
2017-18 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 #
389	San Bernardino-Southeast corner of Rialto Ave. and Lena Rd.	5	County Fire	County Fire HazMat Warehouse. The total estimated project cost is $27.6 million funded by Hamza.	15-229	CJP	7X85
390	San Bernardino-Southeast corner of Rialto Ave. and Lena Rd.	5	County Fire	Additional funding of $8,500,000 increasing the project budget from $17,640,000 to $26,140,000 for the County Fire Relocation/Consolidation (Administration Building) funded by County Fire Reserves.	17-249	CJP	7X90
391	San Bernardino-Southeast corner of Rialto Ave. and Lena Rd.	All	Sheriff	Additional funding of $2,200,000 from the Valley Dispatch Center Reserve increasing the project budget from $2,800,000 to $5,000,000 for design. The estimated total project cost is $83.4 million.	16-014	CJP	6X09
392	San Bernardino-Various	5	County Fire	Security gates and wire for various fire stations funded by County Fire Reserves.	18-013	CJP	8K23
393	San Bernardino-Various	5	RES-PMD	Downtown Building Project Master Planning Budget.	NA	CJP	3D00
394	San Bernardino-Various	5	RES-PMD	County Government Center Campus Improvements.	NA	CJP	3D01
395	San Bernardio-372-382 Crestview	5	PSD	Extended Duration Facilities Project-Waterman Gardens funded by a United States Department of Health and Human Services Administration for Children and Families grant.	17-280	CJP	7K48
396	Trona-13207 Market Ave.	1	RES-PMD	Public Health HVAC Units Replacement.	17-155	CJP	7X31
397	Trona-82805 Mt. View	1	RES-PMD	Trona Library Restroom Upgrade.	17-147	CJP	7A25
398	Trona-82805 Mt. View	1	RES-PMD	Trona Library Paint.	17-153	CJP	7X62
399	Trona-82805 Mt. View	1	RES-PMD	Trona Library Interior Maintenance.	17-035	CJP	7X68
400	Twentynine Palms-6078 Adobe	3	RES-PMD	29 Palms Library Interior Maintenance.	17-157	CJP	7X67
401	Twentynine Palms-78569 Twentynine Palms Hwy.	3	Airports	Twentynine Palms Airport Shadeport Construction funded by the Airports Department budget (RAA APT).	17-019	CJP	7J25
402	Twin Peaks-26010 Hwy 189	2	Land Use Services	Twin Peaks Land Use Services Remodel funded from the department budget (AAA BNS).	17-273	CJP	7K43
403	Twin Peaks-26010 Hwy 189	2	RES-PMD	Twin Peaks County Building Controls Upgrades.	16-076	CJP	6X30
404	Twin Peaks-26010 Hwy 189	2	RES-PMD	Twin Peaks Building Digital Controls.	17-155	CJP	7X22
405	Upland-2413 Euclid Ave.	4	County Fire	County Fire Station #12 Restroom Remodel funded from one-time reserves (FVR 580 4000).	16-030	CJP	6K05
406	Upland-2413 Euclid Ave.	2	County Fire	County Fire Station #12 Kitchen Remodel funded from County Fire Operating Funds.	18-030	CJP	8K31
407	Victorville-12397 Sycamore St.	1	Public Works	Baldy Mesa Yard Generator Project. The funding source is the Transportation budget (SAA TRA).	18-037	CJP	8K02
408	Victorville-14455 Civic Dr.	1	District Attorney	Victorville DA Design/Remodel funded by the department budget (AAA DAT).	17-274	CJP	7K51
409	Victorville-14455 Civic Dr.	1	RES-PMD	Victorville Courthouse Sheriff's Holding Area security improvements.	17-151	CJP	7X44
410	Victorville-14455 Civic Dr.	1	RES-PMD	Victorville Courthouse Ceiling Tile and Interior Paint funded by Discretionary General Funding (Net County Cost) (35.75%-$53,625) and the JCC (64.25%-$96,375).	18-140	CJP	8T03
411	Victorville-15000 Tokay St.	1	Fleet Management	High Desert Fleet Service Center - Victorville funded by Fleet Management ISF Retained Earnings.	15-006	CJP	5F05
412	Victorville-15371 Civic Dr.	1	RES-PMD	Victorville DA Annex Paving.	17-158	CJP	7X57
413	Victorville-16552 Sunhill Dr.	1	DBH	Crisis Residential Treatment Center - High Desert Project funded by CHFFA grant ($2,677,495) and MHSA ($3,990,805).	15-228	CJP	5N05
414	Victorville-18000 Yates Rd.	1	Regional Parks	Mojave Narrows Water Service Improvements.	14-075	CJP	4X21
415	Victorville-18000 Yates Rd.	1	Regional Parks	Mojave Narrows Regional Park ADA Improvements funded by CDBG.	18-135	CJP	8R02
416	Wrightwood-5980 Elm St.	1	County Fire	County Fire Station #14 Bathroom Addition funded from one-time reserves (FNR 590 5000).	18-040	CJP	8K05
417	Wrightwood-6011 Pine St.	1	County Library	Wrightwood Library Monument Sign funded from Special Revenue Funds (SAP CLB).	18-082	CJP	8L04
418	Wrightwood-6011 Pine St.	1	RES-PMD	Wrightwood Library Roofing.	17-033	CJP	7X53
419	Wrightwood-6011 Pine St.	1	RES-PMD	Wrightwood Library Concrete Repairs.	17-136	CJP	7X77

Exhibit A
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	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2017-18 Adopted Requirements	Proj.
2,000,000			-	2,000,000		2,000,000	2,000,000	389
26,140,000		8,500,000	8,500,000	17,638,678		17,638,678	26,138,678	390
5,000,000	2,200,000		2,200,000	2,341,699		2,341,699	4,541,699	391
436,732		436,732	436,732			-	436,732	392
260,538			-	26,703		26,703	26,703	393
6,464,290			-	3,216,282		3,216,282	3,216,282	394
164,001			-		159,513	159,513	159,513	395
160,000			-	95,084		95,084	95,084	396
100,000			-	78,607		78,607	78,607	397
190,000			-	179,192		179,192	179,192	398
295,000			-	260,510		260,510	260,510	399
125,000			-	124,752		124,752	124,752	400
75,000			-		75,000	75,000	75,000	401
50,000			-		50,000	50,000	50,000	402
100,000			-	6,970		6,970	6,970	403
75,000			-	75,000		75,000	75,000	404
188,000		60,150	60,150		(51,295)	(51,295)	8,855	405
157,781		157,781	157,781			-	157,781	406
35,000		35,000	35,000			-	35,000	407
500,000			-		500,000	500,000	500,000	408
210,000			-	210,000		210,000	210,000	409
150,000	53,625	96,375	150,000			-	150,000	410
8,000,000					7,166,883	7,166,883	7,166,883	411
100,000			-	100,000		100,000	100,000	412
6,668,300			-		1,000,526	1,000,526	1,000,526	413
150,000			-	70,064		70,064	70,064	414
550,000		550,000	550,000			-	550,000	415
306,519		306,519	306,519			-	306,519	416
40,000		40,000	40,000			-	40,000	417
150,000			-	150,000		150,000	150,000	418
65,000			-	65,000		65,000	65,000	419

Exhibit A
2017-18 Capital Improvement Program Projects
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Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	Proj #
420	Yermo-36600 Ghost Town Rd.	1	Regional Parks	Calico Ghost Town Roof Repairs.	17-022	CJP	7X13
421	Yermo-36600 Ghost Town Rd.	1	Regional Parks	Calico Ghost Town Water Quality Improvements.	09-047	CJV	9X20
422	Yermo-36600 Ghost Town Rd.	1	RES-PMD	Calico Ghost Town Park Office/Visitor Center Improvements.	16-026	CJP	6X57
423	Yermo-36600 Ghost Town Rd.	1	RES-PMD	Calico Ghost Town Roof Repairs.	17-159	CJP	7X52
424	Yermo-36600 Ghost Town Rd.	1	RES-PMD	Calico Campground "O" Water Line Replacement.	17-254	CJP	7X84
425	Yucaipa-33900 Oak Glen Rd.	3	Regional Parks	Additional funding of $37,000 increasing the budget from $50,000 to $87,000 for the Yucaipa Regional Park Security Cameras funded from the Regional Parks Improvement Program budget (Project No. REGP).	17-206	CJP	7X12
426	Yucaipa-33900 Oak Glen Rd.	3	Regional Parks	Yucaipa Regional Park Special Event Entry.	17-235	CJP	7X86
427	Yucaipa-33900 Oak Glen Rd.	3	RES-PMD	Yucaipa Regional Park ADA Improvements funded $599,850 by CDBG.	17-181	CJP	7A05
428	Yucaipa-33900 Oak Glen Rd.	3	Regional Parks	Yucaipa Regional Parks ADA Playground Surface Replacement Improvements funded with CDBG funding.	18-112	CJP	8R01
429	Yucca Valley-56389 Pima Trail	3	Preschool Services	PSD Yucca Valley Pour n Play Outdoor Play Area Improvements Project funded from Federal Head Start/Early Head Start Funds.	17-294	CJP	8K51
430	Yucca Valley-56460 Paseo Las Ninas	3	RES-PMD	Yucca Valley Demo Old Animal Shelter.	17-036	CJP	7X83
431	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
	TOTAL PROJECTS ADMINISTERED BY RES-PMD						

Exhibit A
2017-18 Capital Improvement Program Projects
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Total Project Cost	NEW PROJECTS Discretionary General Funding	Other Funding	Total New Projects	CARRYOVER PROJECTS Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2017-18 Adopted Requirements	Proj.
627,473			-	612,244		612,244	612,244	420
1,300,000			-	890,825		890,825	890,825	421
208,713			-	182,333		182,333	182,333	422
350,000			-	350,000		350,000	350,000	423
500,000			-	264,111		264,111	264,111	424
87,000		37,000	37,000		14,422	14,422	51,422	425
80,000			-	77,905		77,905	77,905	426
700,000			-	100,150	98,007	198,157	198,157	427
500,000		500,000	500,000			-	500,000	428
47,430		47,430	47,430			-	47,430	429
21,700			-	21,700		21,700	21,700	430
53,200			-		53,200	53,200	53,200	431
797,097,524	**69,781,452**	**30,525,656**	**100,307,108**	**145,757,242**	**119,764,859**	**265,522,101**	**365,829,209**	

Exhibit B
2017-18 Capital Improvement Program Projects
Administered by 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 Bridges - 9 Bridges. HBP 88.53% and Discretionary General Funding 11.47%.	SAA
3	Essex	1	Transportation	National Trails Highway at Adena Ditch Bridge. HBP 88.53% and Discretionary General Funding 11.47%.	SAA
4	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
5	Apple Valley	1	Transportation	Rock Springs Road Bridge 54-C670 @ Mojave River - Design Bridge Replacement. Fee Plan (construction not funded).	SXP
6	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
7	Fontana	5	Transportation	Alder Avenue, Valley Blvd N to San Bernardino Ave - Reconstruction.	SAA
8	Big Bear	3	Transportation	Division Drive & Sugarpine Road - Repave - PCI. Discretionary General Fund & City Participation.	SAA
9	Big Bear	3	Transportation	Stanfield Cutoff, N/ State Hwy 18, State Hwy 38 - Roadway Repair & Bridge Replacement - Gas Tax.	SAA
10	Bloomington	5	Transportation	Cedar Avenue @ I-10 - Interchange. ROW purchase. SANBAG and Discretionary General Funding.	SAA
11	Needles	1	Transportation	Needles Highway (Segment N), 600ft North of Balboa Pl to "N" Street - Resurface. Federal PLH.	SAA
12	Needles	1	Transportation	Needles Highway (Segment 1A), NTH to 400ft South of Terrace Drive - Rehabilitate and Re-profile - Federal PLH.	SAA
13	Needles	1	Transportation	Needles Highway (Segment 1B), 500ft South of Park Road - Rehabilitation - Federal PLH.	SAA
14	Del Rosa	3	Transportation	Yard 5/Sterling Avenue (Del Rosa Area) Various Roads - Mill/Overlay - PCI. Discretionary General Funding & City Participation.	SAA
15	Devore	2	Transportation	Glen Helen Pkwy @ Cajon Wash - Bridge Replacement. HBP 88.53% & Gas Tax match.	SAA
16	Fontana	2	Transportation	San Bernardino Avenue, Calabash Ave E to Fontana Ave - Widen Roadway. SANBAG and Gas Tax (w/PCI Component).	SAA
17	Fontana	2	Transportation	Arrow Route at Cottonwood Avenue - Traffic Signal.	SAA
18	Helendale	1	Transportation	Shadow Mountain Road, Helendale Road to National Trails Highway - Design road, grade separation & bridge. Local Fee Plan (construction not funded).	SWD
19	Joshua Tree	3	Transportation	Park Boulevard - Pulverization - PCI. Measure I & Discretionary General Funding.	SAA/ SXO
20	Fontana	2	Transportation	Arrow Route at Mulberry Avenue - Traffic Signal.	SAA
21	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
22	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

Exhibit B
2017-18 Capital Improvement Program Projects
Administered by Department of Public Works - Transportation

Total Project Cost	NEW PROJECTS Discretionary General Funding	Other Funding	Total New Projects	CARRYOVER PROJECTS Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2017-18 Adopted Requirements	Proj.
180,347,500			-	600,000	1,500,000	2,100,000	2,100,000	1
14,023,000	193,949		193,949			-	193,949	2
1,705,914	20,309		20,309			-	20,309	3
785,007			-		10,000	10,000	10,000	4
22,506,000			-	361,799	2,100,100	2,461,899	2,461,899	5
13,515,500			-		1,100,000	1,100,000	1,100,000	6
700,000	100,000		100,000		-	-	100,000	7
1,123,932			-	710,668	413,264	1,123,932	1,123,932	8
26,605,024			-			-	-	9
62,996,000			-		1,192,950	1,192,950	1,192,950	10
606,000		606,000	606,000			-	606,000	11
4,651,000		4,651,000	4,651,000			-	4,651,000	12
1,782,000		1,782,000	1,782,000			-	1,782,000	13
650,000			-		300,000	300,000	300,000	14
35,061,173			-	34,410	265,590	300,000	300,000	15
3,265,830			-	254,370	355,630	610,000	610,000	16
605,000			-		62,000	62,000	62,000	17
67,843,250			-		200,000	200,000	200,000	18
1,511,000			-		100,000	100,000	100,000	19
605,000			-		62,000	62,000	62,000	20
2,188,411			-		300,000	300,000	300,000	21
2,370,011			-		300,000	300,000	300,000	22

Exhibit B
2017-18 Capital Improvement Program Projects
Administered by Department of Public Works - Transportation

Proj.	Location/ Address	Dist	Department	Project Name-Description	Fund
23	Morongo Basin / Joshua Tree	3	Transportation	Joshua Tree Area Project - Repave - PCI. Federal Surface Transportation Program (STP) & Toll Credits and General Fund Match.	SAA
24	Needles	1	Transportation	Needles Highway N Street N&E to State Line - Design Passing Lanes. STP, PLH.	SAA
25	Wrightwood	1	Transportation	Lone Pine Canyon Road at Sheep Creek - Construct Arched Culverts.	SAA
26	Spring Valley Lake	1	Transportation	Green Tree Blvd, Hesperia Rd. E to Yates Rd. - Realignment & Reconstruction - City Lead, Discretionary General Funding (County Share).	SAA
27	Bloomington	5	Transportation	Slover Avenue at Linden Avenue - Traffic Signal.	SAA
28	San Bernardino	3,5	Transportation	San Bernardino Area Chip Seal - Various Roads - PCI. Measure I.	SXE
29	Verdemont	5	Transportation	Institution Rd, .20M W of Verdemont Rch Rd east .40M - Repave. Discretionary General Funding (transferred previously).	SAA
30	Chino	4	Transportation	Central Avenue @SR 60 - Design Interchange Improvements (Construction not funded) - Fee Plan (County share).	SEO SGC
31	Lucerne	3	Transportation	Mesa Road and Others - Maintenance Overlay- PCI. Measure I.	SXF
32	Victorville	1	Transportation	Luna Road - Various Roads/locations - Maintenance Overlays - PCI. City Participation & Measure I.	SXF
33	San Bernardino	5	Transportation	E. Street and Others - Chip Seal (Yard 5).	SAA
34	Amboy	1	Transportation	National Trails Highway, 4.43M W, Amboy Road to 17 miles E, Amboy Road - Chip Seals - PCI. Gas Tax & North Desert MLH.	SAA
35	Arrowbear	2	Transportation	Arrowbear Drive @ Spillway - Bridge Replacement - SBCTA Measure I - Major Local Highway SXV (SB Mountains).	SAA/ SXV
36	Redlands	3	Transportation	Alabama Street @ I-10 Interchange - Regional Development Fee Program - City Lead.	SGO
37	Lytle Creek	2	Transportation	Lytle Creek Rd and Other - Overlay - PCI. Measure I.	SXE
38	Bloomington	5	Transportation	Bloomington South - Chip Seal - PCI. Discretionary General Funding.	SAA
39	Bloomington	5	Transportation	Bloomington North - ADA Ramps - PCI. Discretionary General Funding.	SAA
40	Fontana	5	Transportation	Randall Ave - Pulverization - PCI. City Lead. Measure I (County Share).	SXE
41	Chino	4	Transportation	Philadelphia St - Pavement Rehabilitation - PCI. Discretionary General Funding & City Participation.	SAA
42	Mentone	3	Transportation	Crafton Avenue - Reconstruction - PCI. Discretionary General Funding.	SAA
43	Del Rosa	5	Transportation	Sterling Avenue - Asphalt Rubber Seal Coat - PCI. Discretionary General Funding & City Participation.	SAA
44	Fontana	2	Transportation	Cherry Avenue - Pavement Reconstruction - PCI. Discretionary General Funding & City.	SAA
45	Lake Arrowhead	2	Transportation	Hospital Road and Hook Creek Road - PCI. Discretionary General Funding.	SAA
46	Big River	1	Transportation	Parker Dam Road (Yard 2) - Maintenance Overlay - PCI. Discretionary General Funding.	SAA

Exhibit B
2017-18 Capital Improvement Program Projects
Administered by Department of Public Works - Transportation

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2017-18 Adopted Requirements	Proj.
1,834,000			-		1,767,104	1,767,104	1,767,104	23
142,352,774			-		130,000	130,000	130,000	24
1,920,596			-		1,761,000	1,761,000	1,761,000	25
45,094,099			-			-	-	26
590,000			-		47,000	47,000	47,000	27
1,350,000		1,350,000	1,350,000		-	-	1,350,000	28
7,000,000			-	6,032,452	-	6,032,452	6,032,452	29
20,591,000			-		1,748,064	1,748,064	1,748,064	30
234,623		234,623	234,623		-	-	234,623	31
2,577,000			-		2,335,957	2,335,957	2,335,957	32
280,000	200,000		200,000			-	200,000	33
1,277,000		1,277,000	1,277,000			-	1,277,000	34
3,000,000			-		350,000	350,000	350,000	35
10,968,000			-		614,840	614,840	614,840	36
1,380,000			-		1,186,000	1,186,000	1,186,000	37
623,400	593,400	30,000	623,400			-	623,400	38
971,911			-	889,429	82,482	971,911	971,911	39
450,000			-			-	-	40
1,204,000			-	100,000	-	100,000	100,000	41
3,000,000			-	2,795,638		2,795,638	2,795,638	42
650,000			-	300,000	250,000	550,000	550,000	43
6,901,000			-	5,654,375	1,046,625	6,701,000	6,701,000	44
1,350,000			-	1,250,000		1,250,000	1,250,000	45
222,000	222,000		222,000			-	222,000	46

Exhibit B
2017-18 Capital Improvement Program Projects
Administered by Department of Public Works - Transportation

Proj.	Location/ Address	Dist	Department	Project Name-Description	Fund
47	Silver Lakes	1	Transportation	Silver Lakes (Yard 11 Phase II)- Chip Seal - PCI. Discretionary General Funding.	SAA
48	Yermo	1	Transportation	Yermo Road at Manix Wash - Design bridge replacement. HBP 88.53%, Toll Credits match.	SAA
49	Amboy	1	Transportation	Adena Ditch Bridge on Nat Trls Hwy, Br No 54C 315, 21.9M E of Kelbaker - Bridge replacement. HBP 88.53%, General Fund match 11.47%.	SAA
50	Victor Valley	1	Transportation	Ranchero Road - Widening and Rehabilitation. Measure I.	RWV
51	Spring Valley Lake	1	Transportation	Ridge Crest Road - Temporary LT Lane - Measure I SXF.	SXF
52	Del Rosa	5	Transportation	San Bernardino Area - Scrub Seal - PCI. Measure I.	SXE
53	Big Bear	3	Transportation	Country Club Blvd and Others (Yard 9) Chip Seal - PCI. Discretionary General Funding.	SAA
54	Silver Lakes	1	Transportation	Silver Lakes Area- ADA Ramp Update - Discretionary General Funding.	SAA
55	Lucerne Valley	3	Transportation	Yard 16 - Mesa Road and Others Overlay - PCI. Measure I.	SXB
56	San Bernardino Valley Area	2,3,4,5	Transportation	San Bernardino Valley Traffic Signal Coordination Program - Measure I.	SXE
57	San Bernardino	5	Transportation	Accela Project - Cost accounting and systems upgrades.	SAA
	TOTAL PROJECTS ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS-TRANSPORTATION				

Exhibit B
2017-18 Capital Improvement Program Projects
Administered by Department of Public Works - Transportation

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2017-18 Adopted Requirements	Proj.
2,196,785	2,196,785		2,196,785			-	2,196,785	47
2,640,000			-		273,000	273,000	273,000	48
1,705,914			-	22,940	177,060	200,000	200,000	49
22,317,000			-		78,770	78,770	78,770	50
301,600			-		292,195	292,195	292,195	51
1,500,000			-		1,260,000	1,260,000	1,260,000	52
1,435,000	1,235,000		1,235,000			-	1,235,000	53
150,000	150,000		150,000			-	150,000	54
956,000		234,623	234,623			-	234,623	55
150,000		65,000	65,000				65,000	56
2,000,000			-	400,000		400,000	400,000	57
736,620,254	**4,911,443**	**10,230,246**	**15,141,689**	**19,406,081**	**21,661,631**	**41,067,712**	**56,209,401**	

Exhibit C
2017-18 Capital Improvement Program Projects
Administered by 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	EAA
5	Apple Valley	1	Solid Waste	BLM Land Purchase	EAA
6	Landers	3	Solid Waste	Landfill Lateral Expansion	EAA
7	San Timoteo	3	Solid Waste	Landfill Lateral Expansion	EAA
8	Countywide	All	Solid Waste	Landfill Gas Extraction System OM&M NR4010	EAA
9	Countywide	All	Solid Waste	Water Quality Monitoring & Response Pgm NR4010	EAA
10	Heaps Peak	2	Solid Waste	Heaps Peak - East Slope Stabilization - Construction	EAA
11	Yucaipa	3	Solid Waste	GW CAP Construction (Full Scale Treatment System)	EAA
12	Mid-Valley	5	Solid Waste	Unit 4 (Phases 1, 2, & 3) Liner	EAA
13	Big Bear	3	Solid Waste	Transfer Station Floor Replacement	EAA
14	Barstow	3	Solid Waste	Barstow - Power Project (SCE)	EAA
15	Heaps Peak	2	Solid Waste	Heaps Peak - Entrance Road RFID Construction	EAA
16	Mid-Valley	5	Solid Waste	Mid Valley - Powerpole Removal (unit 3 west slope)	EAA
17	Mid-Valley	5	Solid Waste	Mid Valley - Lane 23 & 24 Full Automation Upgrade	EAA
18	Milliken	4	Solid Waste	Milliken - Fence Replacement Construction	EAA
19	Victorville	1	Solid Waste	Victorville - Lane 93 Full Automation	EAA
20	Victorville	1	Solid Waste	Victorville - Retention Basin Construction	EAA
21	Landers	3	Solid Waste	Landers - Fencing project (perimeter/tortoise)	EAA
22	Mid-Valley	5	Solid Waste	Mid Valley - LFGES (Phases 1 - 5) Perimeter Header System	EAA
23	Victorville	1	Solid Waste	Victorville - Phase 1B, Stage 3 Liner Project	EAA
24	Landers	3	Solid Waste	Landers - LFGES Design & Construction	EAA
	TOTAL PROJECTS ADMINISTERED BY PUBLIC WORKS-SOLID WASTE MANAGEMENT				

Exhibit C
2017-18 Capital Improvement Program Projects
Administered by Public Works - Solid Waste Management

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2017-18 Adopted Requirements	Proj.
2,607,000			-		2,487,000	2,487,000	2,487,000	1
325,000			-		325,000	325,000	325,000	2
937,200			-		937,000	937,000	937,000	3
457,000			-		457,000	457,000	457,000	4
22,500			-		22,500	22,500	22,500	5
8,082,603			-		4,410,000	4,410,000	4,410,000	6
18,125,000			-		4,260,000	4,260,000	4,260,000	7
850,000		850,000	850,000		-	-	850,000	8
750,000		750,000	750,000		-	-	750,000	9
1,500,000			-		1,500,000	1,500,000	1,500,000	10
470,000			-		470,000	470,000	470,000	11
55,055,000			-		9,160,000	9,160,000	9,160,000	12
532,500			-		532,500	532,500	532,500	13
310,000			-		300,000	300,000	300,000	14
10,000		10,000	10,000			-	10,000	15
30,000		30,000	30,000			-	30,000	16
150,000		150,000	150,000			-	150,000	17
50,000		50,000	50,000			-	50,000	18
75,000		75,000	75,000			-	75,000	19
700,000		700,000	700,000			-	700,000	20
50,000		50,000	50,000			-	50,000	21
1,500,000		300,000	300,000			-	300,000	22
5,180,000		300,000	300,000			-	300,000	23
1,570,000		250,000	250,000			-	250,000	24
99,338,803	**-**	**3,515,000**	**3,515,000**	**-**	**24,861,000**	**24,861,000**	**28,376,000**	

Exhibit D
2017-18 Capital Improvement Program Projects
Administered by San Bernardino County Fire Protection District (County Fire)

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund
1	Bloomington-10176 Magnolia Avenue	5	County Fire	County Fire Station #76 - Electrical Upgrade.	N/A	FVZ
2	Bloomington-10176 Magnolia Avenue	5	County Fire	County Fire Station #76 - Repair Asphalt (Back Parking Lot).	N/A	FVZ
3	Crestline-23407 Crest Forest Drive	2	County Fire	County Fire Station #25 - Hot Edge Gutter System.	N/A	FMZ
4	Devore-1151 Devore Road	2	County Fire	County Fire Station #2 - Covered Parking.	N/A	FVZ
5	Devore-1151 Devore Road	2	County Fire	County Fire Station #2 - Exterior Paint.	N/A	FVZ
6	Devore-1151 Devore Road	2	County Fire	County Fire Station #2 - Fencing for Generator.	N/A	FVZ
7	Devore-1151 Devore Road	2	County Fire	County Fire Station #2 - Landscaping.	N/A	FVZ
8	Havasu Lake-148808 Havasu Lake Rd.	1	County Fire	County Fire Station #18 - Land Acquisition.	N/A	FSZ
9	Helendale-27089 Helendale Road	1	County Fire	County Fire Station #4 - Security Gate Motor Installation.	18-025	FNZ
10	Hinkley-37284 Flower Street	1	County Fire	County Fire Station #56 - Replacement of Bay Door.	N/A	FNZ
11	Lake Arrowhead-27470 North Bay Road	2	County Fire	County Fire Station #94 - Exhaust Recovery System in Apparatus Bay.	N/A	FMZ
12	Lake Arrowhead-301 S. State Hwy. 173	2	County Fire	County Fire Station #91 - Exhaust Recovery System in Apparatus Bay.	N/A	FMZ
13	Lake Arrowhead-981 N. State Hwy. 173	2	County Fire	County Fire Station #92 - Exhaust Recovery System in Apparatus Bay.	18-051	FMZ
14	Lucerne Valley-33269 State Hwy. 274	3	County Fire	County Fire Station #8 - Asphalt Repair and Septic Tank Addition.	N/A	FNZ
15	Lytle Creek-497 Lytle Creek Road	2	County Fire	County Fire Station #20 - Repair HVAC System.	N/A	FVZ
16	Mentone-1300 Crafton Avenue	3	County Fire	County Fire Station #9 - Block Wall.	N/A	FVZ
17	Mentone-1300 Crafton Avenue	3	County Fire	County Fire Station #9 - Carport.	N/A	FVZ
18	Mentone-1300 Crafton Avenue	3	County Fire	County Fire Station #9 - Electrical Upgrade.	N/A	FVZ
19	Mentone-1300 Crafton Avenue	3	County Fire	County Fire Station #9 - Interior Painting.	N/A	FVZ
20	Mentone-1300 Crafton Avenue	3	County Fire	County Fire Station #9 - Reroof.	N/A	FVZ
21	Muscoy-2852 Macy Avenue	5	County Fire	County Fire Station #75 - Alumawood Patio Cover.	N/A	FVZ
22	Muscoy-2852 Macy Avenue	5	County Fire	County Fire Station #75 - Replacement of Kitchen Countertops.	N/A	FVZ

Exhibit D
2017-18 Capital Improvement Program Projects
Administered by San Bernardino County Fire Protection District (County Fire)

Total Project Cost	NEW PROJECTS Discretionary General Funding	Other Funding	Total New Projects	CARRYOVER PROJECTS Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2017-18 Adopted Requirements	Proj.
40,000		40,000	40,000			-	40,000	1
30,000		30,000	30,000			-	30,000	2
40,000		40,000	40,000			-	40,000	3
25,000		25,000	25,000			-	25,000	4
10,000		10,000	10,000			-	10,000	5
14,500		14,500	14,500			-	14,500	6
9,624		9,624	9,624			-	9,624	7
66,500		66,500	66,500			-	66,500	8
20,000		20,000	20,000			-	20,000	9
15,000		15,000	15,000			-	15,000	10
40,000		40,000	40,000			-	40,000	11
40,000		40,000	40,000			-	40,000	12
44,999		44,999	44,999			-	44,999	13
45,000		45,000	45,000			-	45,000	14
9,000		9,000	9,000			-	9,000	15
30,000		30,000	30,000			-	30,000	16
8,000		8,000	8,000			-	8,000	17
10,000		10,000	10,000			-	10,000	18
8,000		8,000	8,000			-	8,000	19
30,000		30,000	30,000			-	30,000	20
30,000		30,000	30,000			-	30,000	21
10,000		10,000	10,000			-	10,000	22

Exhibit D
2017-18 Capital Improvement Program Projects
Administered by San Bernardino County Fire Protection District (County Fire)

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund
23	Newberry Springs-39059 Kathy Lane	1	County Fire	County Fire Station #52 - Water Tank.	18-018	FNZ
24	Rialto-1743 Miro Way	5	County Fire	Office of Emergency Services (OES) Interior Lighting Upgrade.	18-034	FES
25	San Bernardino-1920 N. Del Rosa Ave.	3	County Fire	County Fire Station #226 - Flooring/Carpet Replacement.	N/A	FVZ
26	San Bernardino-1920 N. Del Rosa Ave.	3	County Fire	County Fire Station #226 - Individual Dorm Rooms.	N/A	FVZ
27	San Bernardino-1920 N. Del Rosa Ave.	3	County Fire	County Fire Station #226 - Interior/Exterior Painting.	N/A	FVZ
28	San Bernardino-1920 N. Del Rosa Ave.	3	County Fire	County Fire Station #226 - Kitchen Remodel.	N/A	FVZ
29	San Bernardino-200 E. 3rd Street	5	County Fire	County Fire Station #221 - Asphalt.	N/A	FVZ
30	San Bernardino-200 E. 3rd Street	5	County Fire	County Fire Station #221 - Flooring Replacement.	N/A	FVZ
31	San Bernardino-200 E. 3rd Street	5	County Fire	County Fire Station #221 (Division 6 Headquarters) - A/C Improvements.	N/A	FVZ
32	San Bernardino-200 E. 3rd Street	5	County Fire	County Fire Station #221 (Division 6 HQ) - Battalion Chief Bathroom.	N/A	FVZ
33	San Bernardino-200 E. 3rd Street	5	County Fire	County Fire Station #221 (Division 6 Headquarters) - Flooring for Offices.	N/A	FVZ
34	San Bernardino-200 E. 3rd Street	5	County Fire	Replacement of Station Signs for County Fire Division #6.	N/A	FVZ
35	San Bernardino-202 N. Meridian Avenue	5	County Fire	County Fire Station #229 - Individual Dorm Rooms.	N/A	FVZ
36	San Bernardino-2641 North E Street	5	County Fire	County Fire Station #224 - Asphalt.	N/A	FVZ
37	San Bernardino-2641 North E Street	5	County Fire	County Fire Station #224 - Flooring Replacement.	N/A	FVZ
38	San Bernardino-2641 North E Street	5	County Fire	County Fire Station #224 - Interior Painting of Apparatus Bay.	N/A	FVZ
39	San Bernardino-282 West 40th Street	5	County Fire	County Fire Station #227 - Bedrooms for Personal Living Quarters.	N/A	FVZ
40	San Bernardino-282 West 40th Street	5	County Fire	County Fire Station #227 - Carpet Replacement.	N/A	FVZ
41	San Bernardino-282 West 40th Street	5	County Fire	County Fire Station #227 - Concrete.	N/A	FVZ
42	San Bernardino-282 West 40th Street	5	County Fire	County Fire Station #227 - Exterior Painting.	N/A	FVZ
43	San Bernardino-282 West 40th Street	5	County Fire	County Fire Station #227 - Interior Painting.	N/A	FVZ
44	San Bernardino-282 West 40th Street	5	County Fire	County Fire Station #227 - Removal of Acoustic Ceilings.	N/A	FVZ
45	San Bernardino-282 West 40th Street	5	County Fire	County Fire Station #227 - Replacement of Prefabricated Showers.	N/A	FVZ
46	San Bernardino-282 West 40th Street	5	County Fire	County Fire Station #227 - Reroof.	18-015	FVZ

Exhibit D
2017-18 Capital Improvement Program Projects
Administered by San Bernardino County Fire Protection District (County Fire)

	NEW PROJECTS			CARRYOVER PROJECTS				
Total Project Cost	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2017-18 Adopted Requirements	Proj.
35,000		35,000	35,000			-	35,000	23
16,200		16,200	16,200			-	16,200	24
10,000		10,000	10,000			-	10,000	25
45,000		45,000	45,000			-	45,000	26
10,000		10,000	10,000			-	10,000	27
20,000		20,000	20,000			-	20,000	28
45,000		45,000	45,000			-	45,000	29
41,613		41,613	41,613			-	41,613	30
45,000		45,000	45,000			-	45,000	31
45,000		45,000	45,000			-	45,000	32
5,000		5,000	5,000			-	5,000	33
45,000		45,000	45,000			-	45,000	34
45,000		45,000	45,000			-	45,000	35
45,000		45,000	45,000			-	45,000	36
36,818		36,818	36,818			-	36,818	37
45,000		45,000	45,000			-	45,000	38
15,000		15,000	15,000			-	15,000	39
10,000		10,000	10,000			-	10,000	40
41,686		41,686	41,686			-	41,686	41
15,000		15,000	15,000			-	15,000	42
15,000		15,000	15,000			-	15,000	43
7,000		7,000	7,000			-	7,000	44
10,000		10,000	10,000			-	10,000	45
35,664		35,664	35,664			-	35,664	46

Exhibit D
2017-18 Capital Improvement Program Projects
Administered by San Bernardino County Fire Protection District (County Fire)

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund
47	San Bernardino-282 West 40th Street	5	County Fire	County Fire Station #227 - Reroof.	N/A	FVZ
48	San Bernardino-282 West 40th Street	5	County Fire	County Fire Station #227 - Stucco Replacement.	N/A	FVZ
49	San Bernardino-282 West 40th Street	5	County Fire	County Fire Station #227 - Tile Replacement in Bathrooms and Hallway.	N/A	FVZ
50	San Bernardino-282 West 40th Street	5	County Fire	County Fire Station #227 - Asphalt.	N/A	FVZ
51	San Bernardino-3398 E. Highland Ave.	3	County Fire	County Fire Station #228 - Carpet/Flooring Replacement.	N/A	FVZ
52	San Bernardino-3398 E. Highland Ave.	3	County Fire	County Fire Station #228 - Exterior Painting.	N/A	FVZ
53	San Bernardino-3398 E. Highland Ave.	3	County Fire	County Fire Station #228 - Individual Dorm Rooms.	N/A	FVZ
54	San Bernardino-3398 E. Highland Ave.	3	County Fire	County Fire Station #228 - Kitchen Counters and Cabinets.	N/A	FVZ
55	San Bernardino-450 Vanderbilt Drive	5	County Fire	County Fire Station #231 - Kitchen Remodel.	N/A	FVZ
56	San Bernardino-450 Vanderbilt Drive	5	County Fire	County Fire Station #231 - Exterior Painting.	N/A	FVZ
57	San Bernardino-6065 Palm Avenue	5	County Fire	County Fire Station #232 - Cabinets.	N/A	FVZ
58	San Bernardino-6065 Palm Avenue	5	County Fire	County Fire Station #232 - Landscaping.	N/A	FVZ
59	Twin Peaks-737 Grandview Road	2	County Fire	County Fire Station #26 - Rear Deck and Stair Repair/Replacement.	18-044	FMZ
60	Upland-1350 N. Benson Avenue	2	County Fire	County Fire Station #163 - Bathroom Update.	N/A	FVZ
61	Upland-1350 N. Benson Avenue	2	County Fire	County Fire Station #163 - Popcorn Ceiling Removal and Retexturing.	N/A	FVZ
62	Upland-2413 N. Euclid Avenue	2	County Fire	County Fire Station #12 - Exterior Painting.	N/A	FVZ
63	Upland-2413 N. Euclid Avenue	2	County Fire	County Fire Station #12 - Interior Painting.	N/A	FVZ
64	Upland-2413 N. Euclid Avenue	2	County Fire	County Fire Station #12 - Landscaping and Irrigation.	N/A	FVZ
65	Upland-2413 N. Euclid Avenue	2	County Fire	County Fire Station #12 - Replace/Retrofit Windows.	N/A	FVZ
66	Upland-2413 N. Euclid Avenue	2	County Fire	County Fire Station #12 - Replacement of Flooring.	N/A	FVZ
67	Upland-2413 N. Euclid Avenue	2	County Fire	County Fire Station #12 - Replacement of HVAC.	N/A	FVZ
68	Upland-2413 N. Euclid Avenue	2	County Fire	County Fire Station #12 - Resurfacing of Asphalt.	N/A	FVZ
69	Upland-2413 N. Euclid Avenue	2	County Fire	County Fire Station #12 - Shop Remodel.	N/A	FVZ
70	Wrightwood-5980 Elm Street	1	County Fire	County Fire Station #14 - Apparatus Bay Heater.	N/A	FNZ
	TOTAL PROJECTS ADMINISTERED BY COUNTY FIRE					
	Note: All of the projects within Exhibit D are funded from County Fire Reserves or Fund Balance.					

Exhibit D
2017-18 Capital Improvement Program Projects
Administered by San Bernardino County Fire Protection District (County Fire)

Total Project Cost	NEW PROJECTS Discretionary General Funding	Other Funding	Total New Projects	CARRYOVER PROJECTS Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2017-18 Adopted Requirements	Proj.
35,664		35,664	35,664			-	35,664	47
22,634		22,634	22,634			-	22,634	48
10,000		10,000	10,000			-	10,000	49
45,000		45,000	45,000			-	45,000	50
7,500		7,500	7,500			-	7,500	51
5,000		5,000	5,000			-	5,000	52
15,000		15,000	15,000			-	15,000	53
18,500		18,500	18,500			-	18,500	54
38,616		38,616	38,616			-	38,616	55
15,000		15,000	15,000			-	15,000	56
15,000		15,000	15,000			-	15,000	57
8,000		8,000	8,000			-	8,000	58
44,999		44,999	44,999			-	44,999	59
15,000		15,000	15,000			-	15,000	60
5,000		5,000	5,000			-	5,000	61
10,000		10,000	10,000			-	10,000	62
12,000		12,000	12,000			-	12,000	63
20,000		20,000	20,000			-	20,000	64
10,000		10,000	10,000			-	10,000	65
15,000		15,000	15,000			-	15,000	66
20,000		20,000	20,000			-	20,000	67
10,000		10,000	10,000			-	10,000	68
7,000		7,000	7,000			-	7,000	69
28,000		28,000	28,000			-	28,000	70
1,692,517	**-**	**1,692,517**	**1,692,517**	**-**	**-**	**-**	**1,692,517**	

Exhibit E
2017-18 through 2021-22
Five-Year Capital Improvement Program
By Project Type

Description	Year 1 (2017-18)	Proposed Year 2 (2018-19)
Minor Capital Improvement Program	1,681,665	2,000,000
County Government Center Fence to Enclose South/West Stairwell - $15,000		
Emergency Operations Center Building Hot Water Heater - $10,000		
Un-programmed - $1,656,665		
ADA Improvements Program	500,000	450,000
777 Building Front Entrance Doors ADA Improvements - $70,000		
Un-programmed - $430,000		
Boiler Replacement Program:	600,000	250,000
CDC Steam Boilers Replacement - $600,000		
Countywide Elevator Modernization Program	450,000	450,000
Energy Projects Program:	100,000	100,000
WVDC Mechanical Room Lights Replacement - $35,000		
Lucerne Valley Library Interior Lights Replacement - $25,000		
Un-programmed - $40,000		
Exterior Renovation Program:	600,000	600,000
Information Services Department Basement Wall Leak Repairs - $500,000		
Un-programmed - $100,000		
Countywide Generators Replacement Program:	560,000	300,000
Crime Lab Add Redundant Generator - $380,000		
Facilities Management Lena Road Generator - $180,000		
HVAC Upgrades/Maintenance/Replacement:	1,950,000	2,400,000
Countywide Building Controls Upgrade - $500,000	500,000	500,000
West Valley Detention Center Mechanical System Upgrade - $500,000		
Rancho Cucamonga 8575 Haven Avenue Building Automation Systems Controls - $150,000		
Victorville Sheriff Holding Area Duct Cleaning - $85,000		
Un-programmed - $1,215,000		
Interior Renovation/Remodel Program:	286,500	400,000
777 Building Hallway Paint and Refurbish - $90,000		
Un-programmed - $196,500		
Countywide Conference Room Upgrades (Ongoing) - $100,000	100,000	100,000
Pavement Management Program:	650,000	750,000
High Desert Detention Center Erosion Repair - $195,000		
High Desert Government Center Slurry Seal Maintenance - $125,000		
Lucerne Valley Library New Asphalt Parking Lot - $150,000		
Twentynine Palms Library New Asphalt Parking Lot - $80,000		
High Desert Juvenile Detention and Assessment Center Slurry Coat and Stripe Parking - $75,000		
Un-programmed - $25,000		

Exhibit E
2017-18 through 2021-22
Five-Year Capital Improvement Program
By Project Type

Proposed Year 3 (2019-20)	Proposed Year 4 (2020-21)	Proposed Year 5 (2021-22)	Total One-Time Capital Cost
2,000,000	2,000,000	2,000,000	9,681,665
500,000	500,000	500,000	2,450,000
150,000	150,000	150,000	1,300,000
450,000	450,000	450,000	2,250,000
100,000	100,000	100,000	500,000
600,000	600,000	600,000	3,000,000
300,000	300,000	300,000	1,760,000
2,400,000	2,000,000	2,000,000	10,750,000
500,000	500,000	500,000	2,500,000
400,000	400,000	400,000	1,886,500
100,000	100,000	100,000	500,000
850,000	650,000	650,000	3,550,000

Exhibit E
2017-18 through 2021-22
Five-Year Capital Improvement Program
By Project Type

Description	Year 1 (2017-18)	Proposed Year 2 (2018-19)
Roofing Repairs/Replacement Program:	400,000	400,000
Public Defender Modular Roof Replacement - $35,000		
Big Bear Library Siding-Roof Replacement Phase II - $25,000		
Un-programmed - $340,000		
Fire/Life Safety Program:	450,000	300,000
Redlands Museum Backflow Device-Fire Sprinkler Compliance - $200,000		
Un-programmed - $250,000		
Site Infrastructure Program:	550,000	600,000
Barstow Mt. View Complex Retaining Wall Restoration - $25,000		
Gilbert Street Behavioral Health TAY Center Exterior Grounds Improvements - $75,000		
Fontana Probation Grass Area Landscaping - $75,000		
Central Valley Juvenile Detention and Assessment Center Grass Removal - $50,000		
Un-programmed - $325,000		
Buildings Acquisition and Retrofit Project:	2,450,000	2,400,000
Miscellaneous-Court Projects	171,835	-
Foothill Law and Justice Center Automatic Transfer Switch - $8,382		
Foothill Law and Justice Center Lobby Water Damage Restoration - $59,875		
Victorville Courthouse Ceiling Tile and Interior Paint - $53,625		
Central Courthouse Transformer Replacement - $49,953		
TOTAL BUDGET	**12,000,000**	**12,000,000**

Exhibit E
2017-18 through 2021-22
Five-Year Capital Improvement Program
By Project Type

Proposed Year 3 (2019-20)	Proposed Year 4 (2020-21)	Proposed Year 5 (2021-22)	Total One-Time Capital Cost
300,000	400,000	400,000	1,900,000
300,000	150,000	150,000	1,350,000
600,000	800,000	800,000	3,350,000
2,450,000	2,900,000	2,900,000	13,100,000
-	-	-	171,835
12,000,000	**12,000,000**	**12,000,000**	**60,000,000**

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APPENDICES

ADMINISTRATION

		Fiscal Year 2015-16 Actual Amount	Fiscal Year 2016-17 Adopted Budget	Fiscal Year 2016-17 Final Budget	Fiscal Year 2017-18 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
Requirements							
Staffing Expenses		94,054,516	107,693,563	109,097,138	114,536,449	5,439,311	4.99%
Operating Expenses		175,138,051	234,552,814	260,805,771	254,344,248	(6,461,523)	-2.48%
Capital Expenditures		10,235,368	11,938,290	15,708,553	17,844,208	2,135,655	13.60%
Reimbursements		(43,280,531)	(54,481,005)	(56,231,164)	(55,509,686)	721,478	-1.28%
Contingencies		0	0	0	0	0	0.00%
	Subtotal	236,147,404	299,703,662	329,380,298	331,215,219	1,834,921	0.56%
Operating Transfers Out		6,597,982	1,650,032	1,187,820	0	(1,187,820)	-100.00%
Non-General Fund Contribution to Reserves/Net Position**		0	29,840	29,840	206,598	176,758	592.35%
	Total	242,745,386	301,383,534	330,597,958	331,421,817	823,859	0.25%
Sources							
Taxes		0	0	0	0	0	0.00%
1991 Realignment		0	0	0	0	0	0.00%
2011 Realignment		133,760	155,164	155,164	0	(155,164)	-100.00%
State/Fed/Other Government		654,903	403,200	403,200	426,100	22,900	5.68%
Fee/Rate		224,149,617	225,960,548	233,230,548	225,597,079	(7,633,469)	-3.27%
Other Revenue		8,982,490	10,518,208	10,518,208	9,451,231	(1,066,977)	-10.14%
Operating Transfers In		5,852,976	40,000	440,000	0	(440,000)	-100.00%
Use of Fund Balance/Unrestricted Net Position***		(32,290,277)	22,307,933	38,263,058	51,221,429	12,958,371	33.87%
General Fund Allocation/Net County Cost		35,261,917	41,998,481	47,587,780	44,725,978	(2,861,802)	-6.01%
	Total	242,745,386	301,383,534	330,597,958	331,421,817	823,859	0.25%
Budgeted Staffing*		889	921	947	954	7	0.74%

* 2015-16 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the year.

** Beginning in 2015-16, Non-General Fund budget units 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 2015-16, 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 2015-16 Actual Budget	Fiscal Year 2016-17 Adopted Budget	Fiscal Year 2016-17 Final Budget	Fiscal Year 2017-18 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
Requirements							
Staffing Expenses		0	0	0	0	0	0.00%
Operating Expenses		14,652,212	8,325,852	8,325,852	8,343,908	18,056	0.22%
Capital Expenditures		0	0	0	0	0	0.00%
Reimbursements		(1,595,319)	(1,085,042)	(1,085,042)	(1,085,792)	(750)	0.07%
Contingencies		0	0	0	0	0	0.00%
	Subtotal	13,056,893	7,240,810	7,240,810	7,258,116	17,306	0.24%
Operating Transfers Out		0	0	0	0	0	0.00%
Non-General Fund Contribution to Reserves*						0	0.00%
	Total	13,056,893	7,240,810	7,240,810	7,258,116	17,306	0.24%
Sources							
Taxes		0	0	0	0	0	0.00%
1991 Realignment		0	0	0	0	0	0.00%
2011 Realignment		0	0	0	0	0	0.00%
State/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		6,616,480	0	0	0	0	0.00%
Use of Fund Balance**		0	0	0	0	0	0.00%
General Fund Allocation/Net County Cost		6,440,413	7,240,810	7,240,810	7,258,116	17,306	0.24%
	Total	13,056,893	7,240,810	7,240,810	7,258,116	17,306	0.24%

* Beginning in 2015-16, Non-General Fund budget units no longer budget contingencies, but rather contribute any excess available sources to a specific reserve account.

** For 2015-16, 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 2015-16 Actual Budget	Fiscal Year 2016-17 Adopted Budget	Fiscal Year 2016-17 Final Budget	Fiscal Year 2017-18 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
Requirements							
Staffing Expenses		255,754,146	263,719,134	270,578,350	283,299,381	12,721,031	4.70%
Operating Expenses		271,437,657	250,542,272	266,992,732	258,146,847	(8,845,885)	-3.31%
Capital Expenditures		13,825,022	30,829,706	31,621,453	44,900,690	13,279,237	41.99%
Reimbursements		(4,027,995)	(4,604,362)	(4,604,362)	(4,130,338)	474,024	-10.30%
Contingencies		0	0	0	0	0	0.00%
	Subtotal	536,988,831	540,486,750	564,588,173	582,216,580	17,628,407	3.12%
Operating Transfers Out		11,747,661	20,240,743	18,610,968	19,029,972	419,004	2.25%
Non-General Fund Contribution to Net Position**			4,474,167	15,901,040	3,072,637	(12,828,403)	-80.68%
	Total	548,736,492	565,201,660	599,100,181	604,319,189	5,219,008	0.87%
Sources							
Taxes		0	0	0	0	0	0.00%
1991 Realignment		0	0	0	0	0	0.00%
2011 Realignment		0	0	0	0	0	0.00%
State/Fed/Other Government		434,088,655	423,042,731	433,342,731	454,626,138	21,283,407	4.91%
Fee/Rate		117,895,034	84,043,449	95,003,449	82,698,004	(12,305,445)	-12.95%
Other Revenue		20,353,502	7,859,160	19,286,033	7,893,694	(11,392,339)	-59.07%
Operating Transfers In		27,139,751	46,923,046	48,134,694	44,462,842	(3,671,852)	-7.63%
Use of Unrestricted Net Position***		(50,740,451)	3,333,274	3,333,274	14,638,511	11,305,237	339.16%
General Fund Allocation/Net County Cost		0	0	0	0	0	0.00%
	Total	548,736,492	565,201,660	599,100,181	604,319,189	5,219,008	0.87%
Budgeted Staffing*		3,692	3,772	3,840	3,906	66	1.72%

* 2015-16 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the year.

** Beginning in 2015-16, Non-General Fund budget units 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 2015-16, the Unrestricted Net Position budget line item represents either the actual use of net position (if positive amounts) or the actual increase to net position (if negative amounts) throughout the fiscal year.

COMMUNITY DEVELOPMENT AND HOUSING AGENCY

		Fiscal Year 2015-16 Actual Budget	Fiscal Year 2016-17 Adopted Budget	Fiscal Year 2016-17 Final Budget	Fiscal Year 2017-18 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
Requirements							
Staffing Expenses		2,454,930	2,719,155	3,361,671	4,018,044	656,373	19.53%
Operating Expenses		18,187,103	49,223,793	50,414,019	56,895,720	6,481,701	12.86%
Capital Expenditures		0	0	0	750,660	750,660	0.00%
Reimbursements		(2,988,179)	(4,069,698)	(4,381,165)	(6,895,913)	(2,514,748)	57.40%
Contingencies		0	0	0	0	0	0.00%
	Subtotal	17,653,854	47,873,250	49,394,525	54,768,511	5,373,986	10.88%
Operating Transfers Out		2,645,903	3,921,604	3,692,518	2,226,878	(1,465,640)	-39.69%
Non-General Fund Contribution to Reserves**		0	0	0	0	0	0.00%
	Total	20,299,757	51,794,854	53,087,043	56,995,389	3,908,346	7.36%
Sources							
Taxes		0	0	0	0	0	0.00%
1991 Realignment		0	0	0	0	0	0.00%
2011 Realignment		0	0	0	0	0	0.00%
State/Fed/Other Government		7,430,167	14,591,231	15,210,571	18,256,876	3,046,305	20.03%
Fee/Rate		12,448	352,705	427,705	0	(427,705)	-100.00%
Other Revenue		1,775,823	1,110,972	1,110,972	597,267	(513,705)	-46.24%
Operating Transfers In		150,100	20,000	386,848	0	(386,848)	-100.00%
Use of Fund Balance***		10,682,919	35,719,946	35,719,946	37,791,246	2,071,300	5.80%
General Fund Allocation/Net County Cost		248,300	0	231,001	350,000	118,999	51.51%
	Total	20,299,757	51,794,854	53,087,043	56,995,389	3,908,346	7.36%
Budgeted Staffing*		26	24	37	35	(2)	-5.41%

* 2015-16 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the year.

** Beginning in 2015-16, Non-General Fund budget units no longer budget contingencies, but rather contribute any excess available sources to a specific reserve account

*** For 2015-16, the Fund Balance budget line item represents either the actual use of fund balance (if positive amounts) or the actual increase to fund balance (if negative amounts) throughout the fiscal year.

ECONOMIC DEVELOPMENT AGENCY

		Fiscal Year 2015-16 Actual Budget	Fiscal Year 2016-17 Adopted Budget	Fiscal Year 2016-17 Final Budget	Fiscal Year 2017-18 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
Requirements							
Staffing Expenses		7,704,288	10,019,014	9,939,771	10,945,318	1,005,547	10.12%
Operating Expenses		17,462,735	22,304,642	26,172,642	24,516,068	(1,656,574)	-6.33%
Capital Expenditures		0	50,000	50,000	50,000	0	0.00%
Reimbursements		(3,561,382)	(5,845,007)	(5,845,007)	(4,077,146)	1,767,861	-30.25%
Contingencies		0	0	0	0	0	0.00%
	Subtotal	21,605,641	26,528,649	30,317,406	31,434,240	1,116,834	3.68%
Operating Transfers Out		0	0	0	0	0	0.00%
Non-General Fund Contribution to Reserves**		0	1,393,954	1,393,954	1,613,314	219,360	15.74%
	Total	21,605,641	27,922,603	31,711,360	33,047,554	1,336,194	4.21%
Sources							
Taxes		0	0	0	0	0	0.00%
1991 Realignment		0	0	0	0	0	0.00%
2011 Realignment		213,754	232,746	232,746	249,170	16,424	7.06%
State/Fed/Other Government		17,746,675	22,952,739	26,252,739	28,092,188	1,839,449	7.01%
Fee/Rate		46,766	100,000	100,000	80,000	(20,000)	-20.00%
Other Revenue		1,716,635	1,321,682	1,721,682	1,320,289	(401,393)	-23.31%
Operating Transfers In		0	0	0	0	0	0.00%
Use of Fund Balance***		(730,577)	0	0	0	0	0.00%
General Fund Allocation/Net County Cost		2,612,389	3,315,436	3,404,193	3,305,907	(98,286)	-2.89%
	Total	21,605,641	27,922,603	31,711,360	33,047,554	1,336,194	4.21%
Budgeted Staffing*		121	123	125	128	3	2.40%

* 2015-16 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the year.

** Beginning in 2015-16, Non-General Fund budget units no longer budget contingencies, but rather contribute any excess available sources to a specific reserve account.

*** For 2015-16, the Fund Balance budget line item represents either the actual use of fund balance (if positive amounts) or the actual increase to fund balance (if negative amounts) throughout the fiscal year.

FISCAL

		Fiscal Year 2015-16 Actual Budget	Fiscal Year 2016-17 Adopted Budget	Fiscal Year 2016-17 Final Budget	Fiscal Year 2017-18 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
Requirements							
Staffing Expenses		40,116,650	44,846,731	44,612,790	45,681,511	1,068,721	2.40%
Operating Expenses		21,352,457	24,623,305	25,046,445	26,734,578	1,688,133	6.74%
Capital Expenditures		366,913	137,000	188,860	236,000	47,140	24.96%
Reimbursements		(767,515)	(2,065,475)	(2,075,475)	(3,038,241)	(962,766)	46.39%
Contingencies		0	0	0	0	0	0.00%
	Subtotal	61,068,505	67,541,561	67,772,620	69,613,848	1,841,228	2.72%
Operating Transfers Out		0	0	0	0	0	0.00%
Non-General Fund Contribution to Reserves**		0	37,500	37,500	32,000	(5,500)	-14.67%
	Total	61,068,505	67,579,061	67,810,120	69,645,848	1,835,728	2.71%
Sources							
Taxes		288,252	200,000	200,000	198,000	(2,000)	-1.00%
1991 Realignment		0	0	0	0	0	0.00%
2011 Realignment		0	0	0	0	0	0.00%
State/Fed/Other Government		321,255	331,703	331,703	279,329	(52,374)	-15.79%
Fee/Rate		34,015,736	35,512,648	38,362,648	40,573,907	2,211,259	5.76%
Other Revenue		1,713,202	1,691,437	1,691,437	1,481,297	(210,140)	-12.42%
Operating Transfers In		0	0	0	0	0	0.00%
Use of Fund Balance***		(1,420,627)	1,105,043	1,105,043	180,932	(924,111)	-83.63%
General Fund Allocation/Net County Cost		26,150,686	28,738,230	26,119,289	26,932,383	813,094	3.11%
	Total	61,068,505	67,579,061	67,810,120	69,645,848	1,835,728	2.71%
Budgeted Staffing*		549	564	562	566	4	0.71%

* 2015-16 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the year.

** Beginning in 2015-16, Non-General Fund budget units no longer budget contingencies, but rather contribute any excess available sources to a specific reserve account.

*** For 2015-16, the Fund Balance budget line item represents either the actual use of fund balance (if positive amounts) or the actual increase to fund balance (if negative amounts) throughout the fiscal year.

HUMAN SERVICES

		Fiscal Year 2015-16 Actual Budget	Fiscal Year 2016-17 Adopted Budget	Fiscal Year 2016-17 Final Budget	Fiscal Year 2017-18 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
Requirements							
Staffing Expenses		543,237,595	601,681,012	607,580,703	623,135,448	15,554,745	2.56%
Operating Expenses		1,073,923,918	1,258,486,829	1,284,227,784	1,316,108,007	31,880,223	2.48%
Capital Expenditures		2,655,284	9,971,597	11,558,580	8,728,137	(2,830,443)	-24.49%
Reimbursements		(42,563,034)	(62,460,222)	(62,022,095)	(58,565,799)	3,456,296	-5.57%
Contingencies		0	0	0	0	0	0.00%
	Subtotal	1,577,253,763	1,807,679,216	1,841,344,972	1,889,405,793	48,060,821	2.61%
Operating Transfers Out		76,281,310	112,711,714	120,409,333	113,664,355	(6,744,978)	-5.60%
Non-General Fund Contribution to Reserves**		0	1,400,167	1,400,167	582,592	(817,575)	-58.39%
	Total	1,653,535,073	1,921,791,097	1,963,154,472	2,003,652,740	40,498,268	2.06%
Sources							
Taxes		34,086	33,670	33,670	34,686	1,016	3.02%
1991 Realignment		263,253,070	278,822,013	278,587,226	273,575,617	(5,011,609)	-1.80%
2011 Realignment		266,818,039	272,307,691	272,773,438	293,926,145	21,152,707	7.75%
State/Fed/Other Government		915,000,174	1,062,828,898	1,082,554,368	1,073,372,404	(9,181,964)	-0.85%
Fee/Rate		74,829,345	120,316,988	140,340,988	140,211,109	(129,879)	-0.09%
Other Revenue		34,940,578	36,694,781	36,805,358	37,023,582	218,224	0.59%
Operating Transfers In		19,657,148	25,516,797	25,526,142	27,529,153	2,003,011	7.85%
Use of Fund Balance***		3,793,145	42,482,861	41,916,962	67,675,363	25,758,401	61.45%
Use of Non-General Fund Reserves			0	0	0	0	0.00%
General Fund Allocation/Net County Cost		75,209,488	82,787,398	84,616,320	90,304,681	5,688,361	6.72%
	Total	1,653,535,073	1,921,791,097	1,963,154,472	2,003,652,740	40,498,268	2.06%
Budgeted Staffing*		8,226	8,239	8,297	8,243	(54)	-0.65%

* 2015-16 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the year.

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LAW AND JUSTICE

		Fiscal Year 2015-16 Actual Budget	Fiscal Year 2016-17 Adopted Budget	Fiscal Year 2016-17 Final Budget	Fiscal Year 2017-18 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
Requirements							
Staffing Expenses		638,476,003	673,992,159	695,520,335	714,236,303	18,715,968	2.69%
Operating Expenses		280,934,495	304,205,588	320,705,532	317,289,116	(3,416,416)	-1.07%
Capital Expenditures		11,200,419	23,715,174	25,205,820	19,951,405	(5,254,415)	-20.85%
Reimbursements		(63,669,954)	(73,103,044)	(80,961,416)	(81,261,799)	(300,383)	0.37%
Contingencies		0	0	0	0	0	0.00%
	Subtotal	866,940,964	928,809,877	960,470,271	970,215,025	9,744,754	1.01%
Operating Transfers Out		20,352,651	8,190,150	26,915,791	12,034,581	(14,881,210)	-55.29%
Non-General Fund Contribution to Reserves**		0	3,135	3,135	56,337	53,202	1697.03%
	Total	887,293,615	937,003,162	987,389,197	982,305,943	(5,083,254)	-0.51%
Sources							
Taxes		165,590,525	169,100,000	169,775,269	180,400,000	10,624,731	6.26%
1991 Realignment		2,700,630	2,700,630	2,700,630	2,700,630	0	0.00%
2011 Realignment		108,128,441	124,527,038	134,676,038	137,355,366	2,679,328	1.99%
State/Fed/Other Government		81,408,347	71,758,317	78,645,105	72,691,686	(5,953,419)	-7.57%
Fee/Rate		159,831,075	164,754,716	174,406,286	178,070,537	3,664,251	2.10%
Other Revenue		8,331,682	9,282,866	9,379,660	8,807,095	(572,565)	-6.10%
Operating Transfers In		954,126	167,683	515,356	487,853	(27,503)	-5.34%
Use of Fund Balance***		(1,061,717)	13,634,604	20,226,339	11,655,730	(8,570,609)	-42.37%
Use of Non-General Fund Reserves		0	0	0	0	0	0.00%
General Fund Allocation/Net County Cost		361,410,506	381,077,308	397,064,514	390,137,046	(6,927,468)	-1.74%
	Total	887,293,615	937,003,162	987,389,197	982,305,943	(5,083,254)	-0.51%
Budgeted Staffing*		5,761	5,841	5,882	5,929	47	0.80%

* 2015-16 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the year.

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OPERATIONS AND COMMUNITY SERVICES

	Fiscal Year 2015-16 Actual Budget	Fiscal Year 2016-17 Adopted Budget	Fiscal Year 2016-17 Final Budget	Fiscal Year 2017-18 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
Requirements						
Staffing Expenses	80,062,049	91,321,916	89,330,773	94,733,125	5,402,352	6.05%
Operating Expenses	244,901,715	285,982,198	304,185,833	306,154,321	1,968,488	0.65%
Capital Expenditures	5,610,102	20,357,169	20,446,619	50,747,000	30,300,381	148.19%
Reimbursements	(82,703,346)	(82,723,321)	(87,235,180)	(90,150,735)	(2,915,555)	3.34%
Contingencies	0	0	0	0	0	0.00%
Subtotal	247,870,520	314,937,962	326,728,045	361,483,711	34,755,666	10.64%
Operating Transfers Out	10,665,322	17,659,090	31,966,240	9,910,594	(22,055,646)	-69.00%
Non-General Fund Contribution to Reserves/Net Position**	0	5,168,544	6,443,635	0	(6,443,635)	-100.00%
Total	258,535,842	337,765,596	365,137,920	371,394,305	6,256,385	1.71%
Sources						
Taxes	24,249,968	21,568,957	21,568,957	23,999,140	2,430,183	11.27%
1991 Realignment	0	0	0	0	0	0.00%
2011 Realignment	0	0	0	0	0	0.00%
State/Fed/Other Government	49,063,564	73,724,636	77,292,599	73,279,283	(4,013,316)	-5.19%
Fee/Rate	127,214,193	122,673,749	125,952,868	125,630,978	(321,890)	-0.26%
Other Revenue	29,544,439	17,451,204	21,751,668	20,263,877	(1,487,791)	-6.84%
Operating Transfers In	27,606,365	29,507,028	35,402,550	28,267,938	(7,134,612)	-20.15%
Use of Fund Balance/Unrestricted Net Position***	(41,303,806)	25,291,381	34,653,235	52,550,728	17,897,493	51.65%
General Fund Allocation/Net County Cost	42,161,118	47,548,641	48,516,043	47,402,361	(1,113,682)	-2.30%
Total	258,535,842	337,765,596	365,137,920	371,394,305	6,256,385	1.71%
Budgeted Staffing*	1,443	1,449	1,457	1,460	3	0.21%

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BOARD GOVERNED COUNTY SERVICE AREAS (SPECIAL DISTRICTS)

	Fiscal Year 2015-16 Actual Budget	Fiscal Year 2016-17 Adopted Budget	Fiscal Year 2016-17 Final Budget	Fiscal Year 2017-18 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
Requirements						
Staffing Expenses	10,299,938	11,356,133	11,468,176	11,396,600	(71,576)	-0.62%
Operating Expenses	27,938,676	30,914,405	32,983,227	34,222,086	1,238,859	3.76%
Capital Expenditures	8,053,886	47,348,827	48,682,742	45,488,751	(3,193,991)	-6.56%
Reimbursements	(9,505,150)	(8,992,631)	(9,702,486)	(11,270,754)	(1,568,268)	16.16%
Contingencies	0	0	0	0	0	0.00%
Subtotal	36,787,350	80,626,734	83,431,659	79,836,683	(3,594,976)	-4.31%
Operating Transfers Out	11,424,574	9,599,063	11,407,920	7,948,310	(3,459,610)	-30.33%
Non-General Fund Contribution to Reserves/Net Position**	0	2,516,963	1,509,563	3,011,147	1,501,584	99.47%
Total	48,211,924	92,742,760	96,349,142	90,796,140	(5,553,002)	-5.76%
Sources						
Taxes	8,525,209	7,779,870	7,779,870	8,111,474	331,604	4.26%
1991 Realignment	0	0	0	0	0	0.00%
2011 Realignment	0	0	0	0	0	0.00%
State/Fed/Other Government	395,056	6,560,092	6,730,092	6,901,888	171,796	2.55%
Fee/Rate	19,937,415	21,525,854	21,623,332	21,023,676	(599,656)	-2.77%
Other Revenue	1,360,525	9,387,316	9,387,316	10,392,132	1,004,816	10.70%
Operating Transfers In	14,457,893	16,728,463	18,537,320	18,381,061	(156,259)	-0.84%
Use of Fund Balance/Unrestricted Net Position***	3,535,826	30,761,165	32,291,212	25,985,909	(6,305,303)	-19.53%
General Fund Allocation/Net County Cost	0	0	0	0	0	0.00%
Total	48,211,924	92,742,760	96,349,142	90,796,140	(5,553,002)	-5.76%
Budgeted Staffing*	182	184	184	180	(4)	-2.17%

* 2015-16 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the year.

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FIRE PROTECTION DISTRICT

	Fiscal Year 2015-16 Actual Budget	Fiscal Year 2016-17 Adopted Budget	Fiscal Year 2016-17 Final Budget	Fiscal Year 2017-18 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
Requirements						
Staffing Expenses	106,254,396	138,117,538	141,303,889	154,810,545	13,506,656	9.56%
Operating Expenses	42,237,683	58,491,697	68,806,437	92,396,237	23,589,800	34.28%
Capital Expenditures	5,445,531	6,096,333	8,918,983	8,874,374	(44,609)	-0.50%
Reimbursements	(14,035,527)	(16,756,617)	(17,135,679)	(24,608,699)	(7,473,020)	43.61%
Contingencies	0	0	0	0	0	0.00%
Subtotal	139,902,083	185,948,951	201,893,630	231,472,457	29,578,827	14.65%
Operating Transfers Out	3,773,400	10,366,588	37,257,132	20,271,849	(16,985,283)	-45.59%
Non-General Fund Contribution to Reserves/Net Position*	0	2,220,070	8,870,740	550,884	(8,319,856)	-93.79%
Total	143,675,483	198,535,609	248,021,502	252,295,190	4,273,688	1.72%
Sources						
Taxes	43,199,454	66,204,734	66,393,945	78,957,593	12,563,648	18.92%
1991 Realignment	0	0	0	0	0	0.00%
2011 Realignment	0	0	0	0	0	0.00%
State/Fed/Other Government	8,935,259	10,468,271	10,639,251	10,652,903	13,652	0.13%
Fee/Rate	69,565,365	81,758,140	82,183,192	89,636,092	7,452,900	9.07%
Other Revenue	3,209,925	2,852,650	8,970,334	7,339,291	(1,631,043)	-18.18%
Operating Transfers In	11,410,168	28,912,473	56,080,955	43,418,558	(12,662,397)	-22.58%
Use of Fund Balance***	7,355,312	8,339,341	23,753,825	22,290,753	(1,463,072)	-6.16%
Use of Non-General Fund Reserves	0	0	0	0		
General Fund Allocation/Net County Cost	0	0	0	0	0	0.00%
Total	143,675,483	198,535,609	248,021,502	252,295,190	4,273,688	1.72%
Budgeted Staffing*	878	1,017	1,024	1,052	28	2.73%

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FLOOD CONTROL DISTRICT

	Fiscal Year 2015-16 Actual Budget	Fiscal Year 2016-17 Adopted Budget	Fiscal Year 2016-17 Final Budget	Fiscal Year 2017-18 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
Requirements						
Staffing Expenses	14,166,579	16,419,616	16,567,616	17,169,457	601,841	3.63%
Operating Expenses	69,968,004	82,101,418	82,513,418	96,366,980	13,853,562	16.79%
Capital Expenditures	4,407,374	11,592,684	11,904,684	9,536,460	(2,368,224)	-19.89%
Reimbursements	(14,335,482)	(16,450,816)	(16,663,816)	(17,059,080)	(395,264)	2.37%
Contingencies	0	0	0	0	0	0.00%
Subtotal	74,206,475	93,662,902	94,321,902	106,013,817	11,691,915	12.40%
Operating Transfers Out	8,007,151	11,398,277	18,031,695	11,790,978	(6,240,717)	-34.61%
Non-General Fund Contribution to Reserves/Net Position**	0	0	0	0	0	0.00%
Total	82,213,626	105,061,179	112,353,597	117,804,795	5,451,198	4.85%
Sources						
Taxes	46,017,624	45,315,452	45,315,452	47,459,000	2,143,548	4.73%
1991 Realignment	0	0	0	0	0	0.00%
2011 Realignment	0	0	0	0	0	0.00%
State/Fed/Other Government	5,995,012	2,767,476	2,767,476	2,789,756	22,280	0.81%
Fee/Rate	3,387,231	3,174,400	3,174,400	3,216,980	42,580	1.34%
Other Revenue	11,900,978	6,134,234	6,134,234	6,634,800	500,566	8.16%
Operating Transfers In	10,125,531	13,238,817	16,781,526	14,534,018	(2,247,508)	-13.39%
Use of Fund Balance/Unrestricted Net Position***	4,787,251	34,430,800	38,180,509	43,170,241	4,989,732	13.07%
General Fund Allocation/Net County Cost	0	0	0	0	0	0.00%
Total	82,213,626	105,061,179	112,353,597	117,804,795	5,451,198	4.85%
Budgeted Staffing*	166	170	174	174	0	0.00%

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OTHER AGENCIES

	Fiscal Year 2015-16 Actual Budget	Fiscal Year 2016-17 Adopted Budget	Fiscal Year 2016-17 Final Budget	Fiscal Year 2017-18 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
Requirements						
Staffing Expenses	3,289,435	17,296,804	17,706,114	18,655,937	949,823	5.36%
Operating Expenses	6,240,137	113,959,618	114,143,668	120,856,731	6,713,063	5.88%
Capital Expenditures	50,610	6,300,663	6,563,074	6,649,357	86,283	1.31%
Reimbursements	(92)	0	(475,000)	(468,876)	6,124	-1.29%
Contingencies	0	0	0	0	0	0.00%
Subtotal	9,580,090	137,557,085	137,937,856	145,693,149	7,755,293	5.62%
Operating Transfers Out	1,044,444	182,384,205	182,384,205	190,339,106	7,954,901	4.36%
Non-General Fund Contribution to Reserves/Net Position**	0	1,518,370	1,518,370	2,122,644	604,274	39.80%
Total	10,624,534	321,459,660	321,840,431	338,154,899	16,314,468	5.07%
Sources						
Taxes	0	0	0	0	0	0.00%
1991 Realignment	0	0	0	0	0	0.00%
2011 Realignment	0	0	0	0	0	0.00%
State/Fed/Other Government	7,311,587	105,532,694	105,913,465	118,024,945	12,111,480	11.44%
Fee/Rate	2,314,371	29,749,035	29,749,035	26,394,837	(3,354,198)	-11.27%
Other Revenue	33,716	3,721,917	3,721,917	3,154,528	(567,389)	-15.24%
Operating Transfers In	1,063,947	182,399,505	182,399,505	190,354,406	7,954,901	4.36%
Use of Fund Balance/Unrestricted Net Position***	(99,088)	56,509	56,509	226,183	169,674	300.26%
Use of Non-General Fund Reserves	0	0	0	0		
General Fund Allocation/Net County Cost	0	0	0	0	0	0.00%
Total	10,624,534	321,459,660	321,840,431	338,154,899	16,314,468	5.07%
Budgeted Staffing*	176	190	190	205	15	7.89%

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CAPITAL IMPROVEMENT PROGRAM

	Fiscal Year 2015-16 Actual Budget	Fiscal Year 2016-17 Adopted Budget	Fiscal Year 2016-17 Final Budget	Fiscal Year 2017-18 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
Requirements						
Staffing Expenses	0	0	0	0	0	0.00%
Operating Expenses	1,090,858	477,847	1,988,383	5,386,346	3,397,963	170.89%
Capital Expenditures	73,409,984	265,660,036	395,065,765	334,772,351	(60,293,414)	-15.26%
Reimbursements	(4,053,045)	(22,358,036)	(37,740,574)	(44,864,872)	(7,124,298)	18.88%
Contingencies	0	0	0	0	0	0.00%
Subtotal	70,447,797	243,779,847	359,313,574	295,293,825	(64,019,749)	-17.82%
Operating Transfers Out	3,195,904	1,094,516	3,355,939	1,055,810	(2,300,129)	-68.54%
Non-General Fund Contribution to Reserves/Net Position*					0	0.00%
Total	73,643,701	244,874,363	362,669,513	296,349,635	(66,319,878)	-18.29%
Sources						
Taxes	0	0	0	0	0	0.00%
1991 Realignment	0	0	0	0	0	0.00%
2011 Realignment	0	0	0	0	0	0.00%
State/Fed/Other Government	250,408	3,734,994	3,841,464	2,270,235	(1,571,229)	-40.90%
Fee/Rate	0	0	0	0	0	0.00%
Other Revenue	4,242,001	73,760	267,946	1,590	(266,356)	-99.41%
Operating Transfers In	97,571,106	120,044,803	237,539,297	131,539,684	(105,999,613)	-44.62%
Use of Fund Balance/Unrestricted Net Position**	(28,419,815)	121,020,806	121,020,806	162,538,126	41,517,320	34.31%
General Fund Allocation/Net County Cost	0	0	0	0	0	0.00%
Total	73,643,701	244,874,363	362,669,513	296,349,635	(66,319,878)	-18.29%

* Beginning in 2015-16, Non-General Fund budget units 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 2015-16, 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 FUNDING

		Fiscal Year 2015-16 Actual Budget	Fiscal Year 2016-17 Adopted Budget	Fiscal Year 2016-17 Final Budget	Fiscal Year 2017-18 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
Requirements							
Staffing Expenses		0	1,800,985	1,855,357	1,516,785	(338,572)	-18.25%
Operating Expenses		4,055,715	10,470,833	12,677,726	13,769,905	1,092,179	8.61%
Capital Expenditures		2,489,704	5,067,683	6,236,638	1,981,945	(4,254,693)	-68.22%
Reimbursements		(41,977)	0	0	0	0	0.00%
Contingencies		0	108,495,246	42,664,526	75,579,719	32,915,193	77.15%
	Subtotal	6,503,442	125,834,747	63,434,247	92,848,354	29,414,107	46.37%
Operating Transfers Out		107,353,783	114,700,193	201,324,149	139,385,822	(61,938,327)	-30.77%
General Fund Contributions to Reserves		0	60,717,946	105,324,383	64,573,391	(40,750,992)	-38.69%
Non-General Fund Contribution to Reserves*		0	0	0	36,686	36,686	0.00%
	Total	113,857,225	301,252,886	370,082,779	296,844,253	(73,238,526)	-19.79%
Sources							
Taxes		556,464,058	543,435,848	560,807,642	574,509,781	13,702,139	2.44%
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		4,117,753	3,403,675	3,403,675	3,383,675	(20,000)	-0.59%
Fee/Rate		78,514,913	79,843,521	77,284,208	84,290,117	7,005,909	9.07%
Other Revenue		46,397,897	28,990,481	32,490,480	32,673,100	182,620	0.56%
Operating Transfers In		44,239,767	26,639,432	32,392,537	32,139,432	(253,105)	-0.78%
Use of Fund Balance**		(1,230,652)	40,417,428	40,417,428	34,715,633	(5,701,795)	-14.11%
General Fund Unassigned Fund Balance**		(66,950,694)	119,325,690	119,325,690	82,042,237	(37,283,453)	-31.25%
Use of General Fund Reserves		0	50,104,116	116,942,069	61,707,750	(55,234,319)	-47.23%
General Fund Allocation/Net County Cost		(549,494,817)	(592,706,304)	(614,779,950)	(610,416,472)	4,363,478	-0.71%
	Total	113,857,225	301,252,886	370,082,779	296,844,253	(73,238,526)	-19.79%

* Beginning in 2015-16, Non-General Fund budget units no longer budget contingencies, but rather contribute any excess available sources to a specific reserve account.

** For 2015-16, the Fund Balance budget line item represents either the actual use of fund balance (if positive amounts) or the actual increase to fund balance (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
2017-18 Beginning Budgetary * Fund Balance	**82,042,237**	**421,552,496**	**241,059,429**	**186,998,118**	**(235)**
Add:					
Revenues	2,929,134,430	689,494,592	728,314,720	10,649,495	-
Other Financing Sources	20,480,000	11,659,432	108,870,454	141,707,084	5,000
Use of Reserves**	61,707,750	-	21,480,129	9,284,187	-
Total Available Financing	3,093,364,417	1,122,706,520	1,099,724,732	348,638,884	4,765
Less:					
Expenditures	2,844,558,329	725,080,607	920,998,851	347,515,026	-
Other Financing Uses	128,491,652	10,894,170	111,214,847	1,105,810	-
Increase in Reserves**	64,573,391	-	67,511,034	18,048	4,765
Total Requirements	3,037,623,372	735,974,777	1,099,724,732	348,638,884	4,765
2017-18 Projected Ending Budgetary Fund Balance	**55,741,045**	**386,731,743**	**-**	**-**	**-**
Available Reserves	**393,340,100**		**398,810,412**	**18,048**	**1,621,761**
Available Reserves General Fund - Aging and Adult Services (AAF)	**627,515**				

*In the table above, Beginning Budgetary Fund Balance and Increase in Reserves for the General Fund is $627,515 lower than the number that appears in the State Controller (SCO) Schedules (Appendix G). This is due to a contribution to Available Reserves that is shown as a 2016-17 transaction for budget purposes, but as a 2017-18 transaction on the SCO Schedules.

**Decrease in Reserves and Increase in Reserves include adjustments based on June 30, 2017 actual fund balance and Contributions To and Uses of Reserves included in the 2017-18 Budget.

General Fund

For the General Fund, budgetary fund balance is expected to decrease by $26.3 million. This decrease reflects the use of a portion of Fund Balance to fund, on a one-time basis, Contributions to General Fund Reserves, additional funding to the San Bernardino County Fire Protection District (SBCFPD), and funding to the Registrar of Voters reflecting the elections cycle for this fiscal year. Contributions to General Fund Reserves include an increase to the General Purpose Reserve ($10.7 million), the establishment of a Reserve for Crime Sweeps ($1.0 million), the establishment of a reserve to fund a Memorandum of Understanding with the California University of Science and Medicine ($1.0 million), and an increase in the Retirement Reserve ($2.4 million). One-Time funding to SBCFPD includes $733,775 for the provision of Advanced Life Support emergency ambulance services to the Baker Area, $1.5 million for restoration of the Inmate Hand Crew program, and $1.5 million for the continued operation of the Wonder Valley Station for up to one additional year. One-Time funding of $4.4 million to the Registrar of Voters recognizes that the number of annual elections conducted by the Registrar of Voters varies from year to year.

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 $34.8 million.

For the Realignment funds, departmental usage exceeds anticipated revenue by $24.7 million. Changes include:

- Projected decreased fund balances for 1991 Realignment of $15.5 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 $3.4 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 2017-18 decrease in fund balance of $241.1 million represents the anticipated use of available fund balance to fund operations, and contributions to reserves.

Significant details regarding projected uses of fund balances for Special Revenue Funds include:

- **Community Development and Housing** anticipates a use of fund balance of $17.8 million for infrastructure improvements, and large HOME projects.
- **Behavioral Health – Mental Health Services Act (MHSA)** budget unit projects a $63.5 million use of fund balance to fund startup costs associated with the new Electronic Health Records system, to provide matching grant funds for one-time capital expenditures related to the establishment of two crisis stabilization units and four residential treatment centers, and other one-time capital expenditures.
- **Human Services - Wraparound Reinvestment Fund** budgets a $5.2 million use of fund balance: $3.5 million to provide matching funds for various programs and $1.7 million to increase Available Reserves.
- **Sheriff/Coroner/Public Administrator** anticipates a $13.8 million use of fund balance: $10.5 million to fund planned operating, fixed asset, and capital expenditures; and $3.2 million to increase Available Reserves.
- **Public Works – Transportation – Road Operations** anticipates a $28.1 million use of fund balance to fund a variety of road related projects for 2017-18.
- **Fire Protection District** budgets a $13.2 million use of fund balance. Of this amount, $4.4 million represents the use of funds set-aside for termination benefits and capital improvement/replacement projects.

Capital Project Funds

The projected 2017-18 use of available unreserved fund balance in the amount of $187.0 million, revenue and other financing sources of $152.4 million, and Use of Reserves of $9.3 million, leaves $0.02 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 carryover balances are budgeted 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 government's 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 - Office of Homeless Services	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

General Fund

Land Use Services - Fire Hazard Abatement	AAA WAB
Land Use Services - Land Development	AAA LND
Land Use Services - Planning	AAA PLN
Law and Justice Group Administration	AAA LNJ
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 - CalWORKs Maintenance of Effort (MOE)	AAI CAO
2011 Realignment - Support Services	AAJ CAO
Family Support Realignment	AAK CAO
Parole Revocation	AAH DAP
Juvenile Justice	AAH JJA
Local Community Corrections	AAH LCC
Local Innovation Subaccount	AAH LIS
Trial Court Security	AAH TCS
Protective Services	AAJ HHS
Behavioral Health	AAJ MLH

Special Revenue Funds

Agriculture/Weights and Measures - California Grazing	SCD ARE
Airports - Capital Improvement Program	RAA APT
Airports - Capital Improvement Program	RCD APT
Airports - Chino Airport Commercial Hangars	RCI APT
Assessor/Recorder/County Clerk - Electronic Recording	SIW REC

Special Revenue Funds

Assessor/Recorder/County Clerk - Recorder Records	SIX REC
Assessor/Recorder/County Clerk - Social Security Number Truncation	SST REC
Assessor/Recorder/County Clerk - Systems Development	SDW REC
Assessor/Recorder/County Clerk - Vital Records	SDX REC
Auditor-Controller/Treasurer/Tax Collector - Redemption Restitution Maintenance	SDQ TTX
Behavioral Health - Block Grant Carryover Program	SDH MLH
Behavioral Health - Court Alcohol and Drug Program	SDI MLH
Behavioral Health - Driving Under the Influence Programs	SDC MLH
Behavioral Health - Mental Health Services Act	RCT MLH
Community Development and Housing Agency	SAR ECD
Community Development and Housing Agency	SAS ECD
Community Development and Housing Agency	SAT ECD
Community Development and Housing Agency	SAU ECD
Community Development and Housing Agency	SAV ECD
Community Development and Housing Agency	SBA ECD
Community Development and Housing Agency	SBD ECD
Community Development and Housing Agency	SBE ECD
Community Development and Housing Agency	SBQ ECD
Community Development and Housing Agency	SBR ECD
Community Development and Housing Agency	SBW ECD
Community Development and Housing Agency	SBZ ECD
Community Development and Housing Agency	SCS ECD
Community Development and Housing Agency	SDK ECD
Community Development and Housing Agency	SDR ECD
Community Development and Housing Agency	SIO 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
Domestic Violence and Child Abuse Services	SDP DVC
Domestic Violence and Child Abuse Services	SJT DVC
Economic Development - Housing Successor	SPH RDA
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

Special Revenue Funds

Flood Control - Zone 1	RFA 091
Flood Control - Zone 1	RFB 091
Flood Control - Zone 2	RFF 092
Flood Control - Zone 3	RFL 093
Flood Control - Zone 3	RFM 093
Flood Control - Zone 4	RFQ 094
Flood Control - Zone 5	RFT 095
Flood Control - Zone 6	RFV 096
Health Administration - Master Settlement Agreement	RSM MSA
Human Resources - Commuter Services	SDF HRD
Human Resources - Employee Benefits and Rewards	SDG HRD
Human Services - Wraparound Reinvestment Fund	SIN BHI
Human Services	SDL DPA
Law and Justice Group - 2012 Justice Assistance Grant	SDZ LNJ
Law and Justice Group - Southwest Border Prosecution Initiative	SWI LNJ
County Museum	RKR CMU
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	RWV TRA
Public Works - Transportation - Measure I Program	SWV TRA
Public Works - Transportation - Measure I Program	SXA TRA

Special Revenue Funds

Public Works - Transportation - Measure I Program	SXB TRA
Public Works - Transportation - Measure I Program	SXC TRA
Public Works - Transportation - Measure I Program	SXD TRA
Public Works - Transportation - Measure I Program	SXE TRA
Public Works - Transportation - Measure I Program	SXF TRA
Public Works - Transportation - Measure I Program	SXO TRA
Public Works - Transportation - Measure I Program	SXU TRA
Public Works - Transportation - Measure I Program	SXV TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEA TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEH TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEJ TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEK TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEM TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEN TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEO TRA
Public Works - Transportation - Regional Development Mitigation Plan	SER TRA
Public Works - Transportation - Regional Development Mitigation Plan	SES TRA
Public Works - Transportation - Regional Development Mitigation Plan	SET TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEV TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEW TRA
Public Works - Transportation - Regional Development Mitigation Plan	SEZ TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFA TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFJ TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFK TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFN TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFR TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFT TRA
Public Works - Transportation - Regional Development Mitigation Plan	SFW TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGB TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGC TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGL TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGN TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGO TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGT TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGU TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGV TRA
Public Works - Transportation - Regional Development Mitigation Plan	SGW TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHB TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHC TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHF TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHH TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHI TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHK TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHL TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHN TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHO TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHQ TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHR TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHU TRA
Public Works - Transportation - Regional Development Mitigation Plan	SHW TRA



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
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
Sheriff/Coroner/Public Administrator - CAL-ID Program	SDA 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 - 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	CJY CIP
Arrowhead Regional Medical Center - Capital Improvements	CJE CIP
Community Development and Housing	CXN ECD
Community Development and Housing	CXO ECD
Community Development and Housing	CXP ECD
Community Development and Housing	CXQ ECD

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 - 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
Regional Parks - Active Outdoors	EME CCP
Museum Store	EMM CCM

Internal Service Funds

Fleet Management - Garage	IFM FLT
Information Services - Computer Operations	IAJ ISD
Information Services - Telecommunication Services	IAM ISD
Information Services - Business Solutions Development	IPD ISD
Public Works - Flood Control Equipment	ICA 097
Purchasing - Mail/Courier Services	IAY PUR
Purchasing - Printing Services	IAG PUR
Purchasing - Surplus Property and Storage Operations	IAV PUR
Risk Management - Earned Leave	IDI RMG
Risk Management - Insurance Programs	IAA RMG
Risk Management - Insurance Programs	IAB 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	IAX RMG
Risk Management - Insurance Programs	IBB RMG
Risk Management - Insurance Programs	IBC RMG
Risk Management - Insurance Programs	IBD RMG
Risk Management - Insurance Programs	IBF RMG
Risk Management - Insurance Programs	IBG RMG
Risk Management - Insurance Programs	IBH RMG

Internal Service Funds

Risk Management - Insurance Programs	IBI RMG
Risk Management - Insurance Programs	IBK RMG
Risk Management - Insurance Programs	IBL 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-2 Twin Peaks	CPS 225
CSA 70 Improvement Zone R-39	CWF 527
CSA 29 Lucerne Valley	CAF 245
CSA 70 North Etiwanda Preserve	CAT 547
CSA 70 Lake Gregory	CJA 105
CSA 18 Road Paving	SKO 190
CSA 70 Devore	CLA 105
CSA 70 Lytle Creek	COB 306
CSA 70 R-2 Twin Peaks	COC 225
CSA 70 R-46 South Fairway Drive	CPY 566

Enterprise Funds

CSA70-DB2 Big Bear	EIB 570
CSA 42 Oro Grande	EAP 310
CSA 53 B Fawnskin	EBA 365
CSA 64 Spring Valley Lake	EBM 420
CSA 70 BL Bloomington	EAR 333
CSA 70 GH Glen Helen	ELH 306
CSA 70 S-3 Lytle Creek	ECP 305
CSA 70 S-7 Lenwood	ECR 315
CSA 70 SP-2 High Country	EFA 490
CSA 79 Green Valley Lake	EFP 485
CSA 82 Searles Valley	EFY 495
CSA 42 Oro Grande	EAS 310
CSA 64 Spring Valley Lake	ECB 420
CSA 70 CG Cedar Glen	ELL 563
CSA 70 F Morongo Valley	EBY 135
CSA 70 J Oak Hills	ECA 165

Enterprise Funds

CSA 70 W-1 Goat Mountain	ECS 345
CSA 70 W-3 Hacienda	ECY 350
CSA 70 W-4 Pioneertown	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 CG Cedar Glen	CRD 563
CSA 70 CG Cedar Glen	CRL 563
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
CSA 70 Zone F Morongo Valley	CWD 135
CSA 70 W-1 Goat Mountain	EDY 345
CSA 70 W-1 Goat Mountain	EFQ 345
CSA 42 Oro Grande	MSC 310

Permanent Fund

CSA 70 North Etiwanda Trust Reserve	VFG 547

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 North Etiwanda	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 250
CSA 53 A Big Bear	SJP 365
CSA 54 Crest Forest	SJV 370

Special Revenue Funds	
CSA 70 EV-1 Citrus Plaza	SQW 103
CSA 70 GH Glen Helen	RWX 306
CSA 70 SL-2 Chino	SQX 577
CSA 70 SL-3 Mentone	SQZ 578
CSA 70 SL-4 Bloomington	SMC 202
CSA 70 SL-5 Muscoy	SMJ 210
CSA 73 Arrowbear Lake	SOP 460
CSA SL-1 Countywide	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
EL Mirage Streetlight	SQU 212

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
Bloomington Park	CAQ 625
Bloomington Park	CAR 625

Enterprise Funds	
CSA 70 Bloomington	ECH 333
CSA 70 Bloomington	ECI 333

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
North Desert Regional Service Zone	SLR 201
South Desert Regional Service Zone	FSZ 610
South Desert Regional Service Zone	FND 610
South Desert Regional Service Zone	FTP 610
Valley Regional Service Zone	FVZ 580
Valley Regional Service Zone	FCD 580
Valley Regional Service Zone	FSB 580
Valley Regional Service Zone	FWC 580
Community Facilities District 2002-2	SFE 106
Hazardous Materials	FHZ 107
Household Hazardous Waste	FHH 107

Capital Improvement Funds	
SBC Fire Protection District	CRE 106

Special Revenue Funds	
Cal OES Grant Programs	SME 108
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

ADMINISTRATION

CLASSIFICATION LISTING AND POSITION COUNT

Board of Supervisors

First District

	Classification
1	Elected Supervisor
1	Chief of Staff
2	Deputy Chief of Staff
1	District Director
1	Field Representative II
1	Special Assistant
1	Secretary I
1	Community Service Liaison
1	Field Representative I
10	Total

Second District

	Classification
1	Elected Supervisor
1	Chief of Staff
1	Deputy Chief of Staff
1	Staff Assistant
1	Field Representative II
3	Field Representative I
1	District Representative
1	Intern Staff Assistant
10	

Third District

	Classification
1	Elected Supervisor
1	Chief of Staff
1	Deputy Chief of Staff
2	Field Representative I
1	Executive Secretary
1	BOS Administrative Analyst
1	Executive Aide I
1	Executive Aide II
1	Communications Advisor I
1	Community Services Liaison
11	Total

Fourth District

	Classification
1	Elected Supervisor
1	Chief of Staff
1	District Director
1	Policy Director
3	Policy Advisor I
1	Field Representative I
2	Special Assistant
1	Supervisors Executive Aide
1	Special Projects Coordinator
2	Community Service Liaison
14	Total

Fifth District

	Classification
1	Elected Supervisor
1	Chief of Staff
1	Policy Advisor I
1	Communications Advisor I
1	BOS Administrative Analyst
1	Executive Secretary
2	Community Service Liaison
1	Special Assistant
1	Field Representative I
1	Constituent Services Representative
11	Total

Clerk of the Board

Administrative and Special Projects/Environmental Notices/Business License

	Classification
1	Clerk of the Board
1	Chief Deputy Clerk of the Board
1	Staff Analyst II
1	Executive Secretary III
1	Office Assistant III
5	Total

Agenda Process

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

Assessment Appeals

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

Boards, Commissions and Committees/Conflict of Interest

	Classification
1	Board Services Supervisor
1	Total

ADMINISTRATION

CLASSIFICATION LISTING AND POSITION COUNT

County Administrative Office

County Administrative Office

	Classification
1	Chief Executive Officer
1	Total

Board Administration

	Classification
1	Executive Secretary III
2	Executive Secretary II
3	Total

Special Projects

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

Public Information Office

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

Governmental & Legislative Affairs

	Classification
1	Director of Gov't/Legislative Affairs
2	Legislative Analyst II
1	Government Relations Analyst II
1	Cont Special Projects Coordinator
5	Total

Labor Relations

	Classification
1	County Labor Relations Chief
1	Human Resources Officer III
1	Human Resources Officer II
1	Human Resources Analyst III
1	Labor Relations Financial Analyst
1	Executive Secretary III
6	Total

Strategic Initiatives

	Classification
1	Strategic Initiatives Chief
1	Process Improvement Coordinator
1	Staff Analyst II
2	Accountant II
5	Total

County Counsel

Administration/Fiscal

	Classification
1	County Counsel
1	Chief Assistant County Counsel
1	Admin Aide to County Counsel
1	Chief of County Counsel Admin
1	Staff Analyst II
1	Accounting Technician
1	Fiscal Specialist
1	Payroll Specialist
1	Executive Secretary I
1	Office Assistant III
10	Total

Legal Services

	Classification
5	Principal Assistant County Counsel
1	Extra Help Principal Assistant County Counsel
5	Supv Deputy County Counsel
39	Deputy County Counsel
1	Extra Help Deputy County Counsel
3	County Counsel Senior Paralegal
8	County Counsel Paralegal
3	County Counsel Lead Secretary
17	Executive Secretary II
1	Office Assistant IV
6	Office Assistant III
89	Total



ADMINISTRATION

CLASSIFICATION LISTING AND POSITION COUNT

Finance and Administration

Finance and Administration

	Classification
1	Assistant Executive Officer - Finance and Administration
1	County Chief Financial Officer
2	Deputy Executive Officer
1	Chief Administrative Analyst
2	Principal Administrative Analyst
9	Administrative Analyst III
1	Finance and Administration Projects Coordinator
1	Contract Indigent Defense Analyst
1	Executive Secretary III
1	Public Service Employee
20	Total

Fleet Management

Administration

	Classification
1	Director of Fleet Management
1	Executive Secretary II
2	Total

Business Office/Motor Pool

	Classification
1	Motor Fleet Maintenance Sup't
1	Accounting Technician
2	Fiscal Assistant
1	Fiscal Specialist
1	Motor Fleet Shop Supervisor
1	Motor Pool Assistant
1	Motor Pool Specialist
1	Office Assistant III
1	Payroll Specialist
2	Staff Analyst II
12	Total

Main Garage

	Classification
1	Motor Fleet Maintenance Sup't
2	Custodian I
3	Equipment Parts Specialist I
1	Equipment Part Supervisor
3	Equipment Svcs Specialist I
1	Garage Service Writer
5	Mechanics Assistant
18	Motor Fleet Mechanic I
4	Motor Fleet Mechanic II
2	Motor Fleet Shop Supervisor
4	Motor Pool Assistant
1	Storekeeper
2	Stores Specialist
3	Public Service Employee
50	Total

Service Centers

	Classification
1	Motor Fleet Maintenance Sup't
3	Equipment Svcs Specialist I
2	Equipment Svcs Specialist II
3	Mechanics Assistant
12	Motor Fleet Mechanic I
5	Motor Fleet Mechanic II
3	Motor Fleet Shop Supervisor
1	Motor Pool Assistant
2	Public Service Employee
32	Total

ADMINISTRATION

CLASSIFICATION LISTING AND POSITION COUNT

Human Resources

Administration

	Classification
1	Director of Human Resources
1	Executive Secretary II
1	Executive Secretary I
3	Total

Civil Service Commission

	Classification
1	Secretary, Civil Service Commission
1	Total

Talent Management & Operations

	Classification
1	Assistant Director of Human Resources
6	Office Assistant III
1	Testing & Certification Supervisor
2	Office Assistant IV
10	Total

Equal Employment Opportunity

	Classification
1	Human Resources Specialist
1	Human Resources Senior Specialist
1	Personnel Technician
3	Total

Content

	Classification
1	Human Resources Manager
1	Total

Strategic Staffing

	Classification
12	Human Resources Specialist
2	Human Resources Senior Specialist
1	Human Resources Chief
1	Office Assistant III
5	Personnel Technician
21	Total

Employee Engagement

	Classification
1	Human Resources Chief
3	Human Resources Specialist
18	Human Resources Officer
3	Human Resources Team Leader
25	Total

Western Region Item Bank

	Classification
1	Office Specialist
1	Total

Communication & Innovation

	Classification
1	Human Resources Chief
1	Personnel Technician
2	Total

Administrative Services

	Classification
1	Administrative Analyst I
1	Accountant II
1	Fiscal Specialist
3	Total

Technology

	Classification
1	Cont EMACS Project Manager
1	Human Resources Senior Specialist
2	Systems Procedures Analyst I
2	Systems Procedures Analyst II
1	EMACS-HR Supervisor
8	Office Specialist
1	Office Assistant III
16	Total

Compensation/Classification

	Classification
1	Human Resources Senior Specialist
4	Human Resources Specialist
5	Total



ADMINISTRATION

CLASSIFICATION LISTING AND POSITION COUNT

Human Resources – Center for Employee Health and Wellness

Center for Employee Health and Wellness

	Classification
1	Chief of Clinical Operations
1	Supervising Occupational Health
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 Specialist
2	Office Specialist
3	Total

Human Resources – Employee Benefits and Rewards

Employee Benefits and Rewards

	Classification
1	Human Resources Chief
1	Human Resources Manager
1	Human Resources Analyst II
5	Human Resources Specialist
2	Personnel Technician
1	Accounting Technician
1	Fiscal Specialist
2	Supervising Office Specialist
12	Office Specialist
1	Executive Secretary II
2	Office Assistant III
1	Public Service Employee
30	Total

ADMINISTRATION

CLASSIFICATION LISTING AND POSITION COUNT

Information Services–GIS & Multi-Media Services

Geographic Information System

	Classification
3	Business Systems Analyst III
1	Geographic Info Sys Tech I
1	Geographic Info Sys Tech II
1	Geographic Info Sys Tech III
1	IT Technical Assistant II
1	Office Assistant II
1	Programmer Analyst I
2	Programmer Analyst III
1	Systems Development Team Ldr
12	Total

Multi-Media Services

	Classification
4	Multimedia Coordinator
1	Mutimedia Supervisor
1	Systems Development Div Chief
6	Total

Information Services – Computer Operations

Enterprise Processing

	Classification
5	Computer Operations Specialist
1	Computer Operations Supervisor
2	Computer Operator II
6	Computer Operator III
1	Office Assistant II
1	Office Assistant III
2	Production Control Supervisor
2	System Support Analyst II
7	System Support Analyst III
1	Systems Support Division Chief
1	Systems Support Supervisor
29	Total

Central Imaging

	Classification
1	Microfilm Tech III
3	Office Assistant II
1	Office Asst IV
1	Photographic Lab Tech
1	Supervising Office Asst
2	Systems Support Analyst III
9	Total

Finance and Administration

	Classification
2	Accounting Technician
1	Administrative Supervisor I
1	Asst Chief Information Officer
1	Chief Information Officer
1	Chief Information Security Officer
1	Department Technology Chief
1	Executive Secretary II
2	Fiscal Assistant
1	Fiscal Specialist
1	Info Services Finance Officer
1	Info Services Chief Finance Officer
1	Office Assistant II
1	Office Assistant III
1	Payroll Specialist
6	Staff Analyst II
1	Supervising Accountant II
23	Total

EMACS Support

	Classification
1	Systems Support Analyst III
1	Total

Core Solutions and Security

	Classification
5	Applications Specialist
9	Automated Systems Analyst I
3	Automated Systems Analyst II
3	Automated Systems Technician
1	Business Applications Manager
1	Business Systems Analyst III
6	Help Desk Technician II
1	Info Services Division Chief
2	IT Technical Assistant II
1	Product Management Supervisor
1	Supvg Auto Systems Analyst II
3	Systems Support Analyst II
9	Systems Support Analyst III
2	Systems Support Supervisor
1	Technology Helpdesk Supervisor
1	Teleprocessing Specialist
49	Total

Server Management

	Classification
1	Business Systems Analyst III
1	Computer Operations Specialist
1	IT Technical Assistant II
1	Office Assistant II
2	Systems Support Analyst II
20	Systems Support Analyst III
1	Systems Support Division Chief
2	Systems Support Supervisor
29	Total

Enterprise Printing

	Classification
4	Computer Operator III
1	Office Assistant III
5	Total



ADMINISTRATION

CLASSIFICATION LISTING AND POSITION COUNT

Information Services – Telecommunication Services

Data Cabling

	Classification
5	Communications Installer
4	Communications Tech I
2	Communications Tech II
3	Communications Tech III
1	Supervising Communications Tech
15	Total

Radio Access

	Classification
8	800 Megahertz Analyst
1	Communications Installer
2	Communications Tech I
1	Communications Tech II
2	Communications Tech III
1	IT Technical Assistant II
1	Office Assistant III
2	Special Projects Leader
2	Systems Support Analyst III
1	Telecommunications Engineer II
1	Network Services Division Chief
1	Deputy Chief of Network Services
23	Total

Telephone Operations

	Classification
1	Communications Tech I
2	Communications Tech II
4	Communications Tech III
2	Network Services Supervisor
4	Office Assistant II
2	Special Projects Leader
1	Supervising Office Assistant
2	Supervising Communications Tech
2	Systems Support Analyst II
3	Systems Support Analyst III
3	Telecommunications Engineer II
6	Telephone Service Specialist
1	Network Services Division Chief
1	Deputy Chief of Network Services
1	IT Technical Assistant II
1	Business Systems Analyst III
1	Secretary I
37	Total

Radio Subscriber Maintenance

	Classification
2	Communications Tech I
1	Multimedia Coordinator
1	Network Services Supervisor
1	Office Assistant III
5	Total

Transport Operations

	Classification
2	Communications Tech II
2	Communications Tech III
2	Network Analyst
1	Network Services Supervisor
1	Supervising Communications Tech
8	Total

Time and Materials

	Classification
1	Communications Tech I
1	Total

Wide Area Network

	Classification
1	Business Systems Analyst II
1	Network Services Supervisor
1	Systems Support Analyst II
7	Systems Support Analyst III
10	Total

Warehouse Operations

	Classification
2	Equipment Parts Specialist I
2	Equipment Parts Specialist II
1	Equipment Parts Supervisor
5	Total

Information Services – Business Solutions Development

Business Solutions Development

	Classification
1	Business Applications Manager
12	Business Systems Analyst III
1	IT Technical Assistant I
3	IT Technical Assistant II
1	Office Assistant II
2	Programmer Analyst I
45	Programmer Analyst III
2	Programmer II
13	Programmer III
1	Business Solutions Division Chief
7	Systems Development Team Leader
1	Programmer Analyst Associate
89	Total

ADMINISTRATION

CLASSIFICATION LISTING AND POSITION COUNT

Purchasing Department

Executive

	Classification
1	Director of Purchasing
1	Executive Secretary II
2	Total

Administrative

	Classification
1	Purchasing Administration & Operations
2	Staff Analyst II
1	Accounting Technician
1	Fiscal Assistant
1	Office Assistant
1	Public Service Employee
7	Total

Procurement

	Classification
2	Supervising Buyer
5	Buyer III
7	Buyer II
1	Buyer II
1	Staff Analyst I
1	Office Specialist
17	Total

Information Technology

	Classification
2	Business Systems Analyst II
2	Total

Purchasing Department – Printing Services

Printing Services

	Classification
1	Printing Services Manager
1	Printing Services Supervisor
2	Reproduction Equipment Operator II
8	Reproduction Equipment Operator I
1	Multimedia Coordinator
13	Total

Graphic Design

	Classification
1	Graphic Designer II
3	Graphic Designer I
1	Graphic Technician
5	Total

Purchasing Department – Surplus Property and Storage Operations

Surplus Property and Storage

	Classification
1	Stores Supervisor II
1	Automated Systems Technician
2	Stores Specialist
4	Total

Purchasing Department – Mail/Courier Services

Mail/Courier

	Classification
1	Mail Services Manager
2	Mail Services Superivsor
2	Mail Processor III
16	Mail Processor II
21	Total



ADMINISTRATION

CLASSIFICATION LISTING AND POSITION COUNT

Risk Management

Admin/Fiscal

	Classification
1	Director
2	Deputy Director
1	Executive Secretary II
1	Staff Analyst II
1	Staff Analyst I
1	Accountant II
1	Accounting Technician
1	Payroll Specialist
2	Fiscal Assistant
11	Total

Workers' Compensaton

	Classification
2	Supervising Workers' Comp Adjuster
1	Workers' Comp Adjuster III
2	Staff Analyst II
16	Workers' Comp Adjuster II
1	Medical Only Claims Adjuster
7	Claims Assistant
1	Office Assisstant III
4	Office Assisstant II
34	Total

Liability

	Classification
1	Supervising Liability Claims Rep
1	Liability Claims Rep III
2	Liability Claims Rep II
3	Liability Claims Rep I
1	Office Assistant III
8	Total

Risk Control

	Classification
1	Risk Assessment Officer
1	Risk Control Officer
9	Dept. Risk Control Specialist
1	Staff Analyst II
1	Office Assistant III
13	Total

ARROWHEAD REGIONAL MEDICAL CENTER

CLASSIFICATION LISTING AND POSITION COUNT

Arrowhead Regional Medical Center

Administration

	Classification
1	Administrative Analyst III
1	ARMC Medical Director
1	Assoc Hosp Adm Professional Sv
1	Cont Director of ARMC
1	Executive Assistant
1	Executive Secretary II
1	Executive Secretary III -Class
8	Fiscal Specialist
1	General Services Aide
1	Hospital Employee Health Nurse
1	Licensed Vocational Nurse II
5	Office Assistant II
3	Office Assistant III
1	Office Specialist
1	Personnel Technician
1	Registered Nurse II-ARMC
8	Secretary I
1	Secretary II
1	Staff Analyst I
1	Staff Analyst II
1	Supervising Fiscal Specialist
41	Total

Patient Services

	Classification
8	ARMC House Supervisor-Per Diem
18	Assistant Nurse Manager
1	Assoc Chief Nursing Officer
1	AsstHospAdm-BehavioralHealth
4	Burn Care Technician
4	Certified Trauma Registrar
1	Chief Nursing Officer
10	Clinic Assistant
2	Clinical Nurse Specialist
16	Clinical Therapist I
1	Clinical Therapist II
1	Clinical Therapist Pre-License
2	Clinical Therpst I-Psychologst
1	Cont Dir of Perioperative Serv
1	Cont Occupational Therapist II
4	Cont Surgical Tech
28	Emergency Room Technician
5	Float Pool Regstrd Nurse-PDiem
1	Health Education Specialist II
117	Hospital Unit Assistant
5	House Supervisor
20	Lic Vocational Nurse-Per Diem
92	Licensed Vocational Nurse II
1	Mental Health Clinic Superviso
4	Mental Health Nurse Mgr-ARMC
5	Nurse Educator
9	Nurse Manager
3	Nurse Supervisor
188	Nursing Attendant
3	Nursing Program Coordinator
2	Occupational Therapist II
5	Occupational Therapy Assistant
8	Office Assistant II
12	Office Assistant III
53	Psychiatric Technician I
163	Registered Nurse II - Per Diem
337	Registered Nurse II-ARMC
5	Secretary I
68	Specialty Care Registerd Nurse
50	Specialty Care RN ER/Trauma-PD
198	Specialty Care RN-Per Diem
341	Speclty Care RN Critical Care
1	Sterile Processing Manager
8	SterileProcessingTechnician1
32	SterileProcessingTechnician2
8	Storekeeper
1	Stores Specialist
1	Stores Supervisor I
90	Student Nurse
1	Supervising Office Assistant
2	Supvg Sterile ProcessingTech
15	Surgical Technician
23	Telemetry Technician
2	Util Rvw/Perform Imp Nurse
2	Utilization Review Technician
1,984	Total

Primary and Specialty Clinics

	Classification
2	Ambulatory Clinic Manager
1	ARMC Patient Navigator
1	Assistant Nurse Manager
1	Assoc Hosp Adm Professional Sv
63	Care Assistant
72	Clinic Assistant
4	Clinic Operations Supervisor
3	Clinic Supervisor-ARMC
3	Clinical Therapist I
1	Cont Administrative Asst
3	Cont Assoc Clin Social Wrkr
3	Cont Clinic Support Staff
1	Cont Clinical Therapist II
1	Cont Data Analyst
3	Cont Health Navigator
3	Cont Physical Therapy Asst
2	Cont RN Care Manager
1	Contract Psychiatrist III-ARMC
5	Health Education Specialist II
1	Hospital Services Worker
2	Lic Vocational Nurse-Per Diem
39	Licensed Vocational Nurse II
4	Licensed Vocational Nurse III
1	Mobile Medical Clinic Operator
2	Nurse Educator
1	Nursing Attendant
18	Office Assistant III
1	Oral Surgery Technician
4	Orthopedic Technician
1	Patient Navigation Prgm Coord.
18	Registered Nurse II - Clinic
10	Registered Nurse II - Per Diem
3	Respiratory Care Practitioner2
16	RN Care Manager
2	Secretary I
1	Secretary II
1	Specialty Care RN-Per Diem
5	Speclty Care RN Critical Care
2	Staff Analyst II
1	Supvg Respiratory Care Practit
1	Utilization Review Technician
307	Total



ARROWHEAD REGIONAL MEDICAL CENTER

CLASSIFICATION LISTING AND POSITION COUNT

Arrowhead Regional Medical Center Continued

Medical Director

	Classification
1	Administrative Supervisor I
1	Cont Care Coordinator
1	Cont Research Program Coord
10	Cont Resident PGY IV
3	Cont Resident PGY V
146	Cont Resident PGY VI
14	Cont Resident PGY VII
6	Education Specialist
1	Institutional Review Brd Coord
1	Office Assistant II
1	Office Assistant III
1	Office Specialist
1	Secretary I
3	Staff Analyst I
1	Statistical Analyst
191	Total

Strategic Planning

	Classification
2	ARMC Medical Srvcs Prgrm Coord
1	Cont Alcohol & Drug Counselor
1	Cont Bus Sys Analyst II
4	Cont Clinical Therapist I
12	Cont Office Assistant
1	Cont Patient Navigator
3	Cont Program Manager
3	Cont RN Care Manager
4	Cont Utilization Review Tech
1	Contract Social Worker II
2	Education Services Supervisor
1	Healthcare Program Administrator
1	Hospital Customer Advocate
1	Marketing Specialist
1	Media Specialist II
1	Multimedia Coordinator
6	Nurse Educator
2	Office Assistant II
38	Office Assistant III
1	Office Assistant IV
1	Photographer
1	Registered Nurse II - Clinic
1	Secretary I
1	Secretary II
1	Supervising Office Specialist
1	Volunteer Services Coordinator
92	Total

Fiscal and Ancillary Services

	Classification
5	Accountant III
5	Accounting Technician
2	Administrative Supervisor I
3	Administrative Supervisor II
11	Applications Specialist
1	ARMC Assoc.Chief Financial Officer
1	ARMC Chief Financial Officer
1	ARMC Laboratory Manager
1	ARMC Social Services Manager
1	Assistant Health Info Manager
1	Ast Dir of Respiratory Care Sv
9	Automated Systems Analyst I
1	Automated Systems Analyst II
15	Automated Systems Technician
1	Autopsy Assistant
1	Business Applications Manager
1	Business Systems Analyst I
5	Business Systems Analyst II
4	Business Systems Analyst III
2	Care Assistant
1	Case Management Coordinator
2	Case Management Supervisor
1	Chief Medical Informtn Officer
7	Clinic Assistant
1	Cnt Spch Therap-Clncl Fellow
8	Collections Officer I
1	Cont Interim Medical Rec Sup
2	Cont Medical Lab Tech
6	Cont Medi-Cal Specialist
1	Cont Medi-Cal Specialist Spvsr
4	Cont Occupational Therapist II
8	Cont Physical Therapist II
1	Cont Physical Therapy Asst
16	Cont Radiological Tech
3	Cont Rehab Therapist - Speech
35	Cont Resp Care Prac II
1	Cont Revenue Cycle Director
4	Cont Social Srv Practitioner
3	Cont Spec Procedures Rad Tech
3	Cont Ultrasound Tech
1	Cont. Asst. Hosp. Admin-Fiscal
1	ContManagerPreMediCalQualDept
2	Cytotechnoligist
2	Departmental IS Administrator
4	Dialysis Technician
1	Director of Respiratory Care S
25	Fiscal Assistant
9	Fiscal Specialist
1	General Services Aide
30	Health Info Mgmt Assistant I
24	Health Info Mgmt Assistant II
2	Health Info Mgmt Assistant III
1	Healthcare Program Administrator
2	Histology Technician
3	Hospital Unit Assistant
287	Total

ARROWHEAD REGIONAL MEDICAL CENTER

CLASSIFICATION LISTING AND POSITION COUNT

Arrowhead Regional Medical Center Continued

Quality and Performance Improvement

	Classification
1	Assoc Hosp Adm Professional Sv
1	Biostatistician
2	Cancer Registry Specialist
2	Healthcare Program Administrat
1	Hospital Risk Coordinator
1	Librarian II
1	Lic Vocational Nurse-Per Diem
3	Licensed Vocational Nurse II
3	Medical Staff Coordinator
1	Nurse Epidemiologist
1	Office Assistant II
5	Office Specialist
1	Process Improvement Coordinator
2	Process Improvement Specialist
1	Quality Management Coordinator
6	Quality Management Nurse
1	Registered Nurse II - Per Diem
1	Registered Nurse II-ARMC
1	Secretary II
1	Spvg Medical Staff Coordinator
36	Total

General Support and Compliance

	Classification
1	Administrative Supervisor I
2	Air Conditioning Mechanic
1	ARMC Bldg Maint and Secty Mgr
1	ARMC Executive Chef
1	ARMC Facilities Project Managr
1	ARMC Safety Technician
1	Assoc Hosp Adm Professional Sv
5	Bio-Medical Electronic Tech I
1	Bio-Medical Electronic Tech II
5	Building Plant Operator
1	Compliance Specialist
3	Cont ARMC Security Technician
7	Cook I
11	Cook II
3	Cook III
143	Custodian I
3	Custodian II
4	Dietary Services Supervisor
3	Dietetic Technician
8	Dietitian
3	Electrician
6	Fiscal Assistant
1	Fiscal Specialist
33	Food Service Worker I
13	Food Service Worker II
7	General Maintenance Mechanic
4	General Maintenance Worker
3	General Services Aide
5	Hospital Plant Operator
1	HospitalEnviron.Services Supvr
2	Lead Dietitian
6	Linen Room Attendant
2	Maintenance Supervisor
1	Material Manager
1	Medical Center Hskpg/Linen Mgr
5	Office Assistant II
2	Office Assistant III
1	Office Specialist
3	Painter I
3	Plumber
1	Privacy & Compliance Specialist
3	Secretary I
1	Secretary II
71	Security Technician I
10	Security Technician II
2	Staff Analyst II
4	Storekeeper
3	Stores Specialist
1	Supervising Bio Med Elect Tech
403	Total

Fiscal and Ancillary Services (cont'd)

	Classification
1	Patient Accounts Supervisor
27	Phlebotomist
3	Physical Therapist Assistant
10	Physical Therapist II
1	Programmer Analyst I
1	Programmer Analyst II
5	Public Service Employee
1	Pulmonary Function Specialist
1	Radiographic Clinical Instruct
15	Radiologic Technologist II
3	Radiologic Technologist III
1	Radiologic Technologist School
1	Radiology Manager
1	Radiology Supervisor
24	Registered Nurse Case Manager
5	Registered Nurse II-ARMC
4	Rehabilitation Services Aide
1	Rehabilitation Services Manag
23	Respiratory Care Practitioner2
6	Respiratory Therapist
4	RespiratoryCarePractitioner3
10	RN Case Manager-Per Diem
7	Secretary I
15	Social Service Practitioner IV
1	SpcltyCare RN CrtclCareTrainee
19	Special Proc Rad Technolog 2
3	Special Proc Rad Technolog 3
21	Specialty Care Registerd Nurse
12	Specialty Care RN-Per Diem
3	Speclty Care RN Critical Care
2	Speech Therapist
7	Staff Analyst II
6	Supervising Office Assistant
2	Supervising Office Specialist
1	Supervising Phlebotomist
1	Supv Rehabilitation Therapist
1	Supvg Collections Officer
3	Supvg Health Info Mgmt Assist
6	Supvg Laboratory Technologist
7	Supvg Respiratory Care Practit
1	Supvg Social Service Practitioner
1	Supvg Utilization Review Techn
1	Systems Accountant I
1	Systems Support Analyst II
10	Ultrasound Technologist II
1	Ultrasound Technologist III
9	Utilization Review Technician
289	Total



ARROWHEAD REGIONAL MEDICAL CENTER

CLASSIFICATION LISTING AND POSITION COUNT

Arrowhead Regional Medical Center Continued

General Support and Compliance (cont'd)

	Classification
1	Supervising Dietitian
4	Supervising Security Technicia
7	Supvg Custodian
12	Total

Fiscal and Ancillary Services (cont'd)

	Classification
17	Laboratory Assistant
34	Laboratory Technologist II
7	Laboratory Technologist III
3	Laboratory Technologist Intern
1	Lead Physical Therapist
9	Licensed Vocational Nurse II
14	Medical Records Coder I
9	Medical Records Coder II
1	Medical Records Manager
2	Medical Records Supervisor
1	Neurodiagnostic Technolgst II
1	Neurodiagnostic Technologist
2	Nuclear Medicine Technologist
1	Nurse Manager
1	Nurse Supervisor
7	Occupational Therapist II
2	Occupational Therapy Assistant
31	Office Assistant II
93	Office Assistant III
8	Office Assistant IV
20	Office Specialist
264	Total

COMMUNITY DEVELOPMENT AND HOUSING AGENCY

CLASSIFICATION LISTING AND POSITION COUNT

Community Development and Housing

CDH Administration

	Classification
1	Director Community Devlp&House
1	Automated System Analyst I
2	Cont Housing Projct Manager
4	Total

Agency Administration

	Classification
1	Deputy Executive Officer
1	Executive Secretary I
2	Total

Finance

	Classification
1	Admin Supervisor I
2	Staff Analyst II
1	Fiscal Specialist
1	PSE
5	Total

CDBG

	Classification
1	Supvg ECD Analyst
3	ECD Analyst II
1	ECD Technician
5	Total

Development & Housing

	Classification
1	Contract Housing Analyst
1	Secretary I
1	CommDev& Housng Proj Mgr II
1	Contract Housing Manager
4	Total

HOME Admin, Homeless & Asset Mgmt

	Classification
1	Contract Housing Analyst I
1	Secretary I
1	Administrative Manager
2	ECD Analyst II
1	ECD Technician
6	Total

Office of Homeless Services

Administration

	Classification
1	Homeless Services Officer
1	Secretary I
1	Admin Supervisor I
3	Total

Homeless Management Information System

	Classification
1	Automated Systems Analyst I
1	Automated Systems Technician
1	Office Assistant II
3	Total

Homeless Services/Contiuum of Care

	Classification
1	Staff Anayst II
2	Program Specialist
3	Total



ECONOMIC DEVELOPMENT AGENCY

CLASSIFICATION LISTING AND POSITION COUNT

Economic Development

Executive Office

	Classification
1	Deputy Executive Officer
1	Economic Development Manager
2	Total

Administration

	Classification
1	Executive Secretary II
1	Staff Analyst II
1	Public Service Employee
3	Total

Economic Development

	Classification
1	Sr Economic Development Coordinator
1	Total

Research Analytics

	Classification
1	Economic Development Coordinator III
1	Total

Business Services

	Classification
1	Economic Development Coordinator III
1	Public Service Employee
2	Total

Attraction/Marketing/Tourism/Film

	Classification
1	Economic Development Coordinator III
1	Public Service Employee
1	Economic Development Technician
3	Total

Workforce Development

Director

	Classification
1	Director
1	Total

Workforce Development Board Support

	Classification
1	Executive Secretary II
1	Contract Project Executive
2	Total

Research Analytics

	Classification
1	Administrative Supervisor I
1	Total

Finance

	Classification
1	Administrative Manager
1	Administrative Supervisor I
2	Staff Analyst II
1	Internal Review Accountant III
1	Accountant II
2	Accounting Technician
2	Fiscal Specialist
1	Fiscal Assistant
11	Total

Business Services

	Classification
1	Administrative Supervisor I
12	Workforce Development Specialist
2	Workforce Development Supervisor I
15	Total

Administration

	Classification
1	Administrative Manager
1	Administrative Supervisor II
1	Automated Systems Technician
2	Office Assistant III
3	Staff Analyst II
2	Program Specialist I
1	Workforce Program Coordinator
1	Program Specialist II
1	Secretary I
1	Payroll Specialist
14	Total

Program

	Classification
1	Deputy Director
4	Staff Analyst II
3	Workforce Development Manager
3	Workforce Development Supervisor I
11	Workforce Development Technician
33	Workforce Development Specialist
10	Contract Workforce Specialist
4	Office Assistant II
2	Staff Analyst I
1	Secretary II
72	Total

FISCAL

CLASSIFICATION LISTING AND POSITION COUNT

Assessor/Recorder/County Clerk

Management

	Classification
1	Assessor/Recorder
1	County Clerk
1	Assistant Assessor
1	Assistant Recorder
4	Total

Administrative Services

	Classification
1	ARC Admin and Financial Manager
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
9	Total

Assessment Services

	Classification
1	Assessment Services Manager
11	Office Assistant III
2	Supv Title Trans Technician II
2	Supv Title Transfer Technician I
4	Title Transfer Technician II
14	Title Transfer Technician I
1	Cadastral Services Supervisor
1	Cadastral Drafting Technician III
2	Cadastral Drafting Technician II
1	Cadastral Drafting Technician I
39	Total

Valuations

	Classification
1	Chief Appraiser
3	Principal Appraiser
8	Supervising District Appraiser
13	Appraiser III
46	Appraiser II
15	Appraisal Technician
2	Supervising Auditor Appraiser
2	Auditor-Appraiser III
9	Auditor-Appraiser II
16	Office Assistant III
4	Public Service Employee
1	Contract Property Tax Appeal Consultant
120	Total

Recorder Services

	Classification
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
3	Fiscal Assistant
1	Office Assistant II
2	Public Service Employee
56	Total

Information Technology

	Classification
1	Business Applications Manager
1	Business Systems Analyst III
1	Business Systems Analyst II
1	Automated Systems Analyst II
2	Automated Systems Analyst I
1	Automated Systems Technician
1	Office Assistant III
8	Total

Assessor/Recorder/County Clerk – Recorder Special Revenue Funds Consolidated

Systems Development

	Classification
2	Programmer Analyst III
1	Automated Systems Analyst II
3	Automated Systems Analyst I
1	Automated Systems Technician
7	Total

Recorder Records (Archives)

	Classification
1	Archives Program Administrator
2	Archives Technician
3	Total

FISCAL

CLASSIFICATION LISTING AND POSITION COUNT

Auditor-Controller/Treasurer/Tax Collector

Management

	Classification
1	Elected Auditor-Controller/Treasurer/Tax
2	Assistant Auditor-
3	Executive Secretary III
6	Total

Administrative Support

	Classification
1	Administrative Supervisor II
2	ATC Project Administrator
1	Accountant II
1	Fiscal Specialist
1	Office Assistant III
1	Payroll Specialist
10	Public Service Employees
17	Total

Information Technology Division

	Classification
1	Departmental IS Adminstrator
2	Business Applications Manager
1	Secretary I
1	Business Systems Analyst III
2	Department Systems Engineer
6	Programmer Analyst III
3	Automated Systems Analyst II
3	Automated Systems Analyst I
3	Automated Systems Technician
22	Total

Auditor Division

	Classification
1	Auditor-Controller Division Chief
1	Secretary II
1	Auditor-Controller Manager
2	Supervising Internal Auditor III
1	Internal Auditor IV
4	Internal Auditor III
2	Internal Auditor II
1	Accountant III
2	Accountant II
1	Accounting Technician
16	Total

Controller Division

	Classification
1	Auditor-Controller Division Chief
1	Secretary I
2	Auditor-Controller Manager
2	Supervising Accountant III
5	Systems Accountant II
8	Accountant III
3	Contract Accountant III
3	Accountant II
1	Contract Accountant II
2	Accounting Technician
28	Total

Treasurer Division

	Classification
1	Chief Deputy Treasurer
1	Investment Officer
1	Assistant Investment Officer
2	Investment Analyst
1	Banking and Settlement Compliance
1	Accounting Technician
1	Fiscal Assistant
8	Total

Disbursements Division

	Classification
2	Auditor-Controller Manager
1	Secretary I
1	Supervising Accountant III
1	Supervising Accountant II
1	Systems Accountant II
3	Accountant III
1	Accountant II
1	Accounting Technician
3	Supervising ATC Payroll Technician
5	ATC Payroll Technician
1	Supervising Fiscal Specialist
3	Fiscal Specialist
7	Fiscal Assistant
11	Office Assistant III
2	Office Assistant II
3	Public Service Employee
46	Total

Property Tax Division

	Classification
1	Auditor-Controller Division Chief
2	Auditor-Controller Manager
1	Supervising Accountant III
1	Supervising Accountant II
1	Systems Accountant II
4	Accountant III
1	Contract Accountant III
2	Accountant II
2	Accounting Technician
2	Fiscal Specialist
1	Fiscal Assistant
1	Office Assistant IV
1	Public Service Employee
20	Total

Tax Collection Division

	Classification
1	Auditor-Controller Division Chief
1	Secretary II
1	Tax Collection Billing Manager
1	Tax Sales Services Manager
1	Tax Payer Services Manager
1	Supervising Collections Officer
2	Supervising Accounting Technician
1	Collections Officer II
7	Collections Officer I
1	Accountant II
5	Accounting Technician
2	Supervising Office Assistant
7	Fiscal Specialist
5	Fiscal Assistant
15	Office Assistant III
7	Office Assistant II
58	Total

FISCAL

CLASSIFICATION LISTING AND POSITION COUNT

Auditor-Controller/Treasurer/Tax Collector Continued

Central Collections Division

	Classification
1	Auditor-Controller Division Chief
1	Secretary II
1	Secretary I
1	Auditor-Controller Manager
1	Chief Collections Supervisor
2	Supervising Accountant II
1	Accountant III
1	Internal Auditor III
5	Supervising Collections Officer
1	Supervising Fiscal Specialist
4	Collections Officer II
54	Collections Officer I
3	Accounting Technician
3	Fiscal Specialist
5	Fiscal Assistant
5	Office Assistant III
10	Office Assistant II
99	Total



HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Behavioral Health

24-Hour and Emergency Services

	Classification
1	Alcohol & Drug Counselor
1	Behavl Hlth Sr Program Manager
3	Clinical Therapist I
2	Clinical Therapist II
2	Clinical Therpst I-Psychologst
1	Deputy Director BH Prog Servic
1	Fiscal Assistant
2	General Services Worker II
1	Mental Health Nurse II
1	Mental Health Program Mgr I
1	Mental Health Program Mgr II
3	Mental Health Specialist
3	MentalHealth Clinic Supervisor
1	Office Assistant II
1	Office Assistant III
1	Office Assistant IV
1	Office Specialist
1	Psychiatric Aide
1	Secretary I
1	Social Worker II
29	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
2	Cont Automated System Anlst2
1	Deputy Director BH Admin Svc
2	Fiscal Assistant
6	Fiscal Specialist
1	Mental Health Auditor
2	Office Assistant II
6	Office Assistant III
10	Office Specialist
2	Payroll Specialist
1	Secretary II
1	Staff Analyst II
5	Storekeeper
1	Supervising Fiscal Specialist
1	Supervising Office Assistant
1	Supervising Office Specialist
1	Supvg Auto Systems Analyst I
61	Total

Office of Compliance

	Classification
1	Behavioral Health Med Rec Supv
1	BH Ethics & Compliance Coordin
1	Case Review Specialist
1	Chief Compliance Officer- BH
2	Clinical Therapist I
2	Health Info Mgmt Assistant I
2	Health Info Mgmt Assistant II
1	Medical Emer. Planning Spclst
1	Medical Records Coder II
1	Mental Health Program Mgr I
2	Office Specalist
2	Public Service Employee
2	Social Worker II
19	Total

Director

	Classification
1	Asst Dir of BehavioralHealth
1	Deputy Director BH Prog Servic
1	Director of Behavioral Health
1	Executive Secretary II
1	Office Assistant III
1	Office Assistant IV
1	Secretary II
2	Staff Analyst II
9	Total

Program Support Services

	Classification
1	Administrative Supervisor II
9	Clinical Therapist I
3	Clinical Therapist II
1	Cont Business System Anlyst II
1	Dep Dir Behavior Hlth Qual Mgt
9	Mental Health Nurse II
1	Mental Health Program Mgr I
1	Mental Health Program Mgr II
1	MentalHealth Clinic Supervisor
1	Nurse Supervisor
18	Office Assistant III
1	Office Assistant IV
1	Research & Planning Psycholgst
2	Secretary I
1	Secretary II
2	Supervising Office Assistant
53	Total

Medical Services

	Classification
1	Behavioral Health Med Director
7	Child Psychiatrist
3	Clinic Assistant
1	Cont Advanced Practice RN
5	Cont Child Psychiatrist
2	Cont Clinic Assistant
6	Cont Licensed Physician
5	Cont Psychiatrist I
3	Cont Psychiatrist II
1	Cont Psychiatrist LicPhysician
1	Cont RN Case/Care Manager
1	ContFTAdultPsychiatristBrdCrt
2	Licensed Vocational Nurse II
2	Mental Health Nurse II
1	Mental Health Nurse Mgr-ARMC
2	Nurse Supervisor
1	Office Specialist
1	Program Specialist II
4	Psychiatrist
6	Psychiatrist I
11	Psychiatrist II
5	Psychiatrist III
2	Psychiatrist IV
1	Secretary II
74	Total

HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Behavioral Health Continued

Homeless, Housing and Employment Services

	Classification
2	Employment Services Specialist
1	Mental Health Clinic Superviso
3	Total

Forensic and Alcohol and Drug Services

	Classification
9	Alcohol & Drug Counselor
2	Clinic Assistant
22	Clinical Therapist I
11	Clinical Therapist II
1	Correctional MntlHlth Svcs Mgr
1	Deputy Director BH Prog Servic
4	General Services Worker II
4	Mental Health Clinic Superviso
2	Mental Health Nurse II
2	Mental Health Program Mgr I
2	Mental Health Program Mgr II
12	Mental Health Specialist
4	MentalHealth Clinic Supervisor
1	Occupational Therapist II
5	Office Assistant II
14	Office Assistant III
1	Office Specialist
2	Peer & Family Advocate III
2	Psychiatric Technician I
1	Public Service Employee
4	Secretary I
1	Secretary II
17	Social Worker II
2	Staff Analyst II
3	Supervising Office Assistant
129	Total

Children's Services

	Classification
1	Behavl Hlth Sr Program Manager
3	Clinical Therapist I
1	Clinical Therapist II
4	Clinical Therpst I-Psychologst
1	Cont Clinical Therapist I
1	Cont Office Assistant III
1	Deputy Director BH Prog Servic
1	MentalHealth Clinic Supervisor
2	Office Assistant III
1	Office Assistant IV
1	Secretary I
1	Social Worker II
18	Total

Adult Regional Operations

	Classification
42	Clinical Therapist I
10	Clinical Therapist II
3	Clinical Therpst I-Psychologst
3	General Services Worker II
3	Licensed Vocational Nurse II
5	Mental Health Clinic Superviso
9	Mental Health Nurse II
1	Mental Health Program Mgr I
4	Mental Health Program Mgr II
14	Mental Health Specialist
7	MentalHealth Clinic Supervisor
27	Office Assistant II
21	Office Assistant III
7	Office Assistant IV
7	Psychiatric Technician I
1	Public Service Employee
4	Secretary I
11	Social Worker II
3	Supervising Office Assistant
4	Supervising Office Specialist
186	Total



HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Behavioral Health – Alcohol and Drug Services

Administrative Services

	Classification
2	Accountant II
1	Administrative Supervisor II
1	Fiscal Specialist
1	Mental Health Auditor
2	Staff Analyst II
7	Total

Forensic and Alcohol and Drug Services

	Classification
26	Alcohol & Drug Counselor
1	Clinic Assistant
4	Clinical Therapist I
2	Cont MH Staff Physician
1	ContFTAdultPsychiatristBrdCrt
1	General Services Worker II
1	Mental Health Program Mgr I
1	Mental Health Program Mgr II
5	Mental Health Specialist
1	MentalHealth Clinic Supervisor
2	Occupational Therapy Assistant
1	Office Assistant II
4	Office Assistant III
1	Peer & Family Advocate II
1	Program Specialist I
1	Program Specialist II
1	Secretary I
1	Secretary II
19	Social Worker II
2	Staff Analyst II
2	Supervising Social Worker
78	Total

Office of Compliance

	Classification
1	Program Specialist I
1	Total

HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Behavioral Health – Mental Health Services Act

24-Hour and Emergency Services

	Classification
5	Alcohol & Drug Counselor
51	Clinical Therapist I
18	Clinical Therapist II
1	Clinical Therpst I-Psychologst
1	Clinical Thrpst II-Psychologst
3	General Services Worker II
4	Mental Health Clinic Supervisor
1	Mental Health Education Consul
4	Mental Health Program Mgr I
2	Mental Health Program Mgr II
26	Mental Health Specialist
4	MentalHealth Clinic Supervisor
1	Occupational Therapist II
6	Office Assistant II
13	Office Assistant III
1	Office Assistant IV
1	Peer & Family Advocate II
5	Peer & Family Advocate III
2	Program Specialist I
2	Program Specialist II
1	Psychiatric Technician I
2	Secretary I
1	Secretary II
53	Social Worker II
2	Staff Analyst II
1	Supervising Office Assistant
211	Total

Administrative Services

	Classification
3	Accountant III
1	Accounting Technician
3	Administrative Supervisor I
1	Administrative Supervisor II
5	Automated Systems Analyst I
6	Automated Systems Analyst II
7	Automated Systems Technician
3	Business Systems Analyst I
3	Business Systems Analyst II
4	Business Systems Analyst III
3	Cont Automated Systems Tech
2	Cont Project Manager
1	Fiscal Assistant
4	Fiscal Specialist
1	Internal Review Accountant IV
1	IT Technical Assistant II
2	Mental Health Auditor
3	Office Assistant III
1	Office Specialist
2	Payroll Specialist
1	Peer & Family Advocate III
1	Process Improvemnt Coordinator
2	Secretary I
2	Staff Analyst I
12	Staff Analyst II
1	Supervising Fiscal Specialist
75	Total

Office of Compliance

	Classification
2	Case Review Specialist
1	Health Info Mgmt Assistant III
2	Office Assistant III
1	Peer & Family Advocate III
1	Staff Analyst II
7	Total

Office of Cultural & Ethnic Services

	Classification
1	Cultural Competency Officer
1	Media Specialist I
4	Mental Health Education Consul
3	Mental Health Specialist
1	Office Assistant III
2	Peer & Family Advocate II
1	Peer & Family Advocate I
2	Peer & Family Advocate III
1	Program Specialist I
1	Program Specialist II
1	Secretary I
1	Social Worker II
1	Staff Analyst I
20	Total

Homeless, Housing and Employment Services

	Classification
1	Behavl Hlth Sr Program Manager
1	Clinical Therapist II
1	Employment Services Specialist
1	Mental Health Specialist
1	Office Assistant III
1	Peer & Family Advocate III
1	Program Specialist I
6	Social Worker II
2	Staff Analyst II
15	Total

Medical Services

	Classification
1	Alcohol & Drug Counselor
1	Ambulatory Clinic Manager
2	Clinical Therapist I
2	Cont Clinical Therapist I
1	Cont Office Assistant III
1	Office Assistant II
1	Office Assistant III
1	Social Worker II
10	Total



HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Behavioral Health – Mental Health Services Act Continued

Program Support Services

	Classification
2	Administrative Manager
2	Alcohol & Drug Counselor
1	Automated Systems Analyst I
1	Biostatistician
3	Business Systems Analyst I
2	Business Systems Analyst II
2	Business Systems Analyst III
1	Chief of Behaviorl Informatics
3	Clinical Therapist I
2	Clinical Therapist II
1	Cont Business Systems Anlyst I
3	Cont Project Manager
1	Cont Staff Analyst II
19	Graduate Student Intern
2	Licensed Vocational Nurse II
3	Mental Health Intern Prgm Supv
2	Mental Health Nurse II
2	Mental Health Program Mgr I
4	Mental Health Specialist
1	MentalHealth Clinic Supervisor
3	Office Assistant II
9	Office Assistant III
1	Office Assistant IV
4	Peer & Family Advocate III
9	Program Specialist I
3	Program Specialist II
2	Secretary I
1	Staff Aide
1	Staff Analyst I
7	Staff Analyst II
6	Student Intern
3	Training&DevelopmentSpecialist
1	Volunteer Services Coordinator
107	Total

Adult Regional Operations

	Classification
19	Clinical Therapist I
4	Clinical Therapist II
2	General Services Worker II
1	Licensed Vocational Nurse II
2	Mental Health Education Consul
6	Mental Health Nurse II
1	Mental Health Program Mgr I
11	Mental Health Specialist
3	MentalHealth Clinic Supervisor
3	Office Assistant II
10	Office Assistant III
2	Office Assistant IV
9	Peer & Family Advocate II
3	Peer & Family Advocate I
1	Peer & Family Advocate III
3	Psychiatric Technician I
5	Social Worker II
2	Supervising Office Assistant
87	Total

Forensic and Alcohol and Drug Services

	Classification
3	Alcohol & Drug Counselor
11	Clinical Therapist I
3	Clinical Therapist II
3	Clinical Therpst I-Psychologst
1	Clinical Thrpst II-Psychologst
3	General Services Worker II
1	Licensed Vocational Nurse II
1	Mental Health Clinic Superviso
1	Mental Health Nurse II
2	Mental Health Program Mgr I
4	Mental Health Specialist
1	Occupational Therapist II
1	Office Assistant II
9	Office Assistant III
1	Peer & Family Advocate II
1	Peer & Family Advocate I
1	Peer & Family Advocate III
2	Program Specialist I
1	Psychiatric Technician I
7	Social Worker II
1	Staff Analyst II
3	Staff Training Instructor
61	Total

Children's Services

	Classification
17	Clinical Therapist I
3	Clinical Therapist II
3	Clinical Therpst I-Psychologst
2	Clinical Thrpst II-Psychologst
2	Employment Services Specialist
2	General Services Worker II
1	Mental Health Clinic Superviso
2	Mental Health Nurse II
1	Mental Health Program Mgr II
1	Mental Health Specialist
2	MentalHealth Clinic Supervisor
1	Office Assistant II
5	Office Assistant III
1	Peer & Family Advocate II
2	Peer & Family Advocate III
1	Program Specialist I
1	Program Specialist II
1	Secretary I
4	Social Worker II
1	Staff Aide
2	Staff Analyst II
55	Total

HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Public Health

Director

	Classification
1	Public Health Director
1	Public Health Program Coordinator
1	Staff Analyst I
1	Health Education Specialist II
1	Executive Secretary II
1	Secretary I
6	Total

Health Officer

	Classification
1	Health Officer
1	Psychiatrist
1	Public Health Medical Director
2	Public Health Physician II
1	Contract Public Health Physician
1	Executive Secretary II
7	Total

Assistant Director

	Classification
1	Asssistant Director Of Public Health
1	Public Health Project Coordinator
1	Secretary II
1	Public Service Employee
4	Total

Community Health

	Classification
1	Chief of Community Health & Nursing Services
1	Administrative Supervisor I
20	Care Assistant
3	Clinic Operations Supervisor
1	Clinic Supervisor - Public Health
2	Clinical Therapist I
1	Clinical Therapist II
2	Contract Physician Assistant
1	Deputy Chief of Community Health Services
1	Fiscal Assistant
4	Health Services Assistant I
1	Laboratory Assistant
15	Licensed Vocational Nurse II
2	Medical Records Coder I
1	Nurse Educator
8	Nurse Practitioner II
29	Office Assistant II
7	Office Assistant III
3	Public Health Program Manager
3	Public Health Dental Assistant
1	Public Health Dental Hygienist
1	Public Health Epidemiologist
39	Public Health Nurse II
2	Public Health Nurse Manager
3	Public Health Program Coordinator
1	Radiologic Technologist I
21	Registered Nurse II
3	Secretary I
5	Social Service Practitioner IV
4	Supervising Office Assistant
1	Supervising Office Specialist
5	Supervising Public Health Nurse
192	Total

Disease Control & Prevention

	Classification
1	Division Chief, Disease Control
1	Administrative Supervisor I
1	Clinic Supervisor - Public Health
10	Communicable Disease Investigator
1	Fiscal Assistant
2	Fiscal Specialist
6	Health Education Assistant
17	Health Education Specialist I
12	Health Education Specialist II
98	Health Services Assistant I
9	Health Services Assistant II
2	Laboratory Assistant
1	Licensed Vocational Nurse II
1	Media Specialist I
25	Nutritionist
15	Office Assistant II
2	Office Assistant III
1	Office Specialist
1	Public Health Program Manager Laboratory
2	Public Health Program Manager
2	Public Health Epidemiologist
3	Public Health Microbiologist II
2	Public Health Microbiologist III
4	Public Health Program Coordinator
1	Public Service Employee
4	Registered Nurse II
1	Secretary I
10	Supervising Health Services Assistant
2	Supervising Office Assistant
1	Supervising Public Health Microbiologist
1	Supervising Health Education Specialist
6	Supervising Public Health Nutritionist
245	Total

Fiscal & Administrative Services

	Classification
1	Public Health Chief Financial Officer
5	Accountant II
4	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
1	Office Specialist
2	Payroll Specialist
1	Public Health Program Coordinator
5	Public Service Employee
2	Secretary I
1	Staff Analyst I
3	Staff Analyst II
2	Storekeeper
1	Stores Specialist
1	Supervising Accountant II
3	Supervising Accountant III
2	Systems Accountant II
57	Total



HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Public Health Continued

Quality & Compliance

	Classification
1	Quality and Compliance Officer
11	Automated Systems Analyst I
2	Automated Systems Analyst II
1	Automated Systems Technician
1	Business Applications Manager
1	Business Systems Analyst I
2	Business Systems Analyst II
7	Program Specialist I
2	Program Specialist II
1	Staff Analyst II
1	Supervising Program Specialist
1	Supervising Auto Systems Analyst II
31	Total

Animal Care and Control

	Classification
1	Chief of Animal Care & Control
28	Animal Control Officer
2	Animal Health Investigator
9	Animal License Checker I
1	Fiscal Assistant
4	General Services Worker II
8	Office Assistant II
3	Office Assistant III
2	Office Assistant IV
1	Public Health Program Manager Animal Care
1	Registered Veterinary Technician
4	Supervising Animal Control Officer I
3	Supervising Animal Control Officer II
67	Total

Environmental Health

	Classification
1	Chief of Environmental Health Services
46	Environmental Health Specialist II
10	Environmental Health Specialist III
5	Environmental Technician I
1	Environmental Technician II
3	Fiscal Assistant
1	Fiscal Specialist
5	Office Assistant II
5	Office Assistant III
2	Public Health Program Manager Enviromental Health
2	Public Health Program Coordinator
15	Public Service Employee
1	Secretary I
1	Supervising Office Assistant
1	Supervising Office Specialist
7	Supervising Environmental Health Specialist
7	Vector Control Technician I
1	Vector Control Technician II
1	Contract Wellness Coordinator
1	Contract Supervising Office Assistant
116	Total

Preparedness & Response

	Classification
1	Public Health Program Coordinator
5	Medical Emergency Planning Specialist
1	Office Assistant III
1	Office Specialist
1	Registered Nurse II
1	Stores Specialist
1	Supervising Medical Emergncy Planning Specialist
11	Total

Community Outreach & Innovation

	Classification
1	Public Health Program Manager
1	Geographic Information System Technician II
2	Office Assistant III
1	Public Health Project Coordinator
1	Public Health Program Coordinator
1	Secretary I
1	Senior Statistical Analyst
1	Staff Analyst II
4	Statistical Analyst
13	Total

HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Public Health – California Children's Services

California Children's Services

	Classification
1	CCS Phys Consultant I
1	CCS Phys Consultant II
3	Medical Therapy Specialist
2	Occupational Therapy Assistant
18	Office Assistant II
13	Office Assistant III
33	Office Specialist
41	Pediatric Rehab Therapist
1	PH Program Manager
4	Physical Therapist Assistant
1	PH Program Coordinator
29	Public Health Nurse II
6	Rehab Service Aide
1	Secretary I
5	Social Service Practitioner
1	Social Worker II
2	Supervising Office Assistant
3	Supervising Office Specialist
9	Supervising Pediatric Rehab Therapist I
1	Supervising Pediatric Rehab Therapist II
3	Supervising Public Health Nurse
1	Supervising Social Service Practitioner
179	Total

Human Services – Administrative Claim

Transitional Assistance Department

TAD Eligibility

	Classification
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
1,557	Eligibility Worker I/II
30	Interpreter/Translater
24	Supervising Office Assistant
14	Office Assistant III
194	Office Assistant II
8	Secretary I
34	Childcare Provider
2,314	Total

TAD Employment Services

	Classification
1	Deputy Director
1	TAD Regional Manager
9	Employment Services Manager
39	Supervising Employment Services Specialis
290	Employment Services Specialist
10	Employment Services Trainee
4	Employment Services Technician
1	Secretary I
5	Supervising Office Assistant
46	Office Assistant II
406	Total

HS Administration and Support Services

Human Services Administration

	Classification
1	Assistant Executive Officer- Human Services
1	Administrative Analyst III
1	Executive Secretary III
1	Contract Business Applications Manager
1	Contract C-IV Accountant I
1	Contract C-IV Tech/Site Prep Coordinator
1	Contract Business Analyst Supervisor
6	Contract Business Analyst
13	Total



HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Human Services – Administrative Claim Continued

HS Administration and Support Services continued

Personnel

	Classification
1	HS Administrative Manager
1	Supervising Fiscal Specialist
1	Fiscal Specialist
13	Payroll Specialist
2	Personnel Technician
1	Volunteer Services Coordinator
1	Supervising Office Assistant
1	Staff Analyst I
1	Office Assistant III
5	Office Assistant II
1	Secretary I
28	Total

Children's Network

	Classification
1	Childrens Network Officer
1	Associate Childrens Network Officer
1	Childrens Network Communications & Event Coordinator
1	Secretary II
1	Social Worker II
2	Office Assistant III
1	Contract Case Coordinator
1	Media Specialist I
1	Contract Child Abuse Prevention Coordinato
1	Contract Staff Analyst II
11	Total

Administrative Services Division

	Classification
2	Deputy Executive Officer
3	Administrative Analyst III
1	Executive Secretary II
4	Administrative Supervisor II
1	Administrative Manager
1	HS Emergency Services Supervisor
24	Staff Analyst II
1	Staff Analyst I
1	Accountant III
1	Systems Accountant II
2	Accounting Technician
1	Supervising Fiscal Specialist
2	Fiscal Specialist
5	Fiscal Assistant
1	Supervising Office Assistant
3	Office Assistant III
3	Office Assistant II
1	Secretary I
2	Stores Supervisor II
4	Stores Specialist
10	Storekeeper
1	Public Service Employee
74	Total

Auditing

	Classification
1	Human Services Auditing Chief
2	HS Auditing Manager
1	Staff Analyst I
1	Staff Analyst Trainee
1	Supervising Accountant III
2	Supervising Accountant II
3	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
6	Fiscal Specialist
2	Office Assistant II
1	Secretary I
48	Total

Information Technology Services Department

	Classification
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
26	Automated Systems Technician
7	Business Systems Analyst III
6	Business Systems Analyst II
1	Business Systems Analyst I
6	Programmer Analyst III
7	Programmer III
1	Programmer II
1	Staff Analyst I
6	Applications Specialist
1	IT Technical Assistant II
1	IT Technical Assistant I
1	Fiscal Specialist
1	Office Assistant III
1	Secretary I
2	Stores Specialist
100	Total

Performance Education Resouce Center

	Classification
1	Chief Learning Officer
1	Human Services Communications Officer
1	Training & Development Manager
3	Training & Development Supervisor
8	Training & Development Specialist
11	Staff Training Instructor
1	Staff Analyst I
1	Media Specialist I
1	Media Specialist II
1	Supervising Office Assistant
2	Office Assistant III
5	Office Assistant II
1	Fiscal Assistant
1	Secretary I
38	Total

HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Human Services – Administrative Claim Continued

HS Administration and Support Services Continued

Program Integrity Division

	Classification
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
21	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
160	Total

Research Outcomes and Quality Support

	Classification
1	Administrative Supervisor I
1	HSS Quality Review Superv I
7	HSS Quality Review Specialist
5	Statistical Analyst
1	Statistical Analyst Trainee
15	Total

Program Development Division

	Classification
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
61	Total



HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Children and Family Services

Children and Family Services

	Classification
1	Director
1	Assistant Director
7	Deputy Director
1	Executive Secretary III
19	Child Welfare Services Manager
1	HS Administrative Manager
1	Administrative Supervisor II
1	Administrative Supervisor I
1	CFS Project Coordinator
90	Supervising Social Services Practitioner
67	Senior Social Services Practitioner
407	Social Services Practitioner
55	Social Service Aide
111	Social Worker II
5	Social Worker II Trainee
2	Eligibility Worker II
7	Staff Analyst II
1	Program Specialist II
1	Program Specialist I
19	Peer & Family Assistant II
5	Peer & Family Assistant I
1	Supervising Fiscal Specialist
7	Fiscal Specialist
10	Fiscal Assistant
20	Supervising Office Assistant
7	Supervising Office Specialist
177	Office Assistant III
20	Office Assistant II
12	Educational Liaison
42	Intake Specialist
8	Secretary I
1	Childcare Provider
1,108	Total

Department of Aging and Adult Services

Department of Aging and Adult Services

	Classification
1	Director
3	Deputy Director
4	DAAS District Manager
1	Supervising Public Health Nurse
1	Public Health Nurse II
5	Registered Nurse II
1	Executive Secretary II
2	Staff Analyst II
10	Supervising Social Services Practitioner
36	Social Services Practitioner
15	Supervising Social Worker
132	Social Worker II
5	Social Worker II Trainee
5	Supervising Office Assistant
1	Office Assistant IV
31	Office Assistant III
22	Office Assistant II
1	Office Specialist
3	Secretary I
279	Total

HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Aging and Adult Services

Administrative Support

	Classification
1	Administrative Supervisor II
3	Accounting Technicians
4	Staff Analyst II
8	Total

MSSP

	Classification
1	Fiscal Assistant
2	Public Health Nurse
6	Social Worker II
9	Total

Ombudsman

	Classification
1	DAAS Supervisor
1	Contract Ombudsman Office Mgr
4	Contract Ombudsman Field Coord
6	Total

SCSEP

	Classification
2	Contract SCS Empl. Program Aide
2	Total

SIA

	Classification
2	DAAS Supervisor
7	Social Service Aide
7	Senior Information and Referral Rep
16	Total

Public Guardian-Conservator

Public Guardian-Conservator

	Classification
1	Deputy Director DAAS
1	Clinical Therapist 1
10	Deputy Public Guardian
2	Estate Property Specialist
1	Fiscal Assistant
1	Fiscal Specialist
1	Office Assistant II
3	Office Assistant III
1	Secretary 1
1	Social Service Aide
1	Social Service Practitioner IV
1	Staff Analyst II
1	Supervising Office Assistant
2	Supervising Deputy Public Guardians
27	Total



HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Child Support Services

Director

	Classification
1	Director of Child Support
1	Total

Administrative Support Staff

	Classification
1	Executive Secretary II
1	Total

Program Development / Ombudsman

	Classification
1	Child Support Officer I
3	Child Support Officer II
1	Child Support Operations Manager
4	Program Specialist I
1	Program Specialist II
1	Statistical Analyst
1	Supervising Child Support Officer
12	Total

Assistant Director

	Classification
1	Assistant Director of Child Support
1	Secretary II
1	Media Specialist
3	Total

Staff Development

	Classification
1	Child Support Operations Manager
3	Staff Training Instructor
4	Total

Technical / Administrative Services

	Classification
1	Accountant II
1	Accountant III
2	Accounting Technician
1	Administrative Supervisor II
1	Automated Systems Analyst I
1	Automated Systems Analyst II
4	Automated Systems Technician
1	Business Applications Manager
2	Business Systems Analyst III
1	Child Support Accounting Supvsr
13	Child Support Assistant
1	Child Support Asst Operatn Manager
2	Child Support Officer I
2	Child Support Officer II
1	Department Systems Engineer
1	Deputy Director, Child Support
3	Fiscal Assistant
1	Fiscal Specialist
8	Office Assistant II
1	Office Specialist
1	Payroll Specialist
3	Staff Analyst II
2	Storekeeper
1	Supervising Office Assistant
1	Supervising Auto Systems Analyst II
1	Supervising Child Support Officer
57	Total

Child Support Enforcement

	Classification
11	Child Support Assistant
1	Child Support Asst Operatn Manager
101	Child Support Officer I
17	Child Support Officer II
4	Child Support Operations Manager
1	Deputy Director, Child Support
8	Office Assistant II
2	Office Assistant III
1	Secretary II
15	Supervising Child Support Officer
161	Total

Child Support Establishment

	Classification
23	Child Support Assistant
83	Child Support Officer I
14	Child Support Officer II
4	Child Support Operations Manager
1	Deputy Director, Child Support
1	Office Assistant II
13	Supervising Child Support Officer
139	Total

Legal Services / Special Enforcement

	Classification
5	Child Support Assistant
1	Child Support Attorney III
12	Child Support Attorney IV
1	Child Support Chief Attorney
8	Child Support Officer I
3	Child Support Officer II
1	Child Support Operations Manager
1	Office Assistant III
1	Secretary II
2	Supervising Child Support Attorney
2	Supervising Child Support Officer
37	Total

HUMAN SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Preschool Services

Executive Unit

	Classification
1	Director
1	Assistant Director
1	Executive Secretary II
1	Secretary II
4	Total

Operations

	Classification
2	Deputy Director
6	Program Manager
6	Program Supervisor
17	Contract Preschool Site Supevisor II - 12
5	Contract Preschool Site Supevisor II - 9
7	Contract Preschool Site Supevisor I - 9
3	Contract Preschool Site Supevisor I - 12
35	Contract Teacher III 12 months
77	Contract Teacher II 12 months
175	Contract Teacher II 9 months
43	Contract Teacher Aide II 12 months
117	Contract Teacher AIde II 9 months
17	Contract Center Clerk 12 months
22	Contract Center Clerk 9 months
16	Contract Food Service Worker 12 months
14	Contract Food Service Worker 9 months
68	Contract Program Generalist 12 months
46	Contract Program Generalist 9 months
20	Contract Custodian 12 months
22	Contract Custodian 9 months
1	Disability Services Manager
1	Nutritionist
2	Special Education Specialist
3	Program Specialist I
3	PSD Behavioral Specialist
2	Contract Health Education Specialist
3	Contract Registered Nurse
1	Contract Program Quality Specialist 12
1	Contract Program Quality Specialist 9
8	Graduate Student Interns
27	Contract Preschool Teacher 12 months
1	Secretary I
3	Office Assistant III
774	Total

Finance/Human Resources/Facilities

	Classification
1	Administrative Manager
1	Administrative Supervisor II
2	Administrative Supervisor I
1	Supervising Accountant II
1	Supervising Fiscal Specialist
1	Accountant III
1	Accountant II
4	Staff Analyst II
2	Staff Analyst I
6	Accountant Technician
2	Fiscal Assistant
1	Fiscal Specialist
8	Office Assistant II
3	Office Assistant III
1	Automated Systems Technician
3	Contract Center Clerk 12 months
8	Contract General Maintenance Worker 12
1	Contract Storekeeper 9 months
2	General Maintenance Mechanic
1	General Maintenance Worker
1	Maintenance Supervisor
1	Supervising Office Assistant
1	Store Specialist
1	Storekeeper
54	Total

Quality Assurance

	Classification
1	Supervising Program Specialist
1	Program Specialist II
3	Quality Assurance Technician I
4	Quality Assurance Technician II
9	Total

Veteran Affairs

Admin

	Classification
1	Director
1	Executive Secretary
1	Administrative Supervisor II
3	Total

Veterans Services

	Classification
2	Supervising Veterans Service
4	Veterans Service Representative II
6	Veterans Service Representative I
6	Office Assistant III
18	Total



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 Asst. Deputy 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
18	Victim Advocate II
24	Victim Advocate I
9	Office Assistant III
2	Office Assistant II
2	Paralegal
2	Victim/Witness Claims Tech II
5	Victim/Witness Claims Tech I
68	Total

Bureau of Information Technology

	Classification
1	Department Info Svcs Administrator
1	Programmer III
1	Departmental Systems Engineer
1	Supv Automated Systems Analyst II
4	Automated Systems Analyst I
2	Automated Systems Analyst II
2	Business Systems Analyst I
1	Business Systems Analyst II
2	Programmer Analyst II
1	Automated Systems Technician
16	Total

Special Units

	Classification
1	Chief Deputy District Attorney
2	Supervising Deputy District Attorney
36	Deputy District Attorney
6	Legal Research Attorney
2	Secretary II
7	Secretary I
3	Paralegal
1	Supervising Office Specialist
2	Accountant III
1	Office Assistant IV
6	Office Assistant III
1	Office Assistant II
68	Total

Bureau of Investigation

	Classification
1	District Attorney Chief Investigator
1	Executive Secretary II
3	District Attorney Asst Chief Investigator
8	Supv District Attorney Investigator
47	Senior Investigator
14	Investigative Technician II
5	Investigative Technician III
9	Office Assistant IV
3	Office Assistant III
91	Total

Criminal Prosecution - Central

	Classification
1	Chief Deputy District Attorney
5	Supervising Deputy District Attorney
56	Deputy District Attorney
3	Secretary II
5	Secretary I
1	Supervising Office Specialist
1	Office Assistant IV
23	Office Assistant III
2	Office Assistant II
1	Supervising Office Assistant
1	Public Service Employee
99	Total

Criminal Prosecution - West End

	Classification
1	Chief Deputy District Attorney
4	Supervising Deputy District Attorney
57	Deputy District Attorney
1	Secretary II
6	Secretary I
1	Supervising Office Specialist
1	Office Assistant IV
31	Office Assistant III
1	Supervising Office Assistant
1	Public Service Employee
104	Total

Criminal Prosecution - Desert

	Classification
1	Chief Deputy District Attorney
4	Supervising Deputy District Attorney
38	Deputy District Attorney
1	Secretary II
3	Secretary I
1	Supervising Office Specialist
1	Office Assistant IV
17	Office Assistant III
2	Supervising Office Assistant
3	Public Service Employee
71	Total

Law and Justice Group Administration

Administration

	Classification
1	Administrative Analyst II
1	Law and Justice Research Analyst
2	Total

LAW AND JUSTICE

CLASSIFICATION LISTING AND POSITION COUNT

Probation

Office of the Chief Probation Officer

	Classification
1	Asst Chief Probation Officer
9	Background Investigator
1	Chief Probation Officer
2	Crime Analyst
1	Executive Secretary III-Unclas
2	Office Assistant III
1	Office Specialist
1	Probation Corrections Officer
1	Probation Division Director II
1	Probation Officer II
10	Probation Officer III
1	Secretary I
2	Supvg Probation Officer
33	Total

Administrative Services Bureau

	Classification
4	Accounting Technician
1	Administrative Manager
2	Administrative Supervisor I
1	Administrative Supervisor II
1	Crime Analyst
1	Deputy Chief Probation Officer
4	Fiscal Assistant
11	Fiscal Specialist
4	General Maintenance Mechanic
1	Mail Processor II
4	Office Assistant II
59	Office Assistant III
8	Office Assistant IV
1	Office Specialist
6	Payroll Specialist
1	Probation Corrections Officer
1	Probation Division Director II
2	Probation Officer II
2	Program Specialist I
1	Secretary I
5	Staff Analyst II
3	Statistical Analyst
2	Supervising Fiscal Specialist
7	Supervising Office Assistant
1	Supervising Office Specialist
2	Supvg Accounting Technician
135	Total

Specialized Services Bureau

	Classification
3	Applications Specialist
2	Automated Systems Analyst I
1	Automated Systems Analyst II
8	Automated Systems Technician
1	Departmental IS Administrator
1	Business Systems Analyst I
1	Business Systems Analyst II
2	Correctional Nurse II
1	Deputy Chief Probation Officer
1	IT Technical Assistant I
1	Lic Vocatnl Nurse II-Correctns
2	Media Specialist II
10	Office Assistant III
7	Probation Corrections Officer
2	Probation Corrections Supv I
4	Probation Corrections Supv II
1	Probation Division Director I
2	Probation Division Director II
8	Probation Officer II
8	Probation Officer III
24	Probation Transportation Officer
2	Probation Transportation Supv
1	Public Service Employee
1	Secretary I
1	Secretary II
1	Stores Specialist
1	Supvg Auto Systems Analyst II
4	Supvg Probation Officer
101	Total



LAW AND JUSTICE

CLASSIFICATION LISTING AND POSITION COUNT

Probation Continued

Community Corrections Bureau - Adult

	Classification
1	Deputy Chief Probation Officer
2	Domestic Violence Prog Coordin
1	Office Assistant II
31	Office Assistant III
3	Probation Division Director I
4	Probation Division Director II
166	Probation Officer II
28	Probation Officer III
2	Secretary I
3	Secretary II
23	Supvg Probation Officer
264	Total

Community Corrections Bureau - Juvenile

	Classification
1	Deputy Chief Probation Officer
1	Office Assistant II
23	Office Assistant III
1	Office Specialist
2	Peer & Family Assistant II
4	Probation Corrections Officer
3	Probation Division Director I
2	Probation Division Director II
153	Probation Officer II
26	Probation Officer III
1	Secretary I
1	Secretary II
24	Supvg Probation Officer
242	Total

Detention Corrections Bureau

	Classification
3	Clinic Assistant
7	Clinical Therapist I
1	Clinical Therapist II
1	Clinical Therpst I-Psychologst
3	Correctional Nurse - Per Diem
20	Correctional Nurse II
4	Custodian I
1	Deputy Chief Probation Officer
9	Lic Vocatnl Nurse II-Correctns
1	MentalHealth Clinic Supervisor
6	Office Assistant III
10	Probation Cook I
4	Probation Cook II
355	Probation Corrections Officer
30	Probation Corrections Supv I
17	Probation Corrections Supv II
2	Probation Division Director I
3	Probation Division Director II
1	Probation Food Service Manager
3	Probation Food Service Supvsr
18	Probation Food Service Worker
1	Probation Health Svcs Manager
2	Probation Officer II
1	Quality Management Specialist
4	Secretary I
1	Secretary II
3	Storekeeper
2	Stores Specialist
2	Supvg Correctional Nurse I
3	Supvg Correctional Nurse II
1	Supvg Custodian
519	Total

Probation – Juvenile Justice Grant Program

Juvenile Justice Grant Program

	Classification
3	Office Assistants III
11	Probation Correction Officers
30	Probation Officers II
1	Probation Officer III
3	Supervising Probation Officer
1	Probation Division Director II
49	Total

LAW AND JUSTICE

CLASSIFICATION LISTING AND POSITION COUNT

Public Defender

Administration

	Classification
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
1	Office Assistant II
1	Payroll Specialist
1	Secretary II
1	Staff Analyst II
16	Public Service Employee
32	Total

Central Division

	Classification
1	Chief Deputy Public Defender
29	Deputy Public Defender
2	Investigative Technician II
7	Investigator
8	Office Assistant III
1	Office Assistant II
1	Secretary II
3	Supervising Deputy Public Defender
1	Supervising Investigator
1	Supervising Office Assistant
2	Law Clerk II
56	Total

Desert Division

	Classification
1	Chief Deputy Public Defender
26	Deputy Public Defender
2	Investigative Technician II
7	Investigator
1	Office Assistant II
11	Office Assistant III
1	Secretary II
3	Supervising Deputy Public Defender
1	Supervising Investigator
1	Supervising Office Assistant
2	Law Clerk II
56	Total

Human Services Division

	Classification
1	Chief Deputy Public Defender
25	Deputy Public Defender
5	Investigator
7	Office Assistant III
1	Secretary II
9	Social Service Practioner
3	Supervising Deputy Public Defender
1	Supv. Social Service Practioner
3	Contract Deputy Public Defender
3	Contract Office Assistant III
2	Law Clerk II
60	Total

West Valley Division

	Classification
1	Chief Deputy Public Defender
35	Deputy Public Defender
2	Investigative Technician II
10	Investigator
2	Office Assistant II
11	Office Assistant III
3	Supervising Deputy Public Defender
1	Supervising Investigator
1	Supervising Office Assistant
2	Law Clerk II
1	Secretary II
69	Total



LAW AND JUSTICE

CLASSIFICATION LISTING AND POSITION COUNT

Sheriff Operations

Sheriff

	Classification
1	Director of County Safety & Security
1	Sheriff/Coroner/Public Administrator
2	Total

Undersheriff

	Classification
1	Undersheriff
2	Accountant II
5	Accountant III
2	Accounting Technician
2	Administrative Supervisor II
1	Communications Installer
1	Communications Technician I
2	Executive Secretary I
1	Executive Secretary III-Unclassified
1	Facilities Project Manager
2	Fiscal Assistant
6	Fiscal Specialist
1	Mechanics Assistant
1	Motor Pool Services Assistant
3	Office Assistant II
1	Office Assistant III
1	Office Specialist
2	Public Service Employee
2	Safety Unit Extra Help
1	Secretary I
1	Sheriff's Deputy Director Administrative Services
1	Sheriff's Administrative Manager
1	Sheriff's Automated Systems Supervisor
1	Sheriff's Captain
1	Sheriff's Custody Specialist
1	Sheriff's Financial Manager
1	Sheriff's Fleet Supervisor
2	Sheriff's Lieutenant
2	Sheriff's Maintenance Mechanic
1	Sheriff's Special Assistant
5	Staff Analyst I
3	Staff Analyst II
3	Student Intern
1	Supervising Fiscal Specialist
62	Total

Assistant Sheriff - Operations

	Classification
1	Assistant Sheriff
1	Office Assistant II
4	Office Assistant III
1	Office Specialist
2	Safety Unit Extra Help
1	Secretary I
1	Secretary II
1	Sheriff's Civil Investigator
2	Sheriff's Lieutenant
10	Sheriff's Sergeant
24	Total

LAW AND JUSTICE

CLASSIFICATION LISTING AND POSITION COUNT

Sheriff Operations Continued

Assistant Sheriff - Support

	Classification
1	Assistant Sheriff
1	Automated Systems Technician
1	Crime Prevention Program Coordinator
4	Deputy Sheriff
1	Graphic Designer I
1	Multimedia Coordinator
1	Multimedia Supervisor
1	Office Assistant II
1	Safety Unit Extra Help
1	Secretary I
1	Sheriff's Community Relations Officer
1	Sheriff's Detective/Corporal
1	Sheriff's Lieutenant
2	Sheriff's Public Information Officer
1	Sheriff's Sergeant
19	Total

Special Operations

	Classification
2	Automated Systems Analyst I
7	Crime Analyst
38	Deputy Sheriff
2	Fiscal Specialist
1	Lead Sheriff's Aviation Mechanic
3	Office Assistant II
5	Office Assistant III
1	Office Assistant IV
7	Office Specialist
2	Polygraph Examiner
1	Public Service Employee
13	Safety Unit Extra Help
5	Secretary I
1	Secretary II
6	Sheriff's Aviation Mechanic
1	Sheriff's Aviation Mechanic Supervisor
4	Sheriff's Captain
1	Sheriff's Deputy Chief
93	Sheriff's Detective/Corporal
1	Sheriff's Emergency Services Coordinator
7	Sheriff's Lieutenant
2	Sheriff's Pilot
27	Sheriff's Sergeant
2	Sheriff's Service Specialist
1	Sheriff's Special Program Coordinator
1	Sheriff's Training Specialist I
2	Specialized Enforcement Specialist
1	Supervising Crime Analyst
1	Supervising Polygraph Examiner
1	Systems Support Analyst III
239	Total

Valley/Mountain Patrol

	Classification
134	Deputy Sheriff
1	Deputy Sheriff Resident
3	Motor Pool Services Assistant
6	Office Assistant II
14	Office Specialist
1	Safety Unit Extra Help
4	Secretary I
4	Sheriff's Captain
3	Sheriff's Custody Specialist
1	Sheriff's Deputy Chief
15	Sheriff's Detective/Corporal
4	Sheriff's Lieutenant
26	Sheriff's Sergeant
10	Sheriff's Service Specialist
4	Sheriff's Station Officer
230	Total



LAW AND JUSTICE

CLASSIFICATION LISTING AND POSITION COUNT

Sheriff Operations Continued

Desert Patrol

	Classification
1	Crime Scene Specialist I
156	Deputy Sheriff
1	Deputy Sheriff III Resident
10	Deputy Sheriff Resident
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
16	Sheriff's Custody Specialist
1	Sheriff's Custody Assistant
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

	Classification
1	Communications Installer
12	Contract Motorcycle Instructor
1	Contract Motorcycle Program Director
1	Contract Range Safety Officer
1	Contract Sheriff Training Program
1	Contract Sheriff's Armorer
1	Criminalist I
1	Departmental IS Administrator
62	Deputy Sheriff
1	Executive Secretary III -Classified
1	Fiscal Assistant
1	Fiscal Specialist
2	Motor Pool Services Assistant
5	Office Assistant II
7	Office Assistant III
1	Office Specialist
6	Payroll Specialist
2	Personnel Technician
3	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 Coordinator
5	Sheriff's Lieutenant
1	Sheriff's Maintenance Mechanic
1	Sheriff's Public Information Officer 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 Specialst II
2	Sheriff's Training Supervisor
1	Supervising Fiscal Specialist
198	Total

Support Services/Court Services

	Classification
1	Accountant II
1	Accountant III
1	Accounting Technician
18	Automated Systems Analyst I
8	Automated Systems Technician
8	Autopsy Assistant
1	Business Systems Analyst III
1	Communications Technician I
1	Contract Chief Forensic Pathologist
6	Contract Forensic Pathologist
1	Crime Laboratory Director
7	Crime Scene Specialist I
1	Crime Scene Specialist II
12	Criminalist I
18	Criminalist II
3	Criminalist III
20	Deputy Coroner Investigator
1	Deputy Director-Sheriff Coroner
3	Deputy Public Administrator
155	Deputy Sheriff
7	Fingerprint Examiner I
15	Fingerprint Examiner II
1	Fiscal Assistant
1	Fiscal Specialist
1	Forensic Specialist II
2	Help Desk Technician II
1	Indigent Burial Specialist
1	Laboratory Aid
9	Office Assistant II
9	Office Assistant III
7	Office Assistant IV
9	Office Specialist
1	Programmer Analyst II
2	Programmer Analyst III
18	Public Service Employee
4	Safety Unit Extra Help
6	Secretary I
1	Secretary II
4	Sheriff's Captain
10	Sheriff's Civil Technician
376	Subtotal

LAW AND JUSTICE

CLASSIFICATION LISTING AND POSITION COUNT

Sheriff Operations Continued

Support Services/Court Services - cont.

	Classification
51	Sheriff's Communications Dispatcher I
98	Sheriff's Communications Dispatcher II
12	Sheriff's Communications Dispatcher III
2	Sheriff's Communications Manager
3	Sheriff's Crime Scene Specialist III
3	Sheriff's Custody Specialist
4	Sheriff's Detective/Corporal
2	Sheriff's Lead Crime Scene Specialist
10	Sheriff's Lieutenant
29	Sheriff's Records Clerk
1	Sheriff's Records Manager
10	Sheriff's Sergeant
10	Sheriff's Service Specialist
1	Sheriff's Special Assistant
17	Sheriff's Supervising Communications Dispatcher
3	Student Intern
3	Supervising Criminalist
10	Supervising Office Assistant
1	Supervising Deputy Public Administrator
5	Supervising Deputy Coroner Investigator I
1	Supervising Deputy Coroner Investigator II
2	Supervising Fingerprint Examiner
4	Systems Development Team Leader
4	Systems Support Analyst II
8	Systems Support Analyst III
670	Total



LAW AND JUSTICE

CLASSIFICATION LISTING AND POSITION COUNT

Sheriff – Detentions

Detentions

	Classification
1	Accounting Technician
6	Alcohol & Drug Counselor
1	Applications Specialist
2	Automated Systems Analyst I
1	Automated Systems Technician
1	Business Systems Analyst II
1	Communications Tech I
2	Cont Bakery Occupational Instructor
2	Cont Culinary Instructor
1	Cont Dentist
1	Cont Print Shop Supervisor
1	Cont Radiologic Tech II
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
62	Correctional Nurse II
2	Correctional Nurse III
2	Dental Assistant-Corrections
558	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-Corrections
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
297	Sheriff's Custody Specialist
1	Sheriffs Deputy Chief
8	Sheriff's Detective/Corporal
3	Sheriff's Facilities Coordinator
2	Sheriffs Food Service Manager
8	Sheriffs Food Service Supervisor
1	Sheriff's Food Svcs Director
1	Sheriff's Health Services Manager

Detentions -Continued

	Classification
12	Sheriff's Lieutenant
1	Sheriff's Maintenance Manager
31	Sheriffs Maintenance Mechanic
3	Sheriff's Medical Stores Specialist
5	Sheriff's Nurse Supervisor I
8	Sheriff's Nurse Supervisor II
1	Sheriffs Research Analyst
48	Sheriff's Sergeant
3	Sheriff's TrainingSpecialist I
8	Sheriff's TrainingSpecialst II
1	Social Service Aide
6	Social Worker II
4	Stores Specialist
1	Supervising Accountant II
1	Supervising Fiscal Specialist
1	Supervising Office Specialist
2	Supervising Sheriff's Custody Specialist
1,439	Total

Undersheriff

	Classification
2	Accountant II
1	Supervising Accountant III
3	Total

LAW AND JUSTICE

CLASSIFICATION LISTING AND POSITION COUNT

Sheriff – Law Enforcement Contracts

Valley/Mountain Patrol

	Classification
1	Crime Analyst
189	Deputy Sheriff
3	Motor Pool Services Assistant
34	Office Specialist
5	Secretary I
4	Sheriff's Captain
25	Sheriff's Detective/Corporal
5	Sheriff's Lieutenant
31	Sheriff's Sergeant
31	Sheriff's Service Specialist
1	Office Assistant III
1	Supervising Office Specialist
330	Total

Desert Patrol

	Classification
151	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
258	Total

OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Community Services Administration

Community Services Administration

	Classification
1	Deputy Executive Officer
1	Comm Svcs Finance & Operations Chief
1	Staff Analyst I
3	Total

Agriculture/Weights and Measures

Administration

	Classification
1	Agricultural Commissioner / Sealer
1	Assistant Agricultural Commissioner /
2	Deputy Agricultural Commissioner /
4	Total

Pest Prevention

	Classification
2	Supervising Agricultural/Standards Officer
6	Agricultural/Standards Officer
1	Agricultural Pest Exclusion Officer
3	Agricultural/Standards Technician
1	Agricultural Field Aide II
15	Agricultural Field Aide I
1	Contract Canine Assistant
29	Total

Environmental Protection

	Classification
1	Supervising Agricultural/Standards Officer
4	Agricultural/Standards Officer
5	Total

Consumer Protection

	Classification
2	Supervising Agricultural/Standards Officer
18	Agricultural/Standards Officer
20	Total

Office Support

	Classification
1	Executive Secretary II
1	Fiscal Assistant
1	Staff Analyst
4	Office Assistant III
7	Total

Airports

Administration

	Classification
1	Director of Airports
1	Assistant Director of Airports
1	Airports Operations Manager
1	Fiscal Specialist
1	Fiscal Assistant
1	Staff Analyst II
6	Total

Apple Valley Airport

	Classification
1	Airport Manager
1	Airport Maintenance Supervisor
2	Airport Maintenance Worker I
1	Airport Maintenance Worker II
1	Secretary
6	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
7	Total

OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

County Library

Branch Administration

	Classification
1	County Librarian
1	Library Regional Manager
1	Staff Analyst II
2	Librarian II
3	Librarian I
5	Automated Systems Technician
1	Fiscal Specialist
1	Payroll Specialist
1	Graphic Designer
5	Library Assistant
1	Library Assistant II
1	Office Assistant I
23	Total

Library Region 1

	Classification
1	Library Regional Manager
3	Librarian II
8	Librarian I
49	Library Assistant
41	Library Page
3	Student Intern
10	Public Service Employee
115	Total

Library Region 2

	Classification
1	Library Regional Manager
1	Librarian II
7	Librarian I
43	Library Assistant
31	Library Page
3	Student Intern
5	Public Service Employee
91	Total

Library Region 3

	Classification
1	Library Regional Manager
1	Librarian II
4	Librarian I
42	Library Assistant
28	Library Page
6	Student Intern
5	Public Service Employee
87	Total

County Museum

Administration

	Classification
1	Museum Director
1	Accounting Technician
1	Fiscal Assistant
3	Total

Curatorial/Exhibits

	Classification
6	Museum Curator
1	Museum Preparator
7	Total

Education

	Classification
1	Museum Educator
1	General Services Worker II
2	Total

Support Staff

	Classification
1	General Maintenance Worker
1	Media Specialist
2	Total

Victor Valley & Historic Sites

	Classification
5	Contract Site Manager
1	Contract Museum Funding Coordinator
1	Secretary I
7	Total

Museum Store

Museum Store

	Classification
2	General Service Worker II
2	Public Service Employee
4	Total



OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Land Use Services–Administration

Administration

	Classification
1	Director of Land Use Services
1	Assistant Director of Land Use
1	Executive Secretary II
1	Land Use Services Coordinator
1	Administrative Manager
2	Administrative Supervisor I
2	Staff Analyst II
4	Fiscal Specialist
1	Payroll Specialist
2	Land Use Technician Supervisor
2	Senior Land Use Technician
11	Land Use Technician
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
2	Engineering Geologist
4	Supervising Planner
6	Planner III
2	Planner II
4	Planner I
1	Land Use Technician
1	Secretary I
3	Public Service Employee
1	Contract General Plan Coordinator
26	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
4	Code Enforcement Supervisor
7	Code Enforcement Officer III
16	Code Enforcement Officer II
1	Land Use Technician Supervisor
3	Land Use Technician
1	Secretary I
3	Office Assistant III
37	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 Offier
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



OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Public Works – Surveyor

Surveyor Administration

	Classification
1	County Surveyor
1	Total

Office Section

	Classification
1	Engineering Technician III
4	Engineering Technician IV
1	Engineering Technician V
1	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
3	Survey Party Chief
9	Total

Administrative Services

	Classification
1	Fiscal Assistant
1	Accounting Technician
2	Total

OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Public Works – Transportation Special Revenue Funds

Administration

	Classification
1	Director of Public Works
1	Executive Secretary II
1	Office Assistant III
1	Staff Analyst II
4	Total

Design

	Classification
3	Engineering Technician III
5	Engineering Technician IV
5	Engineering Technician V
1	Office Assistant III
2	Public Service Employee
4	Public Works Engineer II
4	Public Works Engineer III
1	Public Works Engineer IV
1	Secretary I
26	Total

Planning

	Classification
1	Chief Public Works Engineer
2	Engineering Technician III
3	Engineering Technician IV
1	Engineering Technician V
1	Geographic Information Systems
1	Public Service Employee
4	Public Works Engineer II
2	Public Works Engineer III
1	Public Works Engineer IV
1	Secretary I
1	Supervising Transportation Analyst
3	Transportation Analyst II
21	Total

Traffic

	Classification
4	Engineering Technician II
3	Engineering Technician III
7	Engineering Technician IV
1	Engineering Technician V
1	Incident Reconstruction Specialist
1	Office Assistant II
1	Office Assistant IV
2	Public Works Engineer II
2	Public Works Engineer III
1	Public Works Engineer IV
1	Secretary I
24	Total

Operations

	Classification
34	Equipment Operator I
69	Equipment Operator II
24	Equipment Operator III
16	Maintenance and Construction Worker II
1	Maintenance and Construction Supervisor II
3	Maintenance and Construction Supervisor I
12	Maintenance and Construction Supervisor
13	Maintenance and Construction Worker I
1	Office Assistant
2	Public Service Employee
2	Public Works Operations Superintendent
10	Public Works Operations Supervisor
1	Secretary II
188	Total

Contracts/Inspections

	Classification
3	Engineering Technician II
3	Engineering Technician III
3	Engineering Technician IV
1	Office Assistant II
1	Public Works Engineer II
2	Public Works Engineer III
1	Public Works Engineer IV
1	Secretary I
15	Total

Traffic Operations Services

	Classification
1	Equipment Operator I
1	Equipment Operator II
1	Equipment Operator III
14	Maintenance & Const Worker II
2	Maintenance And Const Supervisor
2	Maintenance and Const Worker I
1	Public Works Operations Supv
22	Total

Administrative Services

	Classification
2	Accountant II
1	Accountant III
1	Accounting Technician
1	Administrative Manager
2	Fiscal Assistant
2	Payroll Specialist
1	Public Service Employee
1	Public Works Chief Financila Officer
1	Reproduction Equipment Operator I
1	Supervising Accountant III
1	Supervising Accountant II
1	Supervising Accounting Technician
1	Systems Accountant I
1	Systems Accountant II
1	Fiscal Specialist
18	Total

Permits

	Classification
4	Engineering Technician IV
2	Engineering Technician V
1	Office Assistant III
1	Public Works Engineer II
1	Public Works Engineer III
9	Total

Information Technology Services

	Classification
1	Automated Systems Analyst II
1	Automated Systems Technician
1	Business Applications Manager
1	Business Systems Analyst II
1	Business Systems Analyst III
1	Department Systems Engineer
2	Public Service Employee
8	Total

Budget/Revenue Claiming

	Classification
2	Accountant III
2	Budget Officer
1	Fiscal Assistant
1	Staff Analyst II
1	Transportation Analyst II
7	Total

Environmental Management

	Classification
1	Contract PSG Transportation Planner
1	Total



OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Public Works – Solid Waste Enterprise Funds – Consolidated

Administration

	Classification
1	Chief Public Works Engineer
1	Solid Waste Analyst
1	Staff Aide
1	Secretary II
2	Office Assistant III
6	Total

Information Technology Services

	Classification
1	Automated Systems Analyst II
1	Automated Systems Analyst I
1	Automated Systems Technician
3	Total

Operations and Scales

	Classification
1	Public Works Operations Supt
1	Public Works Operations Supv
5	Landfill Operations Inspector
1	Scale Operations Supervisor II
2	Scale Operations Supervisor I
25	Scale Operator
1	Office Specialist
36	Total

Engineering

	Classification
1	Public Works Engineer IV
3	Public Works Engineer III
5	Public Works Engineer II
1	Engineering Technician V
5	Engineering Technician IV
5	Engineering Technician III
1	Staff Analyst I
1	Secretary I
22	Total

Administrative Services

	Classification
1	Administrative Supervisor II
1	Budget Officer
1	Accountant III
2	Accountant II
1	Supvg Accounting Technician
1	Staff Analyst II
5	Fiscal Assistant
12	Total

Solid Waste Programs

	Classification
1	Solid Waste Prgrms Administrator
1	Staff Analyst II
1	Staff Analyst I
2	Recycling Specialist
1	Cont Recycling Specialist
1	Secretary I
1	Office Assistant II
8	Total

Flood Control District

Operations

	Classification
1	Chief Public Works Engineer
8	Equipment Operator I
8	Equipment Operator II
9	Equipment Operator III
1	Equipment Parts Specialist I
9	Maintenance & Construction Worker II
8	Maintenance And Construction
10	Maintenance And Construction Worker I
2	Office Assistant II
2	Office Assistant III
1	Pesticide Applicator
4	Public Service Employee
1	Public Works Arborist
1	Public Works Engineer II
1	Public Works Operations Superintendent
2	Public Works Operations Supervisor
1	Staff Analyst II
1	Public Works Equipment Superintendent
70	Total

Environmental Management/NPDES

	Classification
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
2	Public Service Employee
3	Public Works Engineer II
3	Public Works Engineer III
1	Public Works Engineer IV
1	Secretary I
1	Staff Analyst II
1	Supervising Planner
28	Total

Flood Design

	Classification
4	Engineering Technician III
4	Engineering Technician IV
4	Engineering Technician V
1	Land Surveyor
4	Public Works Engineer II
2	Public Works Engineer III
1	Public Works Engineer IV
1	Secretary I
1	Supervising Land Surveyor
22	Total

OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Flood Control District Continued

Flood Planning

	Classification
1	Chief Public Works Engineer
2	Engineering Technician III
2	Engineering Technician IV
1	Engineering Technician V
1	Public Service Employee
2	Public Works Engineer II
2	Public Works Engineer III
1	Public Works Engineer IV
1	Secretary I
13	Total

Permits

	Classification
1	Engineering Technician III
6	Engineering Technician IV
2	Engineering Technician V
1	Public Service Employee
2	Public Works Engineer III
1	Public Works Engineer IV
1	Secretary I
14	Total

Water Resources

	Classification
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
11	Total

Administrative Services

	Classification
1	Accountant II
1	Accountant III
1	Accounting Technician
1	Secretary II
4	Total

Information Technology

	Classification
1	Automated Systems Analyst I
1	Automated Systems Technician
1	Business Systems Analyst II
1	Contract GIS Analyst
4	Total

Administration

	Classification
1	Office Assistant III
1	Personnel Technician
1	Secretary I
3	Total

Budget/Revenue Claiming

	Classification
1	Budget Officer
1	Principal Budget Officer
1	Staff Analyst II
3	Total

Seven Oaks Dam

	Classification
2	Equipment Operator III
2	Total

Real Estate Services

Administrative and Fiscal

	Classification
1	Director
1	Administrative Supervisor II
1	Asset Management Analyst
1	Business Systems Analyst
2	Staff Analyst II
2	Fiscal Specialist
1	Payroll Specialist
1	Executive Secretary II
10	Total

Leasing and Acquistion

	Classification
1	Assistant Director
2	Real Estate Services Manager
6	Real Property Agent III
7	Real Property Agent II
1	Real Property Agent I
1	Secretary II
18	Total



OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Real Estate Services – Project Management

Administrative and Fiscal

	Classification
1	Asst Dir of Proj Mgmt Div
2	Office Assistant III
1	Accountant III
1	Accounting Technician
1	Fiscal Specialist
1	Secretary II
2	Supvising Project Manager
1	Staff Analyst II
10	Total

Project Management

	Classification
4	Capital Impr. Project Manager III
5	Capital Impr. Project Manager II
3	Capital Impr. Project Manager I
1	Contracted Project Executive
1	Contract Project Consultant
14	Total

Project Inspection

	Classification
4	Building Construction Inspector
4	Total

Real Estate Services - Facilities Management

Grounds

	Classification
1	Grounds Caretaker II
1	Grounds Services Superintenden
3	Sprinkler System Worker
5	Total

Custodial

	Classification
1	Custodial Services Chief
26	Custodian I
4	Custodian II
1	General Services Worker II
3	Supvg Custodian
35	Total

Maintenance

	Classification
10	Air Conditioning Mechanic
1	Applications Specialist
9	Building Plant Operator
1	Building Services Superintendent
1	Office Assistant III
5	Electrician
1	Facilities Project Manager
2	Facilities Mgmt Dispatcher
4	General Maintenance Worker
21	General Maintenance Mechanic
2	General Services Worker II
1	Locksmith
5	Maintenance Supervisor
4	Plumber
1	Supvg Building Plant Operator
68	Total

Administration

	Classification
1	Office Assistant II
1	Asst Dir of Facilities Mgmt Div
1	Safety & Code Compliance Tech
3	Parts Specialist
1	Fiscal Specialist
1	Secretary II
2	Staff Analyst II
10	Total

Real Estate Services – Utilities

Utilities

	Classification
1	Staff Analyst II
1	Fiscal Specialist
2	Total

OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION LISTING AND POSITION COUNT

Regional Parks

Administration

	Classification
1	Director of Regional Parks
1	Executive Secretary II
1	Administrative Supervisor I
1	Automated Systems Technician
1	Fiscal Assistant
1	Fiscal Specialist
1	General Services Worker II
1	Office Assistant III
1	Park Planner I
1	Program Specialist
1	Recreation Coordinator
1	Staff Analyst II
12	Total

Park Operations

	Classification
2	Park Superintendent
3	Assistant Park Superintendent
14	Park Ranger II
3	Park Ranger III
1	Fiscal Assistant
23	General Services Worker II
137	Public Service Employee
183	Total

Registrar of Voters

Administration Division

	Classification
1	Registrar of Voters
1	Chief Deputy Registrar of Voters
1	Executive Secretary II
1	Elections Analyst
1	Staff Analyst II
1	Fiscal Specialist
1	Media Specialist
3	Elections Technician
1	Elections Specialist
1	Recurrent Education Specialist
7	Recurrent Office Specialist
1	Recurrent Office Assistant IV
1	Recurrent Elections Technician
21	Total

Operations Division

	Classification
1	Chief Deputy Registrar of Voters
4	Elections Technician
2	Elections Services Assistant
1	Office Assistant IV
2	Office Assistant III
3	Recurrent Office Specialist
2	Recurrent Office Assistant IV
7	Recurrent Elections Services Asst
22	Total

Information Technology Division

	Classification
1	Business Systems Analyst III
2	Programmer Analyst II
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
1	Recurrent Elections Technician
2	Recurrent Elections Services Asst
13	Total



SPECIAL DISTRICTS DEPARTMENT

CLASSIFICATION LISTING AND POSITION COUNT

Special Districts

Administration/General Operations

	Classification
1	Assessment Technician
1	Automated Systems Analyst I
1	Automated Systems Technician
1	BG Division Manager, Engineering
1	Budget Officer
3	Building Construction Engineer III
1	Communications Engineering Technician
1	Communications Technician
1	Construction Inspector
1	Director of Special Districts
1	District Coordinator
2	District Planner
2	District Services Coordinator
1	Division Manager, Fiscal & Admin
1	Division Manager, Operations
1	Engineering Technician 3
1	Executive Assistant
1	Fiscal Assistant
1	Fiscal Specialist
1	MIS Supervisor
2	Office Assistant II
1	Payroll Specialist
3	Public Service Employee
1	Staff Analyst II
1	Programmer Analyst 3
32	Total

Road Operations

	Classification
1	Assistant Regional Manager
1	Equipment Operator II
2	District Coordinator
4	Total

Water/Sanitation Operations

	Classification
1	Administrative Secretary II
1	Administrative Supervisor I
1	Applications Specialist
1	BG Electrical Technician
1	Buyer
1	Chief Plant Operator
1	Division Manager, Water & Sanitation
1	Electrical Specialist
1	Fiscal Specialist
1	Park Maintenance Worker I
14	Maintenance Worker I
9	Maintenance Worker II
5	Maintenance Worker III
2	Office Assistant II
8	Public Service Employee
1	Regulatory Compliance Specialist
1	Sampling Technician
1	Staff Analyst II
1	Storekeeper
1	Treatment Plant Operator II
1	Treatment Plant Operator III
1	Treatment Plant Operator IV
6	Accounts Representatives
3	Water & Sanitation Supervisor
64	Total

Special Districts – Parks

Park Operations

	Classification
1	District Services Coordinator
1	P&R Maintenance Worker 2
1	Park Maintenance Worker I
1	Park Maintenance Worker III
14	Public Service Employee
1	Recreation Assistant
1	Recreation Coordinator
20	Total

SPECIAL DISTRICTS DEPARTMENT

CLASSIFICATION LISTING AND POSITION COUNT

Special Districts – Big Bear

Big Bear Valley Rec & Park Operations

	Classification
4	Animal Keeper 1
1	Assistant Regional Manager
1	BG Office Assistant III
2	Lead Animal Keeper
4	P&R Maintenance Worker I
2	P&R Maintenance Worker II
38	Public Service Employee
2	Recreation Program Coordinator
2	Recreation Superintendent
1	Registered Veterinary Technician
1	Zoo Curator
58	Total

Special Districts – Bloomington

Bloomington Rec & Park Operations

	Classification
2	Public Service Employee
2	Total

Special Districts – Roads

Road Operations

	Classification
1	Equipment Operator II
1	Total



FIRE PROTECTION DISTRICT

CLASSIFICATION LISTING AND POSITION COUNT

Fire Protection District

Administration

	Classification
1	Fire Chief/Fire Warden
2	Deputy Fire Chief
1	Division Chief
4	Total

Administrative Support / PIO

	Classification
1	Executive Assistant
1	Office Specialist
1	Public Information Officer
1	Media Specialist
1	Public Service Employee
1	Office Assistant III
6	Total

Human Resources

	Classification
1	Personnel Services Supervisor
2	Human Resources Assistant
3	Payroll Specialist
1	Administrative Supervisor I
1	Public Service Employee
8	Total

Budget and Fiscal Services

	Classification
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
2	Accounts Representative
6	Collection Officer
2	Accounting Technician
2	Fiscal Specialist
1	Finance Manager
27	Total

Support Services

	Classification
1	Support Services Manager
2	Self-Contained Breathing Apparatus Tech
1	Maintenance Specialist
1	Fire Equipment Specialist
1	Fire Equipment Technician I
5	Fire Equipment Technician II
2	Fiscal Assistant
1	Service Center Supervisor
14	Total

Office of the Fire Marshal: Fire Prevention

	Classification
1	Deputy Fire Marshal – Community Safety
3	Fire Prevention Officer/Arson
15	Fire Prevention Officer
8	Fire Prevention Specialist
2	Fire Prevention Supervisor
2	Fire Prevention Supervisor/Arson
1	Fire Prevention Specialist/Arson
4	Office Assistant II
4	Office Assistant III
1	Administrative Secretary II
1	Senior Plans Examiner
3	Front Counter Technician
45	Total

Fleet Services

	Classification
1	Vehicle Services Supervisor
3	Lead Mechanic
20	Fire Agency Mechanic
1	Equipment Parts Chaser
2	Vehicle Parts Specialist
27	Total

Training and Safety

	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
20	Fire Suppression Aide I
4	Fire Suppression Aide II
8	Fire Suppression Aide III
30	Firefighter Trainee
1	Staff Analyst I
2	Public Service Employee
1	Firefighter/Paramedic
1	Contract Wildland Program Coordinator
3	EMS Flight Paramedic
1	Public Service Employee - Captain
91	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-Paramedic
1	Office Assistant III
18	Firefighter Paramedics
18	Engineer
18	Captain
3	Co Fire Dept Battalion Chief
1	Assistant Chief
7	PCF Firefighter
1	PCF Engineer
1	PCF Captain
6	PCF Firefighter Trainee
1	PSE
1	Office Assistant I
1	Administrative Captain
97	Total

Fire Protection District – North Desert Regional Service Zone

North Desert Regional Service Zone

	Classification
2	Office Assistant III
2	Collection Officer
2	Staff Analyst I
51	Firefighter Paramedics
1	Office Assistant I
4	PCF Firefighter
6	PCF Firefighter Trainee
48	Engineer
48	Captain
1	PSE
2	Assistant Chief
6	Battalion Chief
24	Ambulance Operator-EMT
24	Ambulance Operator-Paramedic
6	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 I
18	Firefighter Paramedic
3	Battalion Chief
3	PCF Firefighter
1	PCF Firefighter Trainee
15	Engineer
18	Captain
1	PCF Lieutenant
1	Assistant Chief
9	Ambulance Operator - EMT
9	Ambulance Operator - Paramedic
80	Total

Fire Protection District – Valley Regional Service Zone

Valley Regional Service Zone

	Classification
4	Office Assistant III
2	Staff Analyst
108	Firefighter Paramedics
90	Engineer
90	Captain
2	Assistant Chief
12	Battalion Chief
21	Firefighter EMTs
1	Office Assistant I
330	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
1	Front Counter Technician
4	Hazardous Material Specialist 2/HM Responder Team
1	Hazardous Material Specialist 4/HM Responder Team
3	Hazardous Material Specialist 3
15	Hazardous Material Specialist 2
3	Hazardous Material Specialist 4
1	Hazardous Materials Specialist 3/HM Responder Team
2	Office Assistant II
3	Office Assistant III
2	Supervising Hazmat Specialist
1	Staff Analyst I
1	Fire Marshal
1	PSE Office Assistant
1	Deputy Fire Marshal
46	Total

FIRE PROTECTION DISTRICT

CLASSIFICATION LISTING AND POSITION COUNT

Fire Protection District – Household Hazardous Waste

Household Hazardous Waste

	Classification
1	HHW Event Coordinator
2	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
2	Environmental Technician III
1	Office Assistant II
34	Total

Fire Protection District – Office of Emergency Services

Office of Emergency Services

	Classification
5	Emergency Services Officer
1	Emergency Services Supervisor
1	Emergency Services Manager
1	Assistant Emergency Services Manager
1	Computerized Mapping Analyst
1	Staff Analyst II
3	Office Assistant III
1	Administrative Secretary II
14	Total

Budget and Fiscal Services

	Classification
1	Staff Analyst II
1	Fire Equipment Technician
2	Total



OTHER AGENCIES

CLASSIFICATION LISTING AND POSITION COUNT

In-Home Supportive Services Public Authority

Administration

	Classification
1	Contract Executive Director
1	Contract Admin Supervisor II
1	Contract Staff Analyst II
1	Contract Fiscal Assistant
1	Contract Executive Secretary
2	Contract Office Assistant II
1	Contract Ofice Assistant III
1	Contract Accounting Tech
9	Total

Payroll Services Unit

	Classification
1	Contract Supervising Office Specialist
1	Contract Office Specialist
9	Contract Office Assistant II
3	Contract Office Assistant III
14	Total

Registry Services

	Classification
1	Contract Supervising Social Worker
1	Contract Office Specialist
6	Contract Social Worker II
2	Contract Office Assistant II
1	Contract Office Assistant III
11	Total

Support and Development Unit

	Classification
1	Contract Supervising Office Assistant
1	Contract Office Specialist
1	Contract Office Assistant II
3	Contract Ofice Assistant III
4	Contract Ofice Assistant IV
10	Total

Inland Counties Emergency Medical Agency

Administration

	Classification
1	Cont Emrgncy Medical Srv Admin
1	Administrative Manager
1	Sr Emergency Medical Svcs Spcl
2	Emergency Medical Srvcs Spclst
1	Secretary II
1	Fiscal Specialist
2	Office Assistant III
1	Public Service Employee
10	Total

Pre-Hospital and Trauma Programs

	Classification
1	Cont EMS Coordinator
1	Cont EMS Specialty Care Coord
2	Total

Performance Based Contracts

	Classification
1	Statistical Analyst
1	Office Assistant III
1	Public Hlth Prgm Coordinator
1	Staff Analyst II
1	Cont. EMS Technical Consultant
5	Total

Medical Disaster Preparedness Programs

	Classification
1	Sr Emergency Medical Svcs Spcl
1	Medical Emer. Planning Spclst
2	Total

OTHER AGENCIES

CLASSIFICATION LISTING AND POSITION COUNT

Housing Authority of the County of San Bernardino

Administration

	Classification
1	Accountant I
1	Accountant II
2	Accounting Supervisor
1	Accounting Technician I
3	Accounting Technician II
5	Administrative Assistant
13	Administrative Services Specialist
1	Administrative Services Supervisor
2	Affordable Housing Specialist
1	Application & Database Admin
1	Asset Management Analyst
1	Career Readiness Coordinator I
1	Career Readiness Coordinator II
1	Community Manager
1	Deputy Executive Director
1	Director of Asset & Property Management
1	Director of Career Development Initiatives
1	Director of Housing Services
1	Director of Human Resources
1	Director of Information Services
1	Director of Policy & Community Relations
1	Director of Procurement & Contracts
1	Director of Supportive Housing
1	Executive Assistant
1	Executive Director
1	Finance Manager
1	FSS Services Coordinator I
1	FSS Services Coordinator II
1	Help Desk Technician I
1	Homeownership Specialist
1	Housing Services Manager
18	Housing Services Specialist
4	Housing Services Supervisor
1	Human Resources Coord
1	Information Systems Support Analyst
1	IT Sys Infra Administrator
6	Lead Housing Services Specialist
1	Leasing Consultant
3	Management Analyst
1	PI Officer
1	PI Specialist
1	Procurement Assistant
1	Procurement Officer
1	Program Compliance Coordinator
2	Project Manager
1	Property Compliance Manager
3	Property Manager
1	Real Estate Develop. Mngr
1	Recruiter
8	Resident Manager On Site
1	Resident Services Assistant
2	Resident Services Coordinator
1	Special Programs Manager
1	Sr Regional Comm Manager
1	Sr. Management Analyst

Maintenance

	Classification
1	Maintenance Manager
4	Maintenance Supervisor
19	Maintenance Technician
5	Porter
29	Total

113	Total



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 allocates both the Information Services Department and Real Estate Services - Facilities Management Division's associated charges.

- Information Services Department computer charges are Countywide costs for computer infrastructure such as email, wide area network, payroll processing, and software/hardware staff support.
- Real Estate Services - Facilities Management Division charges are for basic services provided to departments including grounds, custodial, and maintenance. Each department's budget amount for grounds, custodial, and maintenance is based on an annual average cost per square foot.

Contingencies: An amount set aside within a budget for unforeseen expenditure requirements. Board action must be taken to spend contingency funds and a 4/5 vote is required for approval.

County Fire: San Bernardino County Fire Protection District

COWCAP: COWCAP is an acronym for County Wide Cost Allocation Plan. It is the method by which indirect costs for support services such as Human Resources, Payroll, Purchasing, etc. are allocated to departments. It is prepared annually by the County Auditor-Controller/Treasurer/Tax Collector in accordance with Code of Federal Regulations (2 CFR Part 225), which is the guideline for state and federal reimbursements for indirect costs.

Department: An organizational unit used by County management to group programs of a like nature. In terms of financial structure, departments may have multiple funding sources, 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.

EZ Online Permitting System: An enterprise land development and building resource which allows applicants to submit applications, upload plans, check project status, and pay fees via a web-based portal.

Fees: Include the following types of revenues: licenses, permits, fines, forfeitures, penalties and other services. Departments receive fee revenue from providing services to the public and outside agencies.

Final Budget: A budget unit's adopted spending plan and financing, including all mid-year adjustments through the fourth quarter.

Fiscal Year: The County's twelve-month accounting period (July 1 through the following June 30), is different than 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, the special revenue fund type was clarified and affects the activities required to be reported in that fund type.

General Fund: The General Fund is 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: Includes revenue for the following types of services: risk management, information technology services, garage and fleet management, and real estate services. Departments receive rate revenue for providing direct services to other County departments.

Recommended Budget: A recommended budget is the working document of the fiscal year under discussion.

Recurrent: Recurrent appointments are those made for an indefinite period of time to provide for seasonal or on-call staffing needs. All recurrent positions are in the Unclassified Service and employees do not gain regular status. Recurrent status positions are authorized by the Director of Human Resources.

Redevelopment Agency: In 1951, the California Redevelopment Law (CRL) was enacted, which gave California cities and counties the authority to create redevelopment agencies. The CRL provided the local redevelopment agencies powerful local tools to eliminate urban decay, apply for grants, create jobs, build community facilities and infrastructure and attract economic reinvestment. Eventually, the CRL was expanded to assist in the creation of low and moderate income housing. A redevelopment agency, a separate legal entity, was responsible for the implementation of the CRL for the local communities. A redevelopment agency had the ability to create project areas, to purchase and assemble development sites, build infrastructure, construct deed-restricted affordable housing, and issue debt. An agency paid for these improvements through the utilization of tax increment financing. Redevelopment agencies and tax increment financing were eliminated by the state effective February 1, 2012.

Reimbursements: Amount received as payment for the cost of work, or service performed, or of other expenditures made, for or on behalf of another governmental unit or department. Reimbursements represent the recovery of expenditures and are considered a source.

Requirements: A department's appropriation or authority to spend plus department's budgeted operating transfers out.

Restricted Funds: Restricted funds consist of three restricted funding sources – Prop 172, 1991 Realignment and 2011 Realignment. Prop 172 revenue assists in funding the Sheriff/Coroner/Public Administrator, District Attorney, and Probation departments. 1991 Realignment assists in funding mental health, social services, and health programs within the County. 2011 Realignment assists in funding public safety, mental health, social services, and health programs within the County.

Revenue: The addition of cash or other current assets to governmental funds (receipts) 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.

AAA: Area Agency on Aging
AABs: Assessment Appeals Boards
AB: Assembly Bill
ACA: Affordable Care Act
ACGME: Accreditation Council for Graduate Medical Association
ADA: Americans with Disabilities Act
ADS: Alcohol and Drug Services
AFDC: Aid to Families with Dependent Children
AHAR: Annual Homeless Assessment Report
ALP: Airport Layout Plan
AOA: American Osteopathic Association
APS: Adult Protective Services
AQMD: Air Quality Management District
ARC: After-Hours Response Center
ARC: Approved Relative Caregiver
ARC: Assessor-Recorder-Clerk
ARMC: Arrowhead Regional Medical Center
ASAM: American Society of Addiction Medicine
ATC: Auditor-Controller/Treasurer/Tax Collector
AWM: Agriculture/Weights & Measures
BBARWA: Big Bear Area Regional Wastewater Agency
BCCs: Boards, Commissions, and Committees
BG: Board Governed
BH: Behavioral Health
BLM: Bureau of Land Management
BMI: Body Mass Index
BONUS: Babies Optimal Nutrition Ultimate Support
BOS: Board of Supervisors
BRASS: Building Regulations and Standards Summary
CAL OES: California Office of Emergency Services
CAL OSHA: California Occupational Safety and Health Administration
Caltrans: California Department of Transportation
CalWORKs: California Work Opportunities and Responsibilities to Kids
CAO: County Administrative Office
CCP: Community Program Planning
CCS: California Children's Services
CDA: California Department of Aging
CDBG: Community Development Block Grant
CDE: Community Development Agency
CDFA: California Department of Food and Agriculture
CDH: Community Development and Housing
CEHW: Center for Employee Health and Wellness
CEO: Chief Executive Officer
CEQA: California Environmental Quality Act
CeRTNA: California e-Recording Transaction Network Authority
CF: CalFresh
CFD: Community Facilities District
CFS: Children and Family Services
CG-CAHPS: Clinical Group Consumer Assessment of Health Care Providers and Systems
CHFFA: California Health Facilities Financing Authority
CIP: Capital Improvement Program
CIU: Criminal Intelligence Unit
C-IV: California Statewide Automated Welfare System Consortium IV
CLASS: Classroom Assessment and Scoring System
CMO: Chief Medical Officer
COB: Clerk of the Board
COC: Continuum of Care
COE: Center of Excellence
CoIDA: San Bernardino County Industrial Development Authority
COLA: Cost of Living Adjustment
CONFIRE: Consolidated Fire Agencies
County Fire: San Bernardino County Fire Protection District
County OES: County Fire Office of Emergency Services
COWCAP: Countywide Cost Allocation Plan
CPR: Cardiopulmonary resuscitation
CPU: Central Processing Unit
CRT: Crisis Residential Treatment
CSA: County Service Area
CSAC: California State Association of Counties
CSC: Customer Service Center
CSU: Crisis Stabilization Units
CSU: Customer Service Unit
CUPA: Certified Unified Program Agency
CVS: Community Vital Signs
CYCS: Children and Youth Collaborative Services
DA: District Attorney
DAAS: Department of Aging and Adult Services
DBH: Department of Behavioral Health
DCSS: Department of Child Support Services
DHCS: State Department of Health Care Services
DMC: Drug Medi-Cal
DPW: Department of Public Works
DRPA: Dispute Resolutions Programs Act of 1986
DUI: Driving Under the Influence
eBook: Electronic Book
ECD: Economic and Community Development
eCfile: Electronic Candidate Filing Application
EDA: Economic Development Agency

EDATE: Election, Deadline, Assignment and Task Engine
EDD: California Employment Development Department
EDoCS: Election Document Change System
EDU: Equivalent Dwelling Units
eFlow: Election Workflow Manager
EFMS: Enterprise Financial Management System
EFT: Electronic Funds Transfer
EHR: Electronic Health Records
EHS-CLP: Early Head Start - Child Care Partnership
EHS: Environmental Health Services
EIA: Excess Insurance Authority
EMACS: Employee Management and Compensation System
e-mail: Electronic mail
EMPG: Emergency Management Performance Grant
EMS: Emergency Medical Services
ENT: Ear, Nose and Throat
ePCR: Electronic Patient Care Record
ePoll: Electronic Poll Book
ePro: Electronic Procurement
EPSDT: Early and Periodic Screening, Diagnosis and Treatment
e-reader: Electronic reader
ESG: Emergency Solutions Grant
FAA: Federal Aviation Administration
FCSP: Family Caregiver Support Program
FEMA: Federal Emergency Management Agency
FLSA: Fair Labor Standards Act
FMD: Facilities Management Division
FPD: Fire Protection District
FPRRS: Foster and Relative Caregiver Recruitment, Retention, and Support
FQHC: Federally Qualified Health Centers
F/T: Full Time
FTE: Full Time Equivalent
GAAP: Generally Accepted Accounting Principles
GASB: Governmental Accounting Standards Board
GED: General Equivalency Diploma
GEMT: Ground Emergency Medical Transport
GFOA: Government Finance Officers Association
GIS: Geographic Information System
GPP: Global Payment Program
HazMat: Hazardous Materials
HCAHPS: Hospital Consumer Assessment of Health Care Providers and Systems
HCR: Health Care Reform
HELP: Health Education Liaison Program
HHW: Household Hazardous Waste
HICAP: Health Insurance Counseling and Advocacy Program
HIE: Health Information Exchange
HIV: Human Immunodeficiency Virus
HMIS: Homeless Management Information System
HMRT: Hazardous Materials Response Team
HOME: HOME Investment Partnership Act Grant
HR: Human Resources
HS: Human Services
HSGP: Homeland Security Grant Program
HSS: Human Services System
HUD: Housing and Urban Development
ICEMA: Inland Counties Emergency Medical Agency
IGT: Intergovernmental Transfers
IHSS: In-Home Supportive Services
IPDP: Individual Professional Development Plan
IRNET: Inland Regional Narcotics Enforcement Team
ISD: Information Services Department
ISF: Internal Service Fund
IT: Information Technology
IVDA: Inland Valley Development Agency
JCC: Judicial Council of California
JPA: Joint Powers Agreement
JPA: Joint Powers Authority
K-9: Canine
Kin-Gap: Kinship Guardianship Assistance Program
LAFCO: Local Agency Formation Commission
LET: Let's End Truancy
LIFT: Low-Income First-Time Mothers
MDAQMD: Mojave Desert Air Quality Management District
MHSA: Mental Health Services Act
MHz: Megahertz
MMA: Multi-Media Services
MOE: Maintenance of Effort
MOU: Memorandum of Understanding
MSA: Master Settlement Agreement
MSSP: Multipurpose Senior Services Program
N/A: Not Applicable
NACo: National Association of Counties
NEMSIS: National Emergency Medical Services Information Systems
NICU: Neonatal Intensive Care Unit
NPDES: National Pollutant Discharge Elimination System
NSP: Neighborhood Stabilization Program
NTP: Narcotics Treatment Program
OA: Operational Area
OB-GYN: Obstetrics Gynecology
OES: Office of Emergency Services

OHS: Office of Homeless Services
OHV: Off-Highway Vehicle
OM&M: Operations Maintenance and Monitoring
OMB: Office of Management and Budget
OMB: Ombudsman
ORG: Organization
OSHA: Occupational Safety and Health Administration
OTLICP: Optional Targeted Low Income Children's Program
PA: Public Authority
PC: Penal Code
PCF: Paid Call Firefighter
PCI: Pavement Condition Index
PEI: Prevention and Early Intervention
PERC: Performance, Education and Resource Center
PH: Public Health
PHAB: Public Health Accreditation Board
PIO: Public Information Office
PJAC: Procedural Justice Informed Alternatives to Contempt
PM: Paramedic Service Zone
PMD: Real Estate Services - Project Management Division
POD: Point of Dispensing
POS: Point of Sale
PRIME: Public Hospital Redesign and Incentives in Medi-Cal
Prop: Proposition
PSD: Preschool Services Department
PSE: Public Service Employee
P/T: Part Time
QI: Quality Improvement
RDA: Redevelopment Agency
RFH: Resource Family Homes
RFP: Request for Proposal
RGP: Rescue Group Partners
RIAC: Range Improvement Advisory Committee
ROV: Registrar of Voters
RV: Recreational Vehicle
SAN: Storage Area Network
SANBAG: San Bernardino Associated Governments
SAPT: Substance Abuse Prevention and Treatment
SART: Santa Ana River Trail
SART: Screening, Assessment, Referral, and Treatment
SB: Senate Bill
SBCFPD: San Bernardino County Fire Protection District
SBCFPD: San Bernardino County Fire Protection District
SBCTA: San Bernardino County Transportation Authority
SCAQMD: South Coast Air Quality Management District
SCBA: Self-Contained Breathing Apparatus
SCSEP: Senior Community Service Employment Program
SIA: Senior Information and Assistance
SIR: Self Insured Retention
SMARA: Surface Mining and Reclamation Act
SPARC: San Bernardino County Partnership for Renewable Energy and Conservation
SSI/SSP: Supplemental Security Income/State Supplementary Payment
SSI: Social Security Income
SSN: Social Security Number
SUD: Substance Abuse Disorder
SWMD: Solid Waste Management Division
TAD: Transitional Assistance Department
TBD: To Be Determined
TDM: Team Decision Making
TENS: Telephonic Emergency Notification System
TREP: Transportation Reimbursement Escort Program
UAS: Unmanned Aerial Systems
UASI: Urban Area Security Initiative
UCCE: Unified Contract Center Enterprise
UHF: Ultra High Frequency
USDVA: United States Department of Veterans Affairs
UST: Underground Storage Tank
VA: Veterans Affairs
VHF: Very High Frequency
VITA: Volunteer Income Tax Assistance
VOIP: Voice Over Internet Protocol
VVWRA: Victor Valley Waste Reclamation Authority
WAN: Wide Area Network
WDB: Workforce Development Board
WDD: Department of Workforce Development
WIC: Welfare and Institutions Code
WIC: Women, Infant, and Children
WIOA: Workforce Innovation and Opportunity Act
WPC: Whole Person Care
WRIB: Western Region Item Bank
WTW: Welfare to Work

State Controller Schedules **Schedule 1**
County Budget Act

County of San Bernardino
All Funds Summary
Fiscal Year 2018

Fund Name	TOTAL FINANCING SOURCES				TOTAL FINANCING USES		
	Fund Balance Available June 30, 2017	Decreases to Obligated Fund Balances	Additional Financing Sources	Total Financing Sources	Financing Uses	Increases to Obligated Fund Balances	Total Financing Uses
1	2	3	4	5	6	7	8
Governmental Funds							
General Fund	504,222,249	61,707,750	2,557,992,357	3,123,922,356	3,058,721,450	65,200,906	3,123,922,356
Special Revenue Funds	164,108,749	16,009,773	505,743,597	685,862,119	640,671,784	45,190,335	685,862,119
Capital Project Funds	181,783,953	784,187	133,914,619	316,482,759	316,482,759	0	316,482,759
Total All Funds	**850,114,951**	**78,501,710**	**3,197,650,573**	**4,126,267,234**	**4,015,875,993**	**110,391,241**	**4,126,267,234**

State Controller Schedules **Schedule 2**
County Budget Act

County of San Bernardino
Governmental Funds Summary
Fiscal Year 2018

Fund Name	TOTAL FINANCING SOURCES				TOTAL FINANCING USES		
	Fund Balance Available June 30, 2017	Decreases to Obligated Fund Balances	Additional Financing Sources	Total Financing Sources	Financing Uses	Increases to Obligated Fund Balances	Total Financing Uses
1	2	3	4	5	6	7	8
General Fund							
General Fund	82,669,752	61,707,750	2,939,943,161	3,084,320,663	3,019,119,757	65,200,906	3,084,320,663
Restricted General Fund	421,552,497	0	(381,950,804)	39,601,693	39,601,693	0	39,601,693
Total General Fund	**504,222,249**	**61,707,750**	**2,557,992,357**	**3,123,922,356**	**3,058,721,450**	**65,200,906**	**3,123,922,356**
Special Revenue Funds							
Agricultural, Weights & Measures - California Grazing Fees	147,883	0	2,500	150,383	147,865	2,518	150,383
Airports - Special Aviation	2,895,951	0	7,979,106	10,875,057	9,637,947	1,237,110	10,875,057
Assessor - Recording Fees	4,197,371	0	3,945,500	8,142,871	4,126,432	4,016,439	8,142,871
Auditor-Controller/Treasurer/Tax Collector - Redemption Maint.	188,220	0	232,000	420,220	200,000	220,220	420,220
Behavioral Health - Block Grant Carryover	2,548,614	0	10,422,032	12,970,646	11,093,971	1,876,675	12,970,646
Behavioral Health - Driving Under the Influence Programs	37,109	0	178,760	215,869	178,760	37,109	215,869
Behavioral Health - Mental Health Services Act	57,345,522	6,144,666	180,848,614	244,338,802	244,338,802	0	244,338,802
Community Development and Housing	17,357,086	404,146	18,164,273	35,925,505	35,925,505	0	35,925,505
County Library	4,055,544	0	16,643,550	20,699,094	19,756,210	942,884	20,699,094
County Trial Courts - Alternate Dispute Resolution Program	47,699	0	360,100	407,799	360,000	47,799	407,799
County Trial Courts - Court Alcohol and Drug Program	619,130	0	510,070	1,129,200	661,277	467,923	1,129,200
County Trial Courts - Courthouse Seismic Surcharge	40	0	1,807,654	1,807,694	1,807,654	40	1,807,694
County Trial Courts - Registration Fees	4,197	0	3,200	7,397	0	7,397	7,397
Courthouse Temporary Construction	1,570,694	0	0	1,570,694	0	1,570,694	1,570,694
Criminal Justice Facility Temporary Construction	1,819,323	0	0	1,819,323	0	1,819,323	1,819,323
District Attorney Special Projects	4,272,120	0	8,345,191	12,617,311	8,924,523	3,692,788	12,617,311
Domestic Violence AB 2405	11,303	0	10,100	21,403	0	21,403	21,403
Finance and Administration - Disaster Recovery Fund	2,954,286	0	7,530	2,961,816	0	2,961,816	2,961,816
Human Resources - Commuter Services	307,529	0	772,100	1,079,629	926,915	152,714	1,079,629
Human Resources - Employee Benefits and Services	461,845	0	3,606,370	4,068,215	3,583,904	484,311	4,068,215
Human Services - Domestic Violence/Child Abuse Surcharges	(27,698)	135,984	473,000	581,286	581,286	0	581,286
Human Services - Marriage License Fees Surcharge	401,378	0	380,000	781,378	318,500	462,878	781,378
Human Services - Wraparound Reinvestment Fund	5,152,241	0	7,025,000	12,177,241	10,387,029	1,790,212	12,177,241
Local Law Enforcement Block Grant	495,118	32,167	626,025	1,153,310	1,153,310	0	1,153,310
Master Settlement Agreement	722,918	0	17,168,838	17,891,756	17,000,000	891,756	17,891,756
Preschool Services	(305,290)	0	58,138,087	57,832,797	57,832,797	0	57,832,797
Probation - Asset Forfeiture	76,963	0	1,842	78,805	78,805	0	78,805
Probation - Criminal Recidivism SB 678	4,031,923	0	6,371,681	10,403,604	6,371,681	4,031,923	10,403,604
Probation - Juvenile Justice Grant Program	1,768,440	0	7,806,367	9,574,807	7,806,367	1,768,440	9,574,807
Probation - Juvenile Re-Entry Program AB 1628	14,000	0	145,000	159,000	15,000	144,000	159,000
Public Health - Bio-Terrorism Preparedness	3,539	0	2,068,584	2,072,123	2,068,701	3,422	2,072,123
Public Health - Vector Control Assessments	131,786	0	1,746,575	1,878,361	1,693,665	184,696	1,878,361
Public Health - Vital Statistics State Fees	72,476	0	181,743	254,219	126,072	128,147	254,219
Public Works - Special Transportation	13,131,647	0	17,209,573	30,341,220	19,126,106	11,215,114	30,341,220
Public Works - Surveyor - Survey Monument Preservation	73,820	0	80,000	153,820	80,635	73,185	153,820
Public Works - Transportation - Road Operations	21,341,089	6,741,262	86,486,980	114,569,331	114,569,331	0	114,569,331
Real Estate Services - Chino Agricultural Preserve	2,339,404	2,324,951	627,780	5,292,135	5,292,135	0	5,292,135
Regional Parks - Calico Ghost Town Marketing Services	65,104	0	449,300	514,404	458,147	56,257	514,404
Regional Parks - County Trail System	231,592	0	2,027,500	2,259,092	2,070,378	188,714	2,259,092
Regional Parks - Off-Highway Vehicle License Fees	183,601	28,036	305,000	516,637	516,637	0	516,637
Regional Parks - Park Maintenance and Development	138,640	0	793,875	932,515	94,932	837,583	932,515
Regional Parks - San Manuel Amphitheater	483,914	198,561	1,403,000	2,085,475	2,085,475	0	2,085,475
Regional Parks - San Manuel Amphitheater Improvements	237,374	0	28,500	265,874	(25,000)	290,874	265,874
Sheriff's Special Projects	13,782,717	0	10,811,854	24,594,571	21,360,967	3,233,604	24,594,571
Special Districts - Fish and Game Commission	10,390	0	7,196	17,586	10,730	6,856	17,586
Workforce Development	(1,289,803)	0	29,541,647	28,251,844	27,928,333	323,511	28,251,844
Total Special Revenue Funds	**164,108,749**	**16,009,773**	**505,743,597**	**685,862,119**	**640,671,784**	**45,190,335**	**685,862,119**

State Controller Schedules **Schedule 2**
County Budget Act

County of San Bernardino
Governmental Funds Summary
Fiscal Year 2018

Fund Name	TOTAL FINANCING SOURCES				TOTAL FINANCING USES		
	Fund Balance Available June 30, 2017	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
Capital Project Funds							
Capital Improvements Fund	162,538,126	0	133,811,509	296,349,635	296,349,635	0	296,349,635
Redevelopment Agency (Housing Successor)	19,245,827	784,187	103,110	20,133,124	20,133,124	0	20,133,124
Total Capital Project Funds	**181,783,953**	**784,187**	**133,914,619**	**316,482,759**	**316,482,759**	**0**	**316,482,759**
Total Governmental Funds	**850,114,951**	**78,501,710**	**3,197,650,573**	**4,126,267,234**	**4,015,875,993**	**110,391,241**	**4,126,267,234**

State Controller Schedules **Schedule 3**
County Budget Act

County of San Bernardino
Fund Balance - Governmental Funds
Fiscal Year 2018

Fund Name	Total Fund Balance June 30, 2017	Less: Obligated Fund Balances			Fund Balances Available (GAAP Basis) June 30, 2017	Minus GASB 31 Adjustment	Fund Balances Available (Budgetary Basis) June 30, 2017
		Encumbrances	Nonspendable, Restricted and Committed	Assigned			
1	2	3	4	5	6	7	8
General Fund							
General Fund	554,161,529	(53,075,991)	(419,080,641)	(545,495)	81,459,402	1,210,350	82,669,752
Restricted General Fund	422,237,413	(720,550)	0	0	421,516,863	35,634	421,552,497
Total General Fund	**976,398,942**	**(53,796,541)**	**(419,080,641)**	**(545,495)**	**502,976,265**	**1,245,984**	**504,222,249**
Special Revenue Funds							
Agricultural, Weights & Measures - California Grazing Fees	152,550	0	(4,667)	0	147,883	0	147,883
Airports - Special Aviation	5,248,705	(342,503)	(2,014,536)	0	2,891,666	4,285	2,895,951
Assessor - Recording Fees	15,170,930	(527,223)	(10,452,044)	0	4,191,663	5,708	4,197,371
Auditor-Controller/Treasurer/Tax Collector - Redemption Maint.	2,037,269	0	(1,850,807)	0	186,462	1,758	188,220
Behavioral Health - Block Grant Carryover	7,349,519	0	(4,808,966)	0	2,540,553	8,061	2,548,614
Behavioral Health - Driving Under the Influence Programs	605,380	0	(568,893)	0	36,487	622	37,109
Behavioral Health - Mental Health Services Act	187,314,061	(32,923,030)	(97,195,602)	0	57,195,429	150,093	57,345,522
Community Development and Housing	20,502,173	(895,280)	(2,267,475)	0	17,339,418	17,668	17,357,086
County Library	8,715,207	(69,321)	(4,581,370)	(9,175)	4,055,341	203	4,055,544
County Trial Courts - Alternate Dispute Resolution Program	67,205	0	(19,547)	0	47,658	41	47,699
County Trial Courts - Court Alcohol and Drug Program	2,719,548	0	(2,102,879)	0	616,669	2,461	619,130
County Trial Courts - Courthouse Seismic Surcharge	80	0	(85)	0	(5)	45	40
County Trial Courts - Registration Fees	177,456	0	(173,428)	0	4,028	169	4,197
Courthouse Temporary Construction	2,929,815	0	(1,361,123)	0	1,568,692	2,002	1,570,694
Criminal Justice Facility Temporary Construction	3,430,083	0	(1,613,044)	0	1,817,039	2,284	1,819,323
District Attorney Special Projects	9,162,486	0	(4,894,336)	0	4,268,150	3,970	4,272,120
Domestic Violence AB 2405	26,051	0	(14,766)	0	11,285	18	11,303
Finance and Administration - Disaster Recovery Fund	3,255,779	0	(304,296)	0	2,951,483	2,803	2,954,286
Human Resources - Commuter Services	1,091,166	0	(784,555)	0	306,611	918	307,529
Human Resources - Employee Benefits and Services	1,366,460	(913)	(904,989)	0	460,558	1,287	461,845
Human Services - Domestic Violence/Child Abuse Surcharges	107,917	0	(135,984)	0	(28,067)	369	(27,698)
Human Services - Marriage License Fees Surcharge	627,648	0	(226,270)	0	401,378	0	401,378
Human Services - Wraparound Reinvestment Fund	6,565,063	(40,051)	(1,379,931)	0	5,145,081	7,160	5,152,241
Local Law Enforcement Block Grant	2,295,715	0	(1,803,118)	0	492,597	2,521	495,118
Master Settlement Agreement	3,567,502	0	(2,851,674)	0	715,828	7,090	722,918
Preschool Services	153,125	(449,906)	0	(9,500)	(306,281)	991	(305,290)
Probation - Asset Forfeiture	76,891	0	0	0	76,891	72	76,963
Probation - Criminal Recidivism SB 678	13,467,014	0	(9,450,797)	0	4,016,217	15,706	4,031,923
Probation - Juvenile Justice Grant Program	7,953,559	0	(6,193,309)	0	1,760,250	8,190	1,768,440
Probation - Juvenile Re-Entry Program AB 1628	676,127	0	(662,127)	0	14,000	0	14,000
Public Health - Bio-Terrorism Preparedness	3,797	0	(661)	0	3,136	403	3,539
Public Health - Vector Control Assessments	3,780,026	0	(3,651,931)	0	128,095	3,691	131,786
Public Health - Vital Statistics State Fees	911,410	0	(839,820)	0	71,590	886	72,476
Public Works - Special Transportation	46,436,469	(1,214,476)	(32,133,881)	0	13,088,112	43,535	13,131,647
Public Works - Surveyor - Survey Monument Preservation	278,338	0	(204,518)	0	73,820	0	73,820
Public Works - Transportation - Road Operations	65,938,740	(6,011,218)	(38,638,806)	(2,500)	21,286,216	54,873	21,341,089
Real Estate Services - Chino Agricultural Preserve	28,835,688	(1,800)	(26,522,462)	0	2,311,426	27,978	2,339,404
Regional Parks - Calico Ghost Town Marketing Services	295,461	0	(230,675)	0	64,786	318	65,104
Regional Parks - County Trail System	769,215	(16,379)	(522,175)	0	230,661	931	231,592
Regional Parks - Off-Highway Vehicle License Fees	672,686	0	(489,974)	0	182,712	889	183,601
Regional Parks - Park Maintenance and Development	718,591	0	(580,660)	0	137,931	709	138,640
Regional Parks - San Manuel Amphitheater	1,162,261	0	(679,704)	0	482,557	1,357	483,914
Regional Parks - San Manuel Amphitheater Improvements	671,675	0	(435,332)	0	236,343	1,031	237,374
Sheriff's Special Projects	15,024,064	(638,966)	(613,394)	(6,000)	13,765,704	17,013	13,782,717
Special Districts - Fish and Game Commission	19,002	0	(8,612)	0	10,390	0	10,390
Workforce Development	1,043,259	(554,019)	(1,779,100)	(1,000)	(1,290,860)	1,057	(1,289,803)
Total Special Revenue Funds	**473,373,166**	**(43,685,085)**	**(265,952,323)**	**(28,175)**	**163,707,583**	**401,166**	**164,108,749**

State Controller Schedules **Schedule 3**
County Budget Act

County of San Bernardino
Fund Balance - Governmental Funds
Fiscal Year 2018

Fund Name	Total Fund Balance June 30, 2017	Less: Obligated Fund Balances			Fund Balances Available (GAAP Basis) June 30, 2017	Minus GASB 31 Adjustment	Fund Balances Available (Budgetary Basis) June 30, 2017
		Encumbrances	Nonspendable, Restricted and Committed	Assigned			
1	2	3	4	5	6	7	8
Capital Project Funds							
Capital Improvements Fund	241,172,417	(30,808,309)	(47,826,930)	0	162,537,178	948	162,538,126
Redevelopment Agency (Housing Successor)	20,011,688	0	(784,187)	0	19,227,501	18,326	19,245,827
Total Capital Project Funds	**261,184,105**	**(30,808,309)**	**(48,611,117)**	**0**	**181,764,679**	**19,274**	**181,783,953**
Total Governmental Funds	**1,710,956,213**	**(128,289,935)**	**(733,644,081)**	**(573,670)**	**848,448,527**	**1,666,424**	**850,114,951**

State Controller Schedules **Schedule 4**
County Budget Act

County of San Bernardino
Obligated Fund Balances - By Governmental Funds
Fiscal Year 2018

Fund Name and Fund Balance Descriptions	Obligated Fund Balances June 30, 2017	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	97,124,165			10,679,889	10,679,889	107,804,054
Restricted - Teeter	14,204,526					14,204,526
Nonspendable - Prepaid Items	4,757,635					4,757,635
Nonspendable - Loans Receivable	5,825,921					5,825,921
Nonspendable - Land Held For Resale	548,622					548,622
Nonspendable - Inventory	1,269,478					1,269,478
Committed - New Property Tax System	3,000,000					3,000,000
Committed - Medical Center Debt Service	32,074,905					32,074,905
Committed - Insurance	3,000,000					3,000,000
Committed - New Financial Accounting System	9,500,000	5,500,000	5,500,000			4,000,000
Committed - Permit Systems Upgrade	2,045,044	872,294	872,294			1,172,750
Committed - West Valley Detention Center	6,597,500					6,597,500
Committed - Land Use Services General Plan	2,055,730	360,126	360,126			1,695,604
Committed - Rim Forest Drainage	4,375,902	1,200,000	1,200,000			3,175,902
Committed - Glen Helen Rehabilitation Center	74,500					74,500
Committed - Adelanto Detention Center	7,719,361					7,719,361
Committed - RDA Overpayment	3,800,000					3,800,000
Committed - Building Acquisition and Retrofit	31,000,000	31,000,000	31,000,000			0
Committed - Animal Shelter	10,000,000					10,000,000
Committed - Cal Fresh Waiver Discontinuance	1,488,599	1,488,599	1,488,599			0
Committed - Lake Gregory Dam	8,213,000					8,213,000
Committed - Trans. Glen Helen Parkway Bridge	2,038,995	373,494	373,494			1,665,501
Committed - Trans. Rock Springs Bridge	2,037,000					2,037,000
Committed - Trans. National Trails Highway	9,727,500	5,807,588	5,807,588			3,919,912
Committed - Labor	10,374,046			283,459	283,459	10,657,505
Committed - Asset Replacement	26,643,874					26,643,874
Committed - Future Retirement Rate	8,500,000			2,364,244	2,364,244	10,864,244
Committed - Earned Leave	19,512,019			7,945,799	7,945,799	27,457,818
Committed - CSA Revolving Loan	2,000,000					2,000,000
Committed - Capital Improvements	6,700,000	6,700,000	6,700,000			0
Committed - County Fire Training Center	820,000					820,000
Committed - Give BIG	100,000	100,000	100,000			0
Committed - Litigation Expenses	17,000,000					17,000,000
Committed - Litigation	385,350					385,350
Committed - Trans. Cedar Ave. Interchange	8,095,000	1,372,000	1,372,000			6,723,000
Committed - Trans. Stanfield Road	405,000					405,000
Committed - ARMC Jail Ward	20,000,000					20,000,000
Committed - Chino Airport Development Plan Reserve	250,000					250,000
Committed - Assessor Enterprise System	1,000,000					1,000,000
Committed - EMACS Upgrade	3,741,942	3,741,942	3,741,942			0
Committed - GIS Enterprise License Agreement	1,678,590	839,295	839,295			839,295
Committed - Valley Dispatch Reserve	27,105,784	2,200,000	2,200,000			24,905,784
Committed - Big Bear Alpine Zoo	1,700,000					1,700,000
Committed - Strategic Initatives	590,653	152,412	152,412			438,241
Committed - Available Reserves	0			1,274,079	627,515	627,515

State Controller Schedules **Schedule 4**
County Budget Act

County of San Bernardino
Obligated Fund Balances - By Governmental Funds
Fiscal Year 2018

Fund Name and Fund Balance Descriptions	Obligated Fund Balances June 30, 2017	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 Continued						
Assigned - EFMS Post Implementation Costs	0			6,000,000	6,000,000	6,000,000
Assigned - IHSS MOE Discontinuances	0			34,800,000	34,800,000	34,800,000
Assigned - Indigent Defense Costs	0			500,000	500,000	500,000
Assigned - MOU-Cal. University of Science/Medicine	0			1,000,000	1,000,000	1,000,000
Assigned - High Desert Crime Sweep	0			1,000,000	1,000,000	1,000,000
Assigned - Revolving Funds	398,000					398,000
Assigned - Imprest Cash	112,960					112,960
Assigned - Change Funds	34,535					34,535
Total General Fund	**419,626,136**	**61,707,750**	**61,707,750**	**65,847,470**	**65,200,906**	**423,119,292**
Special Revenue Funds						
Agricultural, Weights & Measures - California Grazing Fees						
Committed - Available Reserves	4,667			333	2,518	7,185
Airports - Special Aviation						
Committed - Available Reserves	2,014,536			757,482	1,237,110	3,251,646
Assessor - Recording Fees						
Committed - Available Reserves	10,452,044			2,597,382	4,016,439	14,468,483
Auditor-Controller/Treasurer/Tax Collector - Redemption Maintenance						
Committed - Available Reserves	1,850,807			195,795	220,220	2,071,027
Behavioral Health - Block Grant Carryover						
Committed - Available Reserves	4,808,966			1,808,915	1,876,675	6,685,641
Behavioral Health - Driving Under the Influence Programs						
Committed - Available Reserves	568,893	23,808			37,109	606,002
Behavioral Health - Mental Health Services Act						
Committed - Available Reserves	75,043,239	21,030,511	6,144,666			68,898,573
Committed - General Purpose	22,152,363					22,152,363
Community Development and Housing						
Committed - Available Reserves	404,146	404,146	404,146			0
Restricted - Land Held For Resale	1,863,329					1,863,329
County Library						
Committed - Available Reserves	4,581,370			942,555	942,884	5,524,254
Assigned - Imprest Cash	2,500					2,500
Assigned - Change Funds	6,675					6,675
County Trial Courts - Alternate Dispute Resolution Program						
Committed - Available Reserves	19,547			34,092	47,799	67,346

State Controller Schedules **Schedule 4**
County Budget Act

County of San Bernardino
Obligated Fund Balances - By Governmental Funds
Fiscal Year 2018

Fund Name and Fund Balance Descriptions	Obligated Fund Balances June 30, 2017	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 Continued						
County Trial Courts - Court Alcohol and Drug Program						
Committed - Available Reserves	2,102,879			255,014	467,923	2,570,802
County Trial Courts - Courthouse Seismic Surcharge						
Committed - Available Reserves	85			277	40	125
County Trial Courts - Registration Fees						
Committed - Available Reserves	173,428			4,420	7,397	180,825
Courthouse Temporary Construction						
Committed - Available Reserves	1,361,123			1,666,058	1,570,694	2,931,817
Criminal Justice Temporary Construction						
Committed - Available Reserves	1,613,044			1,732,001	1,819,323	3,432,367
District Attorney Special Projects						
Committed - Available Reserves	4,894,336			1,903,250	3,692,788	8,587,124
Domestic Violence AB 2405						
Committed - Available Reserves	14,766			19,037	21,403	36,169
Finance and Administration - Disaster Recovery Fund						
Committed - Available Reserves	304,296	89,726			2,961,816	3,266,112
Human Resources - Commuter Services						
Committed - Available Reserves	784,555			43,374	152,714	937,269
Human Resources - Employee Benefits and Services						
Committed - Available Reserves	904,989			305,333	484,311	1,389,300
Human Services - Domestic Violence/Child Abuse						
Committed - Available Reserves	135,984	135,984	135,984			0
Human Services - Marriage License Fees Surcharge						
Committed - Available Reserves	226,270			395,489	462,878	689,148
Human Services - Wraparound Reinvestment Fund						
Committed - Available Reserves	1,379,931			1,544,988	1,790,212	3,170,143
Local Law Enforcement Block Grant						
Committed - Available Reserves	1,803,118	37,210	32,167			1,770,951
Master Settlement Agreement						
Committed - Available Reserves	2,851,674			176,065	891,756	3,743,430

State Controller Schedules **Schedule 4**
County Budget Act

County of San Bernardino
Obligated Fund Balances - By Governmental Funds
Fiscal Year 2018

Fund Name and Fund Balance Descriptions	Obligated Fund Balances June 30, 2017	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 Continued						
Preschool Services						
Assigned - Imprest Cash	9,500					9,500
Probation - Criminal Recidivism SB 678						
Committed - Available Reserves	9,450,797			984,847	4,031,923	13,482,720
Probation - Juvenile Justice Grant Program						
Committed - Available Reserves	6,193,309			1,344,316	1,768,440	7,961,749
Probation - Juvenile Re-Entry Program AB 1628						
Committed - Available Reserves	662,127			145,215	144,000	806,127
Public Health - Bio-Terrorism Preparedness						
Committed - Available Reserves	661			977	3,422	4,083
Public Health - Vector Control Assessments						
Committed - Available Reserves	3,651,931			172,719	184,696	3,836,627
Public Health - Vital Statistics State Fees						
Committed - Available Reserves	839,820			121,403	128,147	967,967
Public Works - Special Transportation						
Committed - Available Reserves	32,133,881			11,113,174	11,215,114	43,348,995
Public Works - Surveyor - Survey Monument Preservation						
Committed - Available Reserves	204,518			75,546	73,185	277,703
Public Works - Transportation - Road Operations						
Nonspendable - Inventory	72,610					72,610
Restricted - Financial Asssurance	132,789					132,789
Committed - Available Reserves	38,433,407	7,477,117	6,741,262			31,692,145
Assigned - Imprest Cash	2,500					2,500
Real Estate Services - Chino Agricultural Preserve						
Committed - Available Reserves	26,522,462	2,319,527	2,324,951			24,197,511
Regional Parks - Calico Ghost Town Marketing Services						
Committed - Available Reserves	230,675			21,485	56,257	286,932
Regional Parks - County Trail System						
Committed - Available Reserves	522,175			358,946	188,714	710,889
Regional Parks - Off-Highway Vehicle License Fees						
Committed - Available Reserves	489,974	164,916	28,036			461,938

State Controller Schedules **Schedule 4**
County Budget Act

County of San Bernardino
Obligated Fund Balances - By Governmental Funds
Fiscal Year 2018

Fund Name and Fund Balance Descriptions	Obligated Fund Balances June 30, 2017	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 Continued						
Regional Parks - Park Maintenance and Development						
Committed - Available Reserves	580,660			583,191	837,583	1,418,243
Regional Parks - San Manuel Amphitheater						
Committed - Available Reserves	679,704	676,704	198,561			481,143
Regional Parks - San Manuel Amphitheater Improvements						
Committed - Available Reserves	435,332			307,494	290,874	726,206
Sheriff's Special Projects						
Committed - Available Reserves	613,394			0	3,233,604	3,846,998
Assigned - Imprest Cash	1,000					1,000
Assigned - Revolving Funds	5,000					5,000
Special Districts - Fish and Game Commission						
Committed - Available Reserves	8,612			3,031	6,856	15,468
Workforce Development						
Committed - Available Reserves	1,779,100			323,511	323,511	2,102,611
Assigned - Imprest Cash	1,000					1,000
Total Special Revenue Funds	**265,980,498**	**32,359,649**	**16,009,773**	**29,937,715**	**45,190,335**	**295,161,060**
Capital Projects Funds						
Capital Improvement Fund						
Nonspendable - Land Held For Resale	47,826,930					47,826,930
Redevelopment Agency (Housing Successor)						
Committed - Available Reserves	784,187	784,187	784,187			0
Total Capital Project Funds	**48,611,117**	**784,187**	**784,187**	**0**	**0**	**47,826,930**
Total Governmental Funds	**734,217,751**	**94,851,586**	**78,501,710**	**95,785,185**	**110,391,241**	**766,107,282**

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 2018

Description	TOTAL FINANCING SOURCES FY 2016 Actual	FY 2017 Actual	FY 2018 Recommended	FY 2018 Adopted by the Board of Supervisors
1	2	3	4	5
Summarization by Source				
Taxes	745,272,386	759,081,848	776,722,728	776,722,728
Licenses, Permits and Franchises	24,421,142	25,519,000	24,571,923	24,571,923
Fines, Forfeitures and Penalties	8,380,227	10,341,471	7,970,969	7,970,969
Revenue from Use of Money and Property	45,297,714	48,167,650	44,349,826	44,349,826
Intergovernmental Revenues	1,751,622,628	1,863,314,255	1,616,374,983	1,596,436,720
Charges for Current Services	376,665,935	462,203,814	475,528,210	475,528,210
Other Revenues	66,816,840	57,543,966	50,841,389	50,730,851
Other Financing Sources	204,570,866	271,336,772	245,292,617	221,339,346
Total Summarization by Source	**3,223,047,738**	**3,497,508,776**	**3,241,652,645**	**3,197,650,573**
Summarization by Fund				
General Fund	2,670,370,975	2,796,919,768	2,939,943,161	2,939,943,161
Restricted General Fund	37,273,194	47,173,784	(360,702,533)	(381,950,804)
Agricultural, Weights & Measures - California Grazing Fees	4,667	4,685	2,500	2,500
Airports - Special Aviation	3,587,970	1,859,030	7,979,106	7,979,106
Assessor - Recording Fees	3,549,206	3,922,437	3,945,500	3,945,500
Auditor-Controller/Treasurer/Tax Collector - Redemption Maint.	191,694	225,720	232,000	232,000
Behavioral Health - Block Grant Carryover	10,118,354	10,321,460	10,422,032	10,422,032
Behavioral Health - Driving Under the Influence Programs	186,066	204,341	178,760	178,760
Behavioral Health - Mental Health Services Act	127,600,478	170,808,570	180,848,614	180,848,614
Community Development and Housing	9,241,292	11,082,756	18,164,273	18,164,273
County Library	16,976,705	18,217,112	16,643,550	16,643,550
County Trial Courts - Alternate Dispute Resolution Program	375,994	407,700	360,100	360,100
County Trial Courts - Court Alcohol and Drug Program	417,095	516,856	510,070	510,070
County Trial Courts - Courthouse Seismic Surcharge	1,583,177	1,703,763	1,807,654	1,807,654
County Trial Courts - Registration Fees	3,430	7,331	3,200	3,200
District Attorney Special Projects	8,065,470	11,635,126	8,345,191	8,345,191
Domestic Violence AB 2405	12,925	11,303	10,100	10,100
Finance and Administration - Disaster Recovery Fund	265,300	229,208	7,530	7,530
Human Resources - Commuter Services	584,850	532,283	772,100	772,100
Human Resources - Employee Benefits and Services	2,863,602	3,112,610	3,606,370	3,606,370
Human Services - Domestic Violence/Child Abuse	500,780	490,354	473,000	473,000
Human Services - Marriage License Fees Surcharge	357,796	378,532	380,000	380,000
Human Services - Wraparound Reinvestment Fund	4,743,639	5,337,841	7,025,000	7,025,000

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 2018

Description	TOTAL FINANCING SOURCES FY 2016 Actual	FY 2017 Actual	FY 2018 Recommended	FY 2018 Adopted by the Board of Supervisors
1	2	3	4	5
Summarization by Fund Continued				
Local Law Enforcement Block Grant	598,082	648,163	626,025	626,025
Master Settlement Agreement	17,684,044	18,104,073	17,168,838	17,168,838
Preschool Services	50,422,586	53,396,343	58,026,832	58,138,087
Probation - Asset Forfeiture	4,530	3,873	1,842	1,842
Probation - Criminal Recidivism SB 678	12,405,098	7,549,242	6,371,681	6,371,681
Probation - Juvenile Justice Grant Program	7,254,415	8,161,835	7,806,367	7,806,367
Probation - Juvenile Re-Entry Program AB1628	69,339	145,000	145,000	145,000
Public Health - Bio-Terrorism Preparedness	2,004,103	1,882,092	2,068,584	2,068,584
Public Health - Vector Control Assessments	1,731,684	1,678,062	1,746,575	1,746,575
Public Health - Vital Statistics State Fees	168,962	180,810	181,743	181,743
Public Works - Special Transportation	12,140,616	11,929,431	15,767,178	17,209,573
Public Works - Surveyor - Survey Monument Preservation	80,230	73,670	80,000	80,000
Public Works - Transportation - Road Operations	65,587,679	78,543,170	86,486,980	86,486,980
Real Estate Services - Chino Agricultural Preserve	13,028,581	656,113	627,780	627,780
Regional Parks - Calico Ghost Town Marketing Services	435,888	449,675	449,300	449,300
Regional Parks - County Trail System	346,234	48,492	2,027,500	2,027,500
Regional Parks - Off-Highway Vehicle License Fees	234,231	303,152	305,000	305,000
Regional Parks - Park Maintenance and Development	219,022	136,084	793,875	793,875
Regional Parks - San Manuel Amphitheater	1,907,102	2,226,419	1,403,000	1,403,000
Regional Parks - San Manuel Amphitheater Improvements	53,311	9,050	28,500	28,500
Sheriff's Special Projects	16,182,396	19,427,632	10,813,328	10,811,854
Special Districts - Fish and Game Commission	5,348	14,145	7,196	7,196
Workforce Development	19,421,595	19,582,306	29,541,647	29,541,647
Capital Improvements Fund	102,063,516	187,096,435	158,117,486	133,811,509
Redevelopment Agency (Housing Successor)	124,488	160,939	103,110	103,110
Total Summarization by Fund	**3,223,047,738**	**3,497,508,776**	**3,241,652,645**	**3,197,650,573**

State Controller Schedules **Schedule 6**
County Budget Act

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2018

TOTAL FINANCING SOURCES

Fund Name	Financing Source Category	Financing Source Account	FY 2016 Actual	FY 2017 Actual	FY 2018 Recommended	FY 2018 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
GENERAL FUND						
General Fund						
	Taxes					
		Property Taxes - Current Secured 1%	179,170,292	187,302,556	195,104,811	195,104,811
		Property Taxes - Current Unsecured	7,086,046	7,421,405	7,634,376	7,634,376
		Property Taxes - Current Utility Unitary	17,726,647	18,159,893	17,800,000	17,800,000
		Property Taxes - Prior Secured	(47,409)	(64,470)	2,200,000	2,200,000
		Property Taxes - Prior Unsecured	298,131	292,450	0	0
		Property Tax In Lieu of VLF	232,070,079	241,783,617	251,454,961	251,454,961
		Penalties, Interest and Costs	5,090,564	5,565,765	2,438,000	2,438,000
		Property Tax - RDA Successor Agency Liquidation of Ass	1,041,571	623,795	0	0
		Negotiated Pass Thru	37,444,182	41,506,305	42,252,674	42,252,674
		Residual Balance	19,353,803	22,369,245	21,167,955	21,167,955
		Statutory Pass Thru	2,485,161	2,772,562	0	0
		Other Taxes - Aircraft Tax	728,830	686,723	678,000	678,000
		Other Taxes - Delinquent Mobile Home	10	123	0	0
		Other Taxes - Racehorse	554	65	0	0
		Other Taxes - Supplemental Rolls	5,276,606	5,242,967	5,000,000	5,000,000
		Other Taxes - Property Transfer	10,707,845	9,273,725	8,000,000	8,000,000
		Other Taxes - Hotel/Motel	2,313,311	2,756,731	2,400,000	2,400,000
		In Lieu Local Sales & Use Tax	6,939,890	0	0	0
		Sales and Use Taxes	27,883,460	22,136,145	23,476,125	23,476,125
		1/2% Sales Tax - Public Safety	165,590,525	169,775,269	180,400,000	180,400,000
		Total Taxes	**721,160,098**	**737,604,871**	**760,006,902**	**760,006,902**
	Licenses, Permits and Franchises					
		Animal Licenses	609,518	802,387	760,000	760,000
		Business Licenses	86,490	71,432	42,709	42,709
		Construction Permits	5,094,922	5,509,020	4,900,000	4,900,000
		Other Licenses and Permits	11,416,660	12,193,087	11,801,586	11,801,586
		Cable Television	1,799,972	1,789,846	1,500,000	1,500,000
		Gas	1,111,078	950,977	1,300,000	1,300,000
		Water	261,185	520,530	284,932	284,932
		Electricity	3,670,143	3,267,553	3,535,000	3,535,000
		Pipeline	56,212	56,692	60,000	60,000
		Total Licenses, Permits and Franchises	**24,106,180**	**25,161,524**	**24,184,227**	**24,184,227**

State Controller Schedules **Schedule 6**
County Budget Act

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2018

TOTAL FINANCING SOURCES

Fund Name	Financing Source Category	Financing Source Account	FY 2016 Actual	FY 2017 Actual	FY 2018 Recommended	FY 2018 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
General Fund Continued						
	Fines, Forfeitures and Penalties					
		Vehicle Code Fines	17,019	20,319	3,000	3,000
		Victim Restitution	348	0	0	0
		Parking Fines	242,750	110,318	400,000	400,000
		Other Court Fines	5,288,533	4,329,749	5,200,000	5,200,000
		Dog Citation Fines	33,468	29,310	33,000	33,000
		Court Administration Assessments	278	284	225	225
		Warrant Servicing	198	14	0	0
		Bond Forfeitures	350,615	113,780	0	0
		Other Forfeitures	301,608	515,830	410,000	410,000
		Penalties	100,293	185,447	125,090	125,090
		District Attorney Forfeitures	0	1,105	0	0
		Total Fines, Forfeitures and Penalties	**6,335,110**	**5,306,156**	**6,171,315**	**6,171,315**
	Revenue From Use of Money and Property					
		Interest	28,601,036	33,085,632	31,589,000	31,589,000
		SB90 Interest on Late Payments	4,109,951	0	0	0
		Rents and Concessions	5,165,611	5,293,769	5,444,691	5,444,691
		Rents and Concessions-Vending Machines	22,036	24,094	21,600	21,600
		Interest - Excess Proceeds	1,130,291	1,239,898	1,000,000	1,000,000
		Total Revenue From Use of Money and Property	**39,028,925**	**39,643,393**	**38,055,291**	**38,055,291**
	Intergovernmental Revenues					
		State				
		Aviation - State Matching	40,000	0	0	0
		State Vehicle License Fees In Lieu	707,462	800,054	0	0
		State Other In Lieu Tax	3,337	3,633	0	0
		Welfare Administration	94,524,161	96,166,769	63,731,324	63,731,324
		Aid for Children	16,689,333	35,393,122	5,398,193	5,398,193
		Health Administration	44,169,186	43,457,652	55,373,401	55,373,401
		Realignment Revenue	267,752,700	250,232,626	278,075,247	278,075,247
		Aid to Crippled Children	4,619,414	6,777,618	6,506,669	6,506,669
		Aid for Health	482,863	340,101	352,697	352,697
		Realignment 2011	375,010,901	420,706,108	431,136,511	431,136,511
		Aid for Mental Health	7,620	0	0	0
		Aid for Agriculture	2,414,022	2,599,663	2,468,500	2,468,500
		Aid for Disaster	114,898	93,569	0	0

State Controller Schedules **Schedule 6**
County Budget Act

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2018

TOTAL FINANCING SOURCES

Fund Name	Financing Source Category	Financing Source Account	FY 2016 Actual	FY 2017 Actual	FY 2018 Recommended	FY 2018 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
General Fund						
	Intergovernmental Revenue Continued					
		State Aid for Veterans Affairs	344,283	466,665	425,000	425,000
		Cops Program	2,165,467	2,177,791	1,623,994	1,623,994
		Homeowner's Tax Relief	2,180,879	2,310,483	2,180,879	2,180,879
		Other State Support	1,776,089	2,006,245	188,800	188,800
		Other State Aid	15,907,009	17,479,550	17,099,728	17,099,728
		Medi-Cal - Inpatient	51,663,802	66,756,985	97,242,187	97,242,187
		Medi-Cal - Outpatient	4,869,805	4,245,078	4,307,913	4,307,913
		State Rev-Managed Care Program	0	0	3,796,092	3,796,092
		STC 924 Program	1,056,225	1,090,195	1,059,010	1,059,010
		SB 90 Mandated Cost Reimbursement	1,622,375	1,697,405	1,521,706	1,521,706
		Assembly Bills and Senate Bills	1,609,382	673,208	1,400,000	1,400,000
		State - Unrestricted Grants	19,474,727	21,572,141	24,581,339	24,581,339
		Total State	**909,205,940**	**977,046,661**	**998,469,190**	**998,469,190**
	Federal					
		Welfare Administration	205,877,564	191,707,294	220,180,017	220,180,017
		Aid for Children	166,195,677	170,774,393	203,802,990	203,802,990
		Health Administration	64,930,072	67,681,291	82,864,011	82,864,011
		Medicare - Inpatient	228	(114)	247,996	247,996
		Medicare - Outpatient	594,836	559,049	332,028	332,028
		Federal - Capital Grants	0	0	80,000	80,000
		Federal - Grants	44,016,153	42,439,096	42,608,244	42,608,244
		Aid for Disaster - FEMA	15,774	4	0	0
		Other In-Lieu Taxes	3,275,577	3,317,526	3,323,675	3,323,675
		Other Gov Agencies - Fed Only	3,758,858	4,807,972	6,087,000	6,087,000
		Other Federal Aid	7,268,737	7,651,126	10,194,517	10,194,517
		Federal - Pass Through	33,918,891	33,344,389	39,695,015	39,695,015
		Total Federal	**529,852,367**	**522,282,026**	**609,415,493**	**609,415,493**
	Other					
	Local Governmental Agencies		0	(60)	586,760	586,760
			0	**(60)**	**586,760**	**586,760**
		Total Intergovernmental Revenues	**1,439,058,307**	**1,499,328,627**	**1,608,471,443**	**1,608,471,443**

State Controller Schedules **Schedule 6**
County Budget Act

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2018

TOTAL FINANCING SOURCES

Fund Name	Financing Source Category	Financing Source Account	FY 2016 Actual	FY 2017 Actual	FY 2018 Recommended	FY 2018 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
General Fund Continued						
	Charges For Current Services					
		Special Assessments All Prior Years	230,124	235,327	350,000	350,000
		Special Assessments-Current Year	729,898	731,983	785,000	785,000
		Adoption Fees	52,324	40,666	40,000	40,000
		Agricultural Services	1,849,183	2,133,536	2,647,750	2,647,750
		Weed Abatement Contracts	446,234	289,349	306,573	306,573
		SB 813 Implementation Cost	1,592,440	2,561,747	1,436,091	1,436,091
		ABX1 26 ATC Admin Cost Reimbursement	1,048,229	1,115,389	1,288,152	1,288,152
		Assessment and Tax Collection Fees	3,414,398	3,480,375	3,374,709	3,374,709
		Tax Sale Fees	451,995	419,895	361,800	361,800
		Reimbursement Fee-Tax Deeded Property	1,326,880	1,267,221	1,390,840	1,390,840
		Exclusion Fees	(101)	0	0	0
		Auditing Fees	784,032	1,058,599	672,971	672,971
		Accounting Services	4,158,282	3,886,661	4,848,454	4,848,454
		Electronic Monitoring	44	470	0	0
		Change of Plea	13,303	6,917	12,000	12,000
		Probation Diversion Fees	5,256	4,830	15,000	15,000
		Sealing of Records	6,572	5,992	10,000	10,000
		Institutional Care and Services	4,070,315	3,735,502	5,164,472	5,164,472
		Adult Supervision Fees	581,348	620,220	485,000	485,000
		Civil Process Service	1,514,969	1,139,798	1,500,000	1,500,000
		Registration Fees	858,050	841,954	824,800	824,800
		Court Fees - Other	3,502,268	4,429,020	5,000,000	5,000,000
		Court Installment Fees	14,648	16,554	13,000	13,000
		Reimbursement Welfare Child Support Collections	1,851,174	1,775,160	1,453,059	1,453,059
		Health Fees	2,914,799	2,914,257	3,094,433	3,094,433
		Health Service Fees	55,066,192	119,389,032	120,406,898	120,406,898
		Private Pay - Inpatient	37,319	52,757	40,383	40,383
		Private Pay - Outpatient	53,298	48,199	51,050	51,050
		Commercial Ins Outpatient	307	106	0	0
		Coroner's Removal Fees	260,886	356,750	300,000	300,000
		Coroner's Report Fees	37,700	38,493	50,000	50,000
		Mental Health Services	32,325	46,692	10,000	10,000
		Humane Services	1,322,895	1,167,337	1,303,200	1,303,200
		Telephone & Telegraph	209,485	265,156	150,000	150,000
		Educational Services	399,241	398,482	370,445	370,445
		Election Services	2,356,529	2,862,174	1,484,776	1,484,776
		Estate Fees	349,801	448,124	425,000	425,000
		Legal Services	6,116,131	6,422,942	7,743,588	7,743,588
		Legal Services - Justice Courts	730,190	644,800	645,890	645,890
		Law Enforcement Services	135,502,831	146,263,233	152,793,836	152,793,836
		Substance Abuse Test Fee	22	21	100	100
		Park and Recreation Fees	6,568,101	6,151,553	6,367,910	6,367,910
		Museum Admission Fees	224,634	252,719	220,000	220,000
		Personnel Services	178,500	190,400	214,200	214,200
		Credit Card Service Fees	39,128	38,535	42,500	42,500
		Collection Fees	4,270,142	4,181,629	5,166,383	5,166,383

State Controller Schedules **Schedule 6**
County Budget Act

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
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TOTAL FINANCING SOURCES

Fund Name	Financing Source Category	Financing Source Account	FY 2016 Actual	FY 2017 Actual	FY 2018 Recommended	FY 2018 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
General Fund Continued						
	Charges for Current Services Continued					
		Vital Records	1,192,889	1,324,860	1,100,000	1,100,000
		Sale of Public Information	622,307	692,197	620,000	620,000
		County Clerk	992,084	1,049,097	984,401	984,401
		Recording Fees	9,510,368	10,252,333	8,707,743	8,707,743
		Adult Investigations Fees	110,781	108,667	100,000	100,000
		Planning Services	2,138,442	736,769	1,300,000	1,300,000
		Land Development Engineering Svcs	2,521,365	2,465,647	2,635,375	2,635,375
		EIR Consultant Fees	369,363	558,988	600,000	600,000
		Contract Transaction Charge	2,387	593	0	0
		Permit and Inspection Fees	9,750	15,750	11,000	11,000
		Sanitation Services	12,490	0	0	0
		Map Automation Fees	5,013	5,386	4,258	4,258
		Fuel Flowage	168,560	130,398	108,800	108,800
		Landing Fees	19,096	14,336	12,020	12,020
		Subrogation For Departments	182,338	150,943	100,000	100,000
		Reimbursement for Indirect Costs	57,912,336	62,067,874	67,771,115	67,771,115
		Other Services	34,983,753	36,482,857	37,504,875	37,504,875
		ISD Direct Labor Services	287,404	0	0	0
		Surplus Property Sales	0	1,292,166	0	0
		Surplus Property Other Revenue	35,046	(124)	0	0
		Operating Revenue From Outside Agencies	0	25,324	27,165	27,165
		Total Charges For Current Services	**356,248,093**	**439,304,617**	**454,447,015**	**454,447,015**
	Other Revenue					
		DDR - LMIHF Unencumbured Fund	2,392,132	166,674	0	0
		DDR - Other Unencumbered Fund	7,019,512	109,075	0	0
		Assessor Revenue/Municipal Court Suspense	28,565	35,608	45,000	45,000
		PIMS Access Fee	19,638	18,903	20,000	20,000
		Revenue Applicable to Prior Years	1,171,230	854,504	20,000	20,000
		Taxable Sales to the Public	39,144	34,913	37,700	37,700
		Other Sales	199,864	310,132	182,200	182,200
		Contributions/Donations Private	31,017	125,368	1,000	1,000
		Litigation Settlement	332,247	216,886	600	600
		Other Revenues	18,513,549	17,098,611	16,988,020	16,988,020
		Total Other Revenue	**29,746,898**	**18,970,674**	**17,294,520**	**17,294,520**
	Other Financing Sources					
		Operating Transfers In	52,599,900	28,095,373	30,812,448	30,812,448
		Sale of Fixed Assets	1,925,582	2,030,483	500,000	500,000
		Residual Equity Transfers In	2,043,522	10,446,039	0	0
		Residual Equity Transfers Out	(1,881,641)	(8,971,990)	0	0
		Total Other Financing Sources	**54,687,363**	**31,599,905**	**31,312,448**	**31,312,448**
TOTAL General Fund Financing Sources			**2,670,370,975**	**2,796,919,768**	**2,939,943,161**	**2,939,943,161**

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Fund Name	Financing Source Category	Financing Source Account	FY 2016 Actual	FY 2017 Actual	FY 2018 Recommended	FY 2018 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
General Fund Continued						
Restricted General Fund						
	Taxes					
		1/2% Sales Tax - Public Safety	115,331	(482,676)	(7,000,000)	(7,000,000)
		Total Taxes	**115,331**	**(482,676)**	**(7,000,000)**	**(7,000,000)**
	Revenue From Use of Money and Property					
		Interest	177,569	312,937	300,000	300,000
		Total Revenue From Use of Money and Property	**177,569**	**312,937**	**300,000**	**300,000**
	Intergovernmental Revenues					
		State				
		Realignment Revenue	(268,479,337)	(250,770,554)	(278,075,247)	(278,075,247)
		Realignment Reserve (Budget)	0	0	(345,644,799)	(366,893,070)
		Realignment 2011	(375,010,901)	(420,706,108)	(431,136,511)	(431,136,511)
		Social Services Realignment	95,772,011	102,777,645	106,185,280	106,185,280
		Family Support Realignment	73,420,075	58,822,835	61,428,689	61,428,689
		Realignment Revenue for Health	667,166	10,095,765	0	0
		CalWorks Realignment MOE	101,390,671	102,931,890	108,154,663	108,154,663
		Law and Justice Realignment	125,031,288	130,464,357	135,322,502	135,322,502
		Support Services Realignment	149,703,187	166,496,450	177,893,132	177,893,132
		Mental Health Realignment	53,872,935	55,040,193	53,377,198	53,377,198
		Vehicle License Fees Realignment	35,662,230	51,438,833	46,833,128	46,833,128
		Realignment Growth - Vlf	6,638,155	9,990,221	0	0
		Realignment Growth - Sales Tax	32,111,301	21,102,564	0	0
		Total State	**30,778,781**	**37,684,091**	**(365,661,965)**	**(386,910,236)**
		Total Intergovernmental Revenues	**30,778,781**	**37,684,091**	**(365,661,965)**	**(386,910,236)**
	Other Revenue					
		Litigation Settlement	42,080	0	0	0
		Total Other Revenue	**42,080**	**0**	**0**	**0**
	Other Financing Sources					
		Operating Transfers In	6,159,432	9,659,432	11,659,432	11,659,432
		Total Other Financing Sources	**6,159,432**	**9,659,432**	**11,659,432**	**11,659,432**
TOTAL Restricted General Fund Financing Sources			**37,273,194**	**47,173,784**	**(360,702,533)**	**(381,950,804)**
TOTAL General Fund Financing Sources			**2,707,644,169**	**2,844,093,552**	**2,579,240,628**	**2,557,992,357**

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Fund Name	Financing Source Category	Financing Source Account	FY 2016 Actual	FY 2017 Actual	FY 2018 Recommended	FY 2018 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
SPECIAL REVENUE FUNDS						
County Trial Courts - Alternate Dispute Resolution Program						
	Revenue From Use of Money and Property					
		Interest	71	400	100	100
		Total Revenue From Use of Money and Property	**71**	**400**	**100**	**100**
	Intergovernmental Revenues					
		State				
		Other State Aid	0	8	0	0
		Total State	**0**	**8**	**0**	**0**
		Total Intergovernmental Revenues	**0**	**8**	**0**	**0**
	Charges For Current Services					
		Court Fees - Civil	375,922	407,205	360,000	360,000
		Total Charges For Current Services	**375,922**	**407,205**	**360,000**	**360,000**
	Other Revenue					
		Other Revenues	0	87	0	0
		Total Other Revenue	**0**	**87**	**0**	**0**
TOTAL County Trial Courts - Alternate Dispute Resolution Program Financing Sources			**375,994**	**407,700**	**360,100**	**360,100**
Public Health - Bio-Terrorism Preparedness						
	Revenue From Use of Money and Property					
		Interest	663	3,539	1,638	1,638
		Total Revenue From Use of Money and Property	**663**	**3,539**	**1,638**	**1,638**
	Intergovernmental Revenues					
		State				
		Aid for Health	115,966	102,648	129,555	129,555
		Total State	**115,966**	**102,648**	**129,555**	**129,555**
		Federal				
		Federal - Pass Through	1,887,474	1,775,905	1,937,391	1,937,391
		Total Federal	**1,887,474**	**1,775,905**	**1,937,391**	**1,937,391**
		Total Intergovernmental Revenues	**2,003,440**	**1,878,553**	**2,066,946**	**2,066,946**
TOTAL Public Health - Bio-Terrorism Preparedness Financing Sources			**2,004,103**	**1,882,092**	**2,068,584**	**2,068,584**

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1	2	3	4	5	6	7
SPECIAL REVENUE FUNDS CONTINUED						
Behavioral Health - Block Grant Carryover						
	Revenue From Use of Money and Property					
		Interest	57,027	70,795	54,733	54,733
		Total Revenue From Use of Money and Property	**57,027**	**70,795**	**54,733**	**54,733**
	Intergovernmental Revenues					
		Federal				
		Federal - Grants	10,061,327	10,250,665	10,367,299	10,367,299
		Total Federal	**10,061,327**	**10,250,665**	**10,367,299**	**10,367,299**
		Total Intergovernmental Revenues	**10,061,327**	**10,250,665**	**10,367,299**	**10,367,299**
TOTAL Behavioral Health - Block Grant Carryover Financing Sources			**10,118,354**	**10,321,460**	**10,422,032**	**10,422,032**
Regional Parks - Calico Marketing Services						
	Revenue From Use of Money and Property					
		Interest	1,813	2,796	2,300	2,300
		Rents and Concessions	88,223	91,045	98,000	98,000
		Total Revenue From Use of Money and Property	**90,036**	**93,841**	**100,300**	**100,300**
	Charges For Current Services					
		Park and Recreation Fees	342,588	355,892	348,000	348,000
		Total Charges For Current Services	**342,588**	**355,892**	**348,000**	**348,000**
	Other Revenue					
		Other Services	2,172	0	0	0
		Other Sales	232	(1,666)	0	0
		Other Revenues	860	1,608	1,000	1,000
		Total Other Revenue	**3,264**	**(58)**	**1,000**	**1,000**
TOTAL Regional Parks - Calico Marketing Services Financing Sources			**435,888**	**449,675**	**449,300**	**449,300**
Agricultural, Weights & Measures - California Grazing Fees						
	Intergovernmental Revenues					
		Federal				
		Grazing Fees	4,667	4,685	2,500	2,500
		Total Federal	**4,667**	**4,685**	**2,500**	**2,500**
		Total Intergovernmental Revenues	**4,667**	**4,685**	**2,500**	**2,500**
TOTAL Agricultural, Weights & Measures - California Grazing Fees Financing Sources			**4,667**	**4,685**	**2,500**	**2,500**

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1	2	3	4	5	6	7
SPECIAL REVENUE FUNDS CONTINUED						
Real Estate Services - Chino Agriculture Preserve						
	Revenue From Use of Money and Property					
		Interest	100,674	245,702	190,000	190,000
		Rents and Concessions	426,768	409,361	437,780	437,780
		Total Revenue From Use of Money and Property	**527,442**	**655,063**	**627,780**	**627,780**
	Charges For Current Services					
		Other Services	1,050	1,050	0	0
		Total Charges For Current Services	**1,050**	**1,050**	**0**	**0**
	Other Financing Sources					
		Sale of Fixed Assets	12,500,000	0	0	0
		Total Other Financing Sources	**12,500,000**	**0**	**0**	**0**
	Other Revenue					
		Other Revenues	89	0	0	0
		Total Other Revenue	**89**	**0**	**0**	**0**
TOTAL Real Estate Services - Chino Agriculture Preserve Financing Sources			**13,028,581**	**656,113**	**627,780**	**627,780**
Human Resources - Commuter Services						
	Revenue From Use of Money and Property					
		Interest	4,856	8,060	6,000	6,000
		Total Revenue From Use of Money and Property	**4,856**	**8,060**	**6,000**	**6,000**
	Intergovernmental Revenues					
		Federal				
		Other Gov Agencies - Fed Only	390,036	416,867	406,100	406,100
		Total Federal	**390,036**	**416,867**	**406,100**	**406,100**
		Total Intergovernmental Revenues	**390,036**	**416,867**	**406,100**	**406,100**
	Charges For Current Services					
		Other Services	189,958	105,600	360,000	360,000
		Total Charges For Current Services	**189,958**	**105,600**	**360,000**	**360,000**
	Other Revenue					
		Other Revenues	0	1,757	0	0
		Total Other Revenue	**0**	**1,757**	**0**	**0**
TOTAL Human Resources - Commuter Services Financing Sources			**584,850**	**532,283**	**772,100**	**772,100**

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1	2	3	4	5	6	7
SPECIAL REVENUE FUNDS CONTINUED						
Special Districts - Fish And Game Commission						
	Fines, Forfeitures and Penalties					
		Other Court Fines	4,556	13,641	6,500	6,500
		Total Fines, Forfeitures and Penalties	**4,556**	**13,641**	**6,500**	**6,500**
	Charges For Current Services					
		Other Services	792	504	696	696
		Total Charges For Current Services	**792**	**504**	**696**	**696**
TOTAL Special Districts - Fish And Game Commission Financing Sources			**5,348**	**14,145**	**7,196**	**7,196**
County Library						
	Taxes					
		Property Taxes - Current Secured 1%	10,333,240	10,724,204	10,643,000	10,643,000
		Property Taxes - Current Unsecured	407,518	423,761	420,000	420,000
		Property Taxes - Current Utility Unitary	610,191	637,562	610,000	610,000
		Property Taxes - Prior Secured	(2,767)	(3,732)	0	0
		Property Taxes - Prior Unsecured	17,240	16,819	17,000	17,000
		Penalties, Interest and Costs	8,440	10,674	10,000	10,000
		Property Taxes - Successor Agency Liquidation of Asset	40,629	42,571	0	0
		Negotiated Pass Thru	3,066,693	3,368,780	3,143,000	3,143,000
		Residual Balance	366,261	406,003	340,000	340,000
		Statutory Pass Thru	167,756	179,652	100,000	100,000
		5% Supplemental Administration Change	(9,229)	(17,686)	(8,000)	(8,000)
		Other Taxes - Supplemental Rolls	185,017	255,339	50,000	50,000
		Total Taxes	**15,190,989**	**16,043,947**	**15,325,000**	**15,325,000**
	Revenue From Use of Money and Property					
		Interest	516	1,785	1,500	1,500
		Total Revenue From Use of Money and Property	**516**	**1,785**	**1,500**	**1,500**
	Intergovernmental Revenues					
		State				
		Homeowner's Tax Relief	115,513	122,673	120,000	120,000
		State - Unrestricted Grants	108,624	97,762	75,000	75,000
		Total State	**224,137**	**220,435**	**195,000**	**195,000**
		Federal				
		Federal - Grants	28,437	12,365	10,000	10,000
		Total Federal	**28,437**	**12,365**	**10,000**	**10,000**
		Total Intergovernmental Revenues	**252,574**	**232,800**	**205,000**	**205,000**

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1	2	3	4	5	6	7
SPECIAL REVENUE FUNDS CONTINUED						
County Library Continued						
	Charges For Current Services					
		Library Services	1,010,575	1,113,325	973,800	973,800
		Subrogation For Departments	0	1,061	0	0
		Total Charges For Current Services	**1,010,575**	**1,114,386**	**973,800**	**973,800**
	Other Revenue					
		Ddr - Other Unencumbered Funds	0	10,562	0	0
		Prior Years Revenue	1,734	1,662	0	0
		Other Sales	0	121,866	0	0
		Other Revenues	417,941	690,105	138,250	138,250
		Total Other Revenue	**419,675**	**824,195**	**138,250**	**138,250**
	Other Financing Sources					
		Residual Equity Transfers In	102,376	0	0	0
		Total Other Financing Sources	**102,376**	**0**	**0**	**0**
TOTAL County Library Financing Sources			**16,976,705**	**18,217,112**	**16,643,550**	**16,643,550**
Regional Parks - County Trail System						
	Revenue From Use of Money and Property					
		Interest	4,337	8,172	5,500	5,500
		Total Revenue From Use of Money and Property	**4,337**	**8,172**	**5,500**	**5,500**
	Intergovernmental Revenues					
		State				
		State - Capital Grants	280,676	0	2,022,000	2,022,000
		Total State	**280,676**	**0**	**2,022,000**	**2,022,000**
		Total Intergovernmental Revenues	**280,676**	**0**	**2,022,000**	**2,022,000**
	Other Revenue					
		Other Revenues	61,221	40,320	0	0
		Total Other Revenue	**61,221**	**40,320**	**0**	**0**
TOTAL Regional Parks - County Trail System Financing Sources			**346,234**	**48,492**	**2,027,500**	**2,027,500**
County Trial Courts - Court Alcohol And Drug Program						
	Fines, Forfeitures and Penalties					
		Other Court Fines	405,007	495,246	493,154	493,154
		Total Fines, Forfeitures and Penalties	**405,007**	**495,246**	**493,154**	**493,154**
	Revenue From Use of Money and Property					
		Interest	12,088	21,610	16,916	16,916
		Total Revenue From Use of Money and Property	**12,088**	**21,610**	**16,916**	**16,916**
TOTAL County Trial Courts - Court Alcohol And Drug Program Financing Sources			**417,095**	**516,856**	**510,070**	**510,070**

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1	2	3	4	5	6	7
SPECIAL REVENUE FUNDS CONTINUED						
County Trial Courts - Courthouse Seismic Surcharge						
	Revenue From Use of Money and Property					
		Interest	267	394	277	277
		Total Revenue From Use of Money and Property	**267**	**394**	**277**	**277**
	Charges For Current Services					
		Court Fees - Civil	1,582,910	1,703,369	1,807,377	1,807,377
		Total Charges For Current Services	**1,582,910**	**1,703,369**	**1,807,377**	**1,807,377**
TOTAL County Trial Courts - Courthouse Seismic Surcharge Financing Sources			**1,583,177**	**1,703,763**	**1,807,654**	**1,807,654**
Probation - Criminal Recidivism SB 678						
	Revenue From Use of Money and Property					
		Interest	77,548	137,926	19,124	19,124
		Total Revenue From Use of Money and Property	**77,548**	**137,926**	**19,124**	**19,124**
	Intergovernmental Revenues					
		State				
		Welfare Administration	12,327,550	7,411,316	6,352,557	6,352,557
		Total State	**12,327,550**	**7,411,316**	**6,352,557**	**6,352,557**
		Total Intergovernmental Revenues	**12,327,550**	**7,411,316**	**6,352,557**	**6,352,557**
TOTAL Probation - Criminal Recidivism SB 678 Financing Sources			**12,405,098**	**7,549,242**	**6,371,681**	**6,371,681**
Finance and Administration - Disaster Recovery Fund						
	Revenue From Use of Money and Property					
		Interest	12,050	24,618	7,530	7,530
		Total Revenue From Use of Money and Property	**12,050**	**24,618**	**7,530**	**7,530**
	Intergovernmental Revenues					
		State				
		State Aid For Disaster	0	80,828	0	0
		Total State	**0**	**80,828**	**0**	**0**
		Federal				
		Aid for Disaster - FEMA	253,250	123,762	0	0
		Total State	**253,250**	**123,762**	**0**	**0**
TOTAL Finance and Administration - Disaster Recovery Fund Financing Sources			**265,300**	**229,208**	**7,530**	**7,530**

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Fund Name	Financing Source Category	Financing Source Account	FY 2016 Actual	FY 2017 Actual	FY 2018 Recommended	FY 2018 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
SPECIAL REVENUE FUNDS CONTINUED						
District Attorney Special Projects						
	Fines, Forfeitures and Penalties					
		Forfeitures - District Attorney	1,635,301	4,526,316	1,300,000	1,300,000
		Total Fines, Forfeitures and Penalties	**1,635,301**	**4,526,316**	**1,300,000**	**1,300,000**
	Revenue From Use of Money and Property					
		Interest	22,486	34,864	24,000	24,000
		Total Revenue From Use of Money and Property	**22,486**	**34,864**	**24,000**	**24,000**
	Intergovernmental Revenues					
		State				
		Other State Aid	880,273	1,532,106	1,550,000	1,550,000
		State - Unrestricted Grants	2,690,943	2,571,191	2,571,191	2,571,191
		Total State	**3,571,216**	**4,103,297**	**4,121,191**	**4,121,191**
		Total Intergovernmental Revenues	**3,571,216**	**4,103,297**	**4,121,191**	**4,121,191**
	Charges For Current Services					
		Other Services	2,831,913	2,968,071	2,900,000	2,900,000
		Total Charges For Current Services	**2,831,913**	**2,968,071**	**2,900,000**	**2,900,000**
	Other Revenue					
		Other Revenues	4,554	2,578	0	0
		Total Other Revenue	**4,554**	**2,578**	**0**	**0**
TOTAL District Attorney Special Projects Financing Sources			**8,065,470**	**11,635,126**	**8,345,191**	**8,345,191**
Human Services - Domestic Violence/Child Abuse						
	Revenue From Use of Money and Property					
		Interest	2,702	3,244	3,000	3,000
		Total Revenue From Use of Money and Property	**2,702**	**3,244**	**3,000**	**3,000**
	Intergovernmental Revenues					
		State				
		Other State Aid	57,609	55,616	60,000	60,000
		Total State	**57,609**	**55,616**	**60,000**	**60,000**
		Total Intergovernmental Revenues	**57,609**	**55,616**	**60,000**	**60,000**
	Charges For Current Services					
		Other Services	440,469	431,494	410,000	410,000
		Total Charges For Current Services	**440,469**	**431,494**	**410,000**	**410,000**
TOTAL Human Services - Domestic Violence/Child Abuse Financing Sources			**500,780**	**490,354**	**473,000**	**473,000**



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1	2	3	4	5	6	7
SPECIAL REVENUE FUNDS CONTINUED						
Behavioral Health - Driving Under The Influence						
	Revenue From Use of Money and Property					
		Interest	3,991	5,466	4,717	4,717
		Total Revenue From Use of Money and Property	**3,991**	**5,466**	**4,717**	**4,717**
	Charges For Current Services					
		Mental Health Services	182,075	198,875	174,043	174,043
		Total Charges For Current Services	**182,075**	**198,875**	**174,043**	**174,043**
TOTAL Behavioral Health - Driving Under The Influence Financing Sources			**186,066**	**204,341**	**178,760**	**178,760**
Community Development and Housing						
	Fines, Forfeitures and Penalties					
		Penalties	163	142	0	0
		Total Fines, Forfeitures and Penalties	**163**	**142**	**0**	**0**
	Revenue From Use of Money and Property					
		Interest	301,076	381,775	88,337	88,337
		Total Revenue From Use of Money and Property	**301,076**	**381,775**	**88,337**	**88,337**
	Intergovernmental Revenues					
		State				
		State Traffic Congestion	0	195	0	0
		Asm Bills And Senate Bills	0	90	0	0
		State - Grants	0	0	307,664	307,664
		Total State	**0**	**285**	**307,664**	**307,664**
		Federal				
		Federal - Grants	7,404,378	8,563,833	17,362,452	17,362,452
		Total Federal	**7,404,378**	**8,563,833**	**17,362,452**	**17,362,452**
		Other				
		Local Governmental Agencies	24,999	0	0	0
		Total Other	**24,999**	**0**	**0**	**0**
		Total Intergovernmental Revenues	**7,429,377**	**8,564,118**	**17,670,116**	**17,670,116**
	Charges For Current Services					
		Sanitation Services	5,880	1,484	0	0
		Other Services	6,405	2,265	0	0
		Total Charges For Current Services	**12,285**	**3,749**	**0**	**0**
	Other Revenue					
		Revenue Applicable to Prior Years	57	3,382	0	0
		Other Revenues	1,000	0	0	0
		Other Revenues	1,471,777	1,338,710	405,820	405,820
		Total Other Revenue	**1,472,834**	**1,342,092**	**405,820**	**405,820**

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TOTAL FINANCING SOURCES

Fund Name	Financing Source Category	Financing Source Account	FY 2016 Actual	FY 2017 Actual	FY 2018 Recommended	FY 2018 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
SPECIAL REVENUE FUNDS CONTINUED						
Community Development and Housing Continued						
	Other Financing Sources					
		Operating Transfers In	150,100	790,880	0	0
		Residual Equity Transfers In	0	30,548	0	0
		Residual Equity Transfers Out	(124,543)	(30,548)	0	0
		Total Other Financing Sources	**25,557**	**790,880**	**0**	**0**
TOTAL Community Development and Housing Financing Sources			**9,241,292**	**11,082,756**	**18,164,273**	**18,164,273**
Human Resources - Employee Benefits and Services						
	Revenue From Use of Money and Property					
		Interest	6,779	11,303	8,000	8,000
		Total Revenue From Use of Money and Property	**6,779**	**11,303**	**8,000**	**8,000**
	Intergovernmental Revenues					
		State				
		SB 90 Mandated Cost Reimbursement	7,480	32	0	0
		Total State	**7,480**	**32**	**0**	**0**
		Total Intergovernmental Revenues	**7,480**	**32**	**0**	**0**
	Charges For Current Services					
		Sanitation Services	0	10,897	0	0
		Other Services	2,614,618	2,917,290	3,181,370	3,181,370
		Total Charges For Current Services	**2,614,618**	**2,928,187**	**3,181,370**	**3,181,370**
	Other Revenue					
		Revenue Applicable to Prior Years	957	0	0	0
		Other Revenues	233,768	173,088	417,000	417,000
		Total Other Revenue	**234,725**	**173,088**	**417,000**	**417,000**
TOTAL Human Resources - Employee Benefits and Services Financing Sources			**2,863,602**	**3,112,610**	**3,606,370**	**3,606,370**
Probation - Juvenile Justice Grant Program						
	Revenue From Use of Money and Property					
		Interest	37,641	71,923	30,000	30,000
		Total Revenue From Use of Money and Property	**37,641**	**71,923**	**30,000**	**30,000**
	Intergovernmental Revenues					
		State				
		Juvenile Justice Program	6,672,970	7,580,055	7,123,069	7,123,069
		Total State	**6,672,970**	**7,580,055**	**7,123,069**	**7,123,069**
		Other				
		Local Governmental Agencies	543,804	509,857	653,298	653,298
		Total Other	**543,804**	**509,857**	**653,298**	**653,298**
		Total Intergovernmental Revenues	**7,216,774**	**8,089,912**	**7,776,367**	**7,776,367**
TOTAL Probation - Juvenile Justice Grant program Financing Sources			**7,254,415**	**8,161,835**	**7,806,367**	**7,806,367**

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TOTAL FINANCING SOURCES

Fund Name	Financing Source Category	Financing Source Account	FY 2016 Actual	FY 2017 Actual	FY 2018 Recommended	FY 2018 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
SPECIAL REVENUE FUNDS CONTINUED						
Probation - Juvenile Re-Entry Program AB 1628						
	Other Financing Sources	Operating Transfers In	69,339	145,000	145,000	145,000
		Total Other Financing Sources	**69,339**	**145,000**	**145,000**	**145,000**
TOTAL Probation - Juvenile Re-Entry Program AB 1628 Financing Sources			**69,339**	**145,000**	**145,000**	**145,000**
Local Law Enforcement Block Grant						
	Revenue From Use of Money and Property					
		Interest	15,937	22,138	0	0
		Total Revenue From Use of Money and Property	**15,937**	**22,138**	**0**	**0**
	Intergovernmental Revenues					
		Federal				
		Federal - Grants	582,145	626,025	626,025	626,025
		Total Federal	**582,145**	**626,025**	**626,025**	**626,025**
		Total Intergovernmental Revenues	**582,145**	**626,025**	**626,025**	**626,025**
TOTAL Local Enforcement Block Grant Financing Sources			**598,082**	**648,163**	**626,025**	**626,025**
Human Services - Marriage License Fees Surcharge						
	Other Revenue					
		Other Revenues	357,796	378,532	380,000	380,000
		Total Other Revenue	**357,796**	**378,532**	**380,000**	**380,000**
TOTAL Human Services - Marriage License Fees Surcharge Financing Sources			**357,796**	**378,532**	**380,000**	**380,000**
Behavioral Health - Mental Health Services Act						
	Revenue From Use of Money and Property					
		Interest	716,324	1,321,526	1,026,460	1,026,460
		Rents and Concessions	116,856	119,196	116,856	116,856
		Total Revenue From Use of Money and Property	**833,180**	**1,440,722**	**1,143,316**	**1,143,316**
	Intergovernmental Revenues					
		State				
		Other State Support	83,932,116	111,343,342	104,359,681	104,359,681
		Medi-Cal - Inpatient	24,477,571	32,748,788	51,524,146	51,524,146
		Total Intergovernmental Revenues - State	**108,409,687**	**144,092,130**	**155,883,827**	**155,883,827**
		Federal				
		Medicare Outpatient	(2)	11,238	0	0
		Federal - Grants	1,274,531	1,304,126	922,211	922,211
		Total Intergovernmental Revenues - Federal	**1,274,529**	**1,315,364**	**922,211**	**922,211**
		Total Intergovernmental Revenues	**109,684,216**	**145,407,494**	**156,806,038**	**156,806,038**

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Fund Name	Financing Source Category	Financing Source Account	FY 2016 Actual	FY 2017 Actual	FY 2018 Recommended	FY 2018 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
SPECIAL REVENUE FUNDS CONTINUED						
Behavioral Health - Mental Health Services Act Continued						
	Charges For Current Services					
		Institutional Care and Services	573	1,268	0	0
		Private Pay Inpatient	0	(60)	0	0
		Total Charges For Current Services	**573**	**1,208**	**0**	**0**
	Other Revenue					
		Revenue Applicable to Prior Years	1,259	5,614	0	0
		Contributions/Donations Private	25,000	0	0	0
		Other Revenues	4,796,539	3,529,422	5,213,756	5,213,756
		Total Other Revenue	**4,822,798**	**3,535,036**	**5,213,756**	**5,213,756**
	Other Financing Sources					
		Operating Transfers In	12,259,711	20,424,111	17,685,504	17,685,504
		Total Other Financing Sources	**12,259,711**	**20,424,111**	**17,685,504**	**17,685,504**
TOTAL Behavioral Health - Mental Health Services Act Financing Sources			**127,600,478**	**170,808,570**	**180,848,614**	**180,848,614**
Assessor - Recording Fees						
	Revenue From Use of Money and Property					
		Interest	30,292	50,131	44,500	44,500
		Total Revenue From Use of Money and Property	**30,292**	**50,131**	**44,500**	**44,500**
	Charges For Current Services					
		Vitals and Health Statistic Fees	179,153	192,214	175,000	175,000
		Recorder Modernization	2,010,957	2,243,071	2,250,000	2,250,000
		Electronic Recording	404,459	443,504	450,000	450,000
		ACR Records Revenue	404,459	443,505	450,000	450,000
		Redaction Fee	444,728	474,558	500,000	500,000
		Other Services	122	29	500	500
		Total Charges For Current Services	**3,443,878**	**3,796,881**	**3,825,500**	**3,825,500**
	Other Revenue					
		Other Revenues	75,036	75,426	75,500	75,500
		Total Other Revenue	**75,036**	**75,426**	**75,500**	**75,500**
TOTAL Assessor - Recording Fees Financing Sources			**3,549,206**	**3,922,437**	**3,945,500**	**3,945,500**

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Fund Name	Financing Source Category	Financing Source Account	FY 2016 Actual	FY 2017 Actual	FY 2018 Recommended	FY 2018 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
SPECIAL REVENUE FUNDS CONTINUED						
Regional Parks - Off-Highway Vehicle License Fees						
	Revenue From Use of Money and Property					
		Interest	7,547	7,805	4,000	4,000
		Total Revenue From Use of Money and Property	**7,547**	**7,805**	**4,000**	**4,000**
	Intergovernmental Revenues					
		State				
		Other State Aid	226,683	295,347	301,000	301,000
		Total State	**226,683**	**295,347**	**301,000**	**301,000**
		Total Intergovernmental Revenues	**226,683**	**295,347**	**301,000**	**301,000**
TOTAL Regional Parks - Off-Highway Vehicle License Fees Financing Sources			**234,230**	**303,152**	**305,000**	**305,000**
Regional Parks - Park Maintenance and Development						
	Revenue From Use of Money and Property					
		Interest	4,312	6,230	4,000	4,000
		Total Revenue From Use of Money and Property	**4,312**	**6,230**	**4,000**	**4,000**
	Intergovernmental Revenues					
		State				
		Aid for Disaster	641	1,257	0	0
		Total State	**641**	**1,257**	**0**	**0**
		Total Intergovernmental Revenues	**641**	**1,257**	**0**	**0**
	Charges For Current Services					
		Park and Recreation Fees	210,741	123,692	104,400	104,400
		Total Charges For Current Services	**210,741**	**123,692**	**104,400**	**104,400**
	Other Revenue					
		Contributions/Donations Privat	0	25	0	0
		Other Revenues	1,403	4,881	0	0
		Total Other Revenue	**1,403**	**4,906**	**0**	**0**
	Other Financing Sources					
		Operating Transfers In	0	0	685,475	685,475
		Sale of Fixed Assets	1,925	0	0	0
		Total Other Financing Sources	**1,925**	**0**	**685,475**	**685,475**
TOTAL Regional Parks - Park Maintenance and Development Financing Sources			**219,022**	**136,084**	**793,875**	**793,875**

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TOTAL FINANCING SOURCES

Fund Name	Financing Source Category	Financing Source Account	FY 2016 Actual	FY 2017 Actual	FY 2018 Recommended	FY 2018 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
SPECIAL REVENUE FUNDS CONTINUED						
Preschool Services						
	Revenue From Use of Money and Property					
		Interest	6,021	8,701	0	0
		Total Revenue From Use of Money and Property	**6,021**	**8,701**	**0**	**0**
	Intergovernmental Revenues					
		State				
		Aid for Children	3,680,943	3,673,578	4,054,664	4,054,664
		Aid for Agriculture	1,886,526	2,053,974	2,713,020	2,713,020
		Other State Aid	508,791	197,783	732,500	732,500
		State - Unrestricted Grants	15,000	14,993	15,000	15,000
		Total State	**6,091,260**	**5,940,328**	**7,515,184**	**7,515,184**
		Federal				
		Aid for Day Care	43,255,799	47,271,904	50,419,248	50,530,503
		Total Federal	**43,255,799**	**47,271,904**	**50,419,248**	**50,530,503**
		Other				
		Aid From Other Governmental Agencies	60,400	79,800	86,400	86,400
		Total Other	**60,400**	**79,800**	**86,400**	**86,400**
		Total Intergovernmental Revenues	**49,407,459**	**53,292,031**	**58,020,832**	**58,132,087**
	Charges For Current Services					
		Other Services	19,287	15,385	0	0
		Total Charges For Current Services	**19,287**	**15,385**	**0**	**0**
	Other Revenue					
		Revenue Applicable to Prior Years	19,885	33,696	0	0
		Contributions/Donations Private	100	2,987	0	0
		Other Revenues	1,244	39,243	0	0
		Total Other Revenue	**21,229**	**75,926**	**0**	**0**
	Other Financing Sources					
		Operating Transfers In	964,650	0	0	0
		Sale of Fixed Assets	3,940	4,300	6,000	6,000
		Total Other Financing Sources	**968,590**	**4,300**	**6,000**	**6,000**
TOTAL Preschool Services Financing Sources			**50,422,586**	**53,396,343**	**58,026,832**	**58,138,087**

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Fund Name	Financing Source Category	Financing Source Account	FY 2016 Actual	FY 2017 Actual	FY 2018 Recommended	FY 2018 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
SPECIAL REVENUE FUNDS CONTINUED						
Probation - Asset Forfeiture						
	Revenue From Use of Money and Property					
		Interest	388	617	342	342
		Total Revenue From Use of Money and Property	**388**	**617**	**342**	**342**
	Other Revenue					
		Evidence and Seizures	4,142	3,256	1,500	1,500
		Total Other Revenue	**4,142**	**3,256**	**1,500**	**1,500**
TOTAL Probation - Asset Forfeiture Financing Sources			**4,530**	**3,873**	**1,842**	**1,842**
Auditor-Controller/Treasurer/Tax Collector - Redemption Maintenance						
	Revenue From Use of Money and Property					
		Interest	9,087	15,438	14,000	14,000
		Total Revenue From Use of Money and Property	**9,087**	**15,438**	**14,000**	**14,000**
	Intergovernmental Revenues					
		State				
		Court Services Restitution	182,607	210,281	188,000	188,000
		Total State	**182,607**	**210,281**	**188,000**	**188,000**
		Total Intergovernmental Revenues	**182,607**	**210,281**	**188,000**	**188,000**
	Charges For Current Services					
		Other Services	0	0	30,000	30,000
		Total Charges For Current Services	**0**	**0**	**30,000**	**30,000**
TOTAL Auditor-Controller/Treasurer/Tax Collector - Redemption Maint. Financing Sources			**191,694**	**225,720**	**232,000**	**232,000**
County Trial Courts - Registration Fees						
	Revenue From Use of Money and Property					
		Interest	945	1,484	600	600
		Total Revenue From Use of Money and Property	**945**	**1,484**	**600**	**600**
	Charges For Current Services					
		Registration Fees	2,305	4,780	2,600	2,600
		Total Charges For Current Services	**2,305**	**4,780**	**2,600**	**2,600**
	Other Revenue					
		Other Revenue	180	1,066	0	0
		Total Other Revenue	**180**	**1,066**	**0**	**0**
TOTAL County Trial Courts - Registration Fees Financing Sources			**3,430**	**7,331**	**3,200**	**3,200**

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Fund Name	Financing Source Category	Financing Source Account	FY 2016 Actual	FY 2017 Actual	FY 2018 Recommended	FY 2018 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
SPECIAL REVENUE FUNDS CONTINUED						
Regional Parks - San Manuel Amphitheater						
	Revenue From Use of Money and Property					
		Interest	7,708	11,914	3,000	3,000
		Rents and Concessions	1,899,394	2,214,505	1,400,000	1,400,000
		Total Revenue From Use of Money and Property	**1,907,102**	**2,226,419**	**1,403,000**	**1,403,000**
TOTAL Regional Parks - San Manuel Amphitheater Financing Sources			**1,907,102**	**2,226,419**	**1,403,000**	**1,403,000**
Regional Parks - San Manuel Amphitheater Improvements						
	Revenue From Use of Money and Property					
		Interest	3,311	9,050	3,500	3,500
		Total Revenue From Use of Money and Property	**3,311**	**9,050**	**3,500**	**3,500**
	Other Revenue					
		Other Revenues	50,000	0	25,000	25,000
		Total Other Revenue	**50,000**	**0**	**25,000**	**25,000**
TOTAL Regional Parks - San Manuel Amphitheater Improvements Financing Sources			**53,311**	**9,050**	**28,500**	**28,500**
Sheriff's Special Projects						
	Fines, Forfeitures and Penalties					
		Forfeitures - D.A.	0	(59)	0	0
		Total Fines, Forfeitures and Penalties	**0**	**(59)**	**0**	**0**
	Revenue From Use of Money and Property					
		Interest	97,121	139,799	91,490	91,490
		Total Revenue From Use of Money and Property	**97,121**	**139,799**	**91,490**	**91,490**
	Intergovernmental Revenues					
		State				
		Other State Aid	4,138,213	5,236,470	4,993,055	4,993,055
		Total State	**4,138,213**	**5,236,470**	**4,993,055**	**4,993,055**
		Federal				
		Other Federal Aid	7,052,415	9,200,865	0	0
		Total Federal	**7,052,415**	**9,200,865**	**0**	**0**
		Other				
		Aid From Other Governmental Agencies	3,882,224	3,661,613	4,632,783	4,632,783
		Total Other	**3,882,224**	**3,661,613**	**4,632,783**	**4,632,783**
		Total Intergovernmental Revenues	**15,072,852**	**18,098,948**	**9,625,838**	**9,625,838**

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1	2	3	4	5	6	7
SPECIAL REVENUE FUNDS CONTINUED						
Sheriff's Special Projects Continued						
	Charges For Current Services					
		Civil Process Service	855,969	709,117	1,000,000	1,000,000
		Total Charges For Current Services	**855,969**	**709,117**	**1,000,000**	**1,000,000**
	Other Revenue					
		Evidence and Seizures	69,601	95,789	75,000	75,000
		Other Revenues	86,869	384,039	21,000	21,000
		Total Other Revenue	**156,469**	**479,827**	**96,000**	**96,000**
	Other Financing Sources					
		Residual Equity Transfers Out	(16)	0	0	(1,474)
		Total Other Financing Sources	**(16)**	**0**	**0**	**(1,474)**
TOTAL Sheriff's Special Projects Financing Sources			**16,182,396**	**19,427,632**	**10,813,328**	**10,811,854**
Airports - Special Aviation						
	Licenses, Permits, and Franchises					
		Water	2,850	4,136	3,760	3,760
		Total Licenses, Permits, and Franchises	**2,850**	**4,136**	**3,760**	**3,760**
	Fines, Forfeitures, & Penalties					
		Penalties	90	30	0	0
		Total Fines, Forfeitures, and Penalties	**90**	**30**	**0**	**0**
	Revenue From Use of Money and Property					
		Interest	18,613	37,634	10,500	10,500
		Rents and Concessions	558,768	915,614	891,615	891,615
		Total Revenue From Use of Money and Property	**577,381**	**953,248**	**902,115**	**902,115**
	Intergovernmental Revenues					
		State				
		Aviation - State Matching	26,869	5,723	196,595	196,595
		Total State	**26,869**	**5,723**	**196,595**	**196,595**
		Federal				
		Federal - Capital Grants	406,895	145,953	3,931,909	3,931,909
		Total Federal	**406,895**	**145,953**	**3,931,909**	**3,931,909**
		Total Intergovernmental Revenues	**433,764**	**151,676**	**4,128,504**	**4,128,504**
	Charges For Current Services					
		Fuel Flowage	26,605	34,948	25,000	25,000
		Total Charges For Current Services	**26,605**	**34,948**	**25,000**	**25,000**

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1	2	3	4	5	6	7
SPECIAL REVENUE FUNDS CONTINUED						
Airports – Special Aviation Continued						
	Other Revenue					
		Other Revenues	1,527,024	160,409	1,850,000	1,850,000
		Total Other Revenue	**1,527,024**	**160,409**	**1,850,000**	**1,850,000**
	Other Financing Sources					
		Operating Transfers In	1,020,256	554,582	1,069,727	1,069,727
		Total Other Financing Sources	**1,020,256**	**554,582**	**1,069,727**	**1,069,727**
TOTAL Airports - Special Aviation Financing Sources			**3,587,970**	**1,859,030**	**7,979,106**	**7,979,106**
Public Works - Special Transportation						
	Taxes					
		Sales and Use Taxes	8,771,881	5,882,663	8,356,140	8,356,140
		Total Taxes	**8,771,881**	**5,882,663**	**8,356,140**	**8,356,140**
	Revenue From Use of Money and Property					
		Interest	238,027	382,387	196,443	196,443
		Total Revenue From Use of Money and Property	**238,027**	**382,387**	**196,443**	**196,443**
	Intergovernmental Revenues					
		Federal				
		Federal - Capital Grants	0	0	404,000	404,000
		Total Federal	**0**	**0**	**404,000**	**404,000**
		Other				
		Aid From Other Governmental Agencies	429,379	1,477,500	4,388,610	5,831,005
		Prop 1B Highway Safety	(712,648)			
		Total Other	**(283,269)**	**1,477,500**	**4,388,610**	**5,831,005**
		Total Intergovernmental Revenues	**(283,269)**	**1,477,500**	**4,792,610**	**6,235,005**
	Charges For Current Services					
		Facilities Development Fees	2,701,329	3,969,787	2,096,527	2,096,527
		Total Charges For Current Services	**2,701,329**	**3,969,787**	**2,096,527**	**2,096,527**
	Other Revenue					
		Revenue Applicable to Prior Years	712,647	0	0	0
		Total Other Revenue	**712,647**	**0**	**0**	**0**
	Other Financing Sources					
		Operating Transfers In	0	217,094	325,458	325,458
		Residual Equity Transfers In	1,312,476	0	0	0
		Residual Equity Transfers Out	(1,312,476)	0	0	0
		Total Other Financing Sources	**0**	**217,094**	**325,458**	**325,458**
TOTAL Public Works - Special Transportation Financing Sources			**12,140,616**	**11,929,430**	**15,767,178**	**17,209,573**

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County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2018

TOTAL FINANCING SOURCES

Fund Name	Financing Source Category	Financing Source Account	FY 2016 Actual	FY 2017 Actual	FY 2018 Recommended	FY 2018 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
SPECIAL REVENUE FUNDS CONTINUED						
Public Works - Surveyor - Survey Monument Preservation						
	Charges For Current Services					
		Other Services	80,230	73,670	80,000	80,000
		Total Charges For Current Services	**80,230**	**73,670**	**80,000**	**80,000**
TOTAL Public Works - Surveyor - Survey Monument Preservation Financing Sources			**80,230**	**73,670**	**80,000**	**80,000**
Master Settlement Agreement						
	Revenue From Use of Money and Property					
		Interest	142,198	62,261	19,224	19,224
		Total Revenue From Use of Money and Property	**142,198**	**62,261**	**19,224**	**19,224**
	Other Revenue					
		Other Revenues	17,541,846	18,041,813	17,149,614	17,149,614
		Total Other Revenue	**17,541,846**	**18,041,813**	**17,149,614**	**17,149,614**
TOTAL Master Settlement Agreement Financing Sources			**17,684,044**	**18,104,073**	**17,168,838**	**17,168,838**
Public Works - Transportation - Road Operations						
	Licenses, Permits and Franchises					
		Construction Permits	1,980	0	0	0
		Road Permits	310,132	353,340	383,936	383,936
		Total Licenses, Permits and Franchises	**312,112**	**353,340**	**383,936**	**383,936**
	Revenue From Use of Money and Property					
		Interest	229,064	482,195	425,700	425,700
		Rents and Concessions	10,720	1,440	22,560	22,560
		Total Revenue From Use of Money and Property	**239,784**	**483,635**	**448,260**	**448,260**
	Intergovernmental Revenues					
		State				
		Highway Users Tax	36,874,554	33,927,781	36,927,526	36,927,526
		State - Pub Assistance Admin		23,083	0	0
		Aid for Disaster	348,790	559,370	0	0
		Aid for Exchange/Matching Funds	1,194,369	1,194,369	1,194,369	1,194,369
		Other State Support	3,123,603	2,522,044	1,700,000	1,700,000
		Total State	**41,541,316**	**38,226,647**	**39,821,895**	**39,821,895**
		Federal				
		Federal - Capital Grants	1,314,421	7,050,956	13,131,102	13,131,102
		Aid for Disaster - FEMA	465,126	0	0	0
		Aid for Disaster - FHER	(9,940)	0	0	0
		Forest Reserve Revenue	214,318	220,118	172,198	172,198
		Total Federal	**1,983,925**	**7,271,074**	**13,303,300**	**13,303,300**
		Other				
		Aid From Other Governmental Agencies	1,099,352	972,705	4,295,322	4,295,322
		Total Other	**1,099,352**	**972,705**	**4,295,322**	**4,295,322**
		Total Intergovernmental Revenues	**44,624,593**	**46,470,426**	**57,420,517**	**57,420,517**

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County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
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TOTAL FINANCING SOURCES

Fund Name	Financing Source Category	Financing Source Account	FY 2016 Actual	FY 2017 Actual	FY 2018 Recommended	FY 2018 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
SPECIAL REVENUE FUNDS CONTINUED						
Public Works – Transportation - Road Operations Continued						
	Charges For Current Services					
		Planning Services	2,427	0	7,500	7,500
		Land Development Engineering Svcs	175,025	213,109	122,835	122,835
		Developers Buy-in Fee	166,987	285,577	250,000	250,000
		Permit and Inspection Fees	369,307	377,332	400,000	400,000
		Road and Street Services	(54,533)	79,513	75,000	75,000
		Subrogation For Departments	159,806	13,247	25,000	25,000
		Other Services	816,013	1,196,935	660,000	660,000
		Total Charges For Current Services	**1,635,032**	**2,165,713**	**1,540,335**	**1,540,335**
	Other Revenue					
		Revenue Applicable to Prior Years	(328,072)	1,551,091	0	0
		Taxable Sales to the Public	8	9	100	100
		Other Sales	2,278	2,689	7,500	7,500
		Other Revenues	110,473	1,392,954	25,000	25,000
		Total Other Revenue	**(215,313)**	**2,946,743**	**32,600**	**32,600**
	Other Financing Sources					
		Operating Transfers In	18,764,937	25,658,978	26,136,332	26,136,332
		Sale of Fixed Assets	226,535	464,336	525,000	525,000
		Total Other Financing Sources	**18,991,472**	**26,123,314**	**26,661,332**	**26,661,332**
TOTAL Public Works - Transportation - Road Operations Financing Sources			**65,587,679**	**78,543,170**	**86,486,980**	**86,486,980**
Public Health - Vector Control Assessments						
	Taxes					
		Penalties, Interest and Costs	34,086	33,042	34,686	34,686
		Total Taxes	**34,086**	**33,042**	**34,686**	**34,686**
	Revenue From Use of Money and Property					
		Interest	18,931	32,416	27,090	27,090
		Total Revenue From Use of Money and Property	**18,931**	**32,416**	**27,090**	**27,090**
	Charges For Current Services					
		Special Assessments All Prior Years	77,599	73,323	83,950	83,950
		Special Assessments-Current Year	1,601,068	1,539,281	1,600,849	1,600,849
		Total Charges For Current Services	**1,678,667**	**1,612,604**	**1,684,799**	**1,684,799**
TOTAL Public Health - Vector Control Assessments Financing Sources			**1,731,684**	**1,678,062**	**1,746,575**	**1,746,575**

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County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2018

TOTAL FINANCING SOURCES

Fund Name	Financing Source Category	Financing Source Account	FY 2016 Actual	FY 2017 Actual	FY 2018 Recommended	FY 2018 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
SPECIAL REVENUE FUNDS CONTINUED						
Public Health - Vital Statistics State Fees						
	Revenue From Use of Money and Property					
		Interest	5,135	7,780	4,995	4,995
		Total Revenue From Use of Money and Property	**5,135**	**7,780**	**4,995**	**4,995**
	Charges For Current Services					
		Recording Fees	163,827	173,030	176,748	176,748
		Total Charges For Current Services	**163,827**	**173,030**	**176,748**	**176,748**
TOTAL Public Health - Vital Statistics State Fees Financing Sources			**168,962**	**180,810**	**181,743**	**181,743**
Workforce Development						
	Revenue From Use of Money and Property					
		Interest	5,578	9,279	4,500	4,500
		Rents and Concessions	618,529	584,690	555,498	555,498
		Total Revenue From Use of Money and Property	**624,107**	**593,969**	**559,998**	**559,998**
	Intergovernmental Revenues					
		Federal				
		Federal - Grants	17,746,675	18,347,191	28,092,188	28,092,188
		Total Federal	**17,746,675**	**18,347,191**	**28,092,188**	**28,092,188**
		Total Intergovernmental Revenues	**17,746,675**	**18,347,191**	**28,092,188**	**28,092,188**
		Prior Years Revenue	0	648	0	0
		Other Revenues	837,059	438,933	640,291	640,291
		Total Other Revenue	**837,059**	**439,581**	**640,291**	**640,291**
	Other Financing Sources					
		Operating Transfers In	213,754	201,565	249,170	249,170
		Total Other Financing Sources	**213,754**	**201,565**	**249,170**	**249,170**
TOTAL Workforce Development Financing Sources			**19,421,595**	**19,582,306**	**29,541,647**	**29,541,647**
Human Services - Wraparound Reinvestment Fund						
	Revenue From Use of Money and Property					
		Interest	40,378	62,875	25,000	25,000
		Total Revenue From Use of Money and Property	**40,378**	**62,875**	**25,000**	**25,000**
	Charges For Current Services					
		Ambulance Service Fees	12,069	0	0	0
		Total Charges For Current Services	**12,069**	**0**	**0**	**0**
	Other Revenue					
		Prior Years Revenue	0	111,474	0	0
		Other Revenues	4,691,192	5,274,967	7,000,000	7,000,000
		Total Other Revenue	**4,691,192**	**5,274,967**	**7,000,000**	**7,000,000**
TOTAL Human Services - Wraparound Reinvestment Fund Financing Sources			**4,743,639**	**5,337,841**	**7,025,000**	**7,025,000**

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County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
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TOTAL FINANCING SOURCES

Fund Name	Financing Source Category	Financing Source Account	FY 2016 Actual	FY 2017 Actual	FY 2018 Recommended	FY 2018 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
SPECIAL REVENUE FUNDS CONTINUED						
Domestic Violence AB 2405						
	Revenue From Use of Money and Property					
		Interest	21	175	100	100
		Total Revenue From Use of Money and Property	**21**	**175**	**100**	**100**
	Other Revenue					
		Other Revenues	12,905	11,127	10,000	10,000
		Total Other Revenue	**12,905**	**11,127**	**10,000**	**10,000**
TOTAL 'Domestic Violence AB 2405 Financing Sources			**12,926**	**11,303**	**10,100**	**10,100**
TOTAL Special Revenue Funds Financing Sources			**413,215,565**	**466,157,850**	**504,191,421**	**505,743,597**
CAPITAL PROJECTS FUND						
Capital Improvements Fund						
	Revenue From Use of Money and Property					
		Interest	5,430	8,324	0	0
		Total Revenue From Use of Money and Property	**5,430**	**8,324**	**0**	**0**
	Intergovernmental Revenues					
		State				
		Other State Aid	250,408	710,902	2,513,877	2,270,235
		Total State	**250,408**	**710,902**	**2,513,877**	**2,270,235**
		Total Intergovernmental Revenues	**250,408**	**710,902**	**2,513,877**	**2,270,235**
	Other Revenue					
		Litigation Settlement	0	4,577,393	0	0
		Other Revenues	4,236,572	183,227	110,538	0
		Total Other Revenue	**4,236,572**	**4,760,620**	**110,538**	**0**
	Other Financing Sources					
		Operating Transfers In	97,571,106	181,614,559	155,493,071	131,539,684
		Residual Equity Transfers In	45,700,537	77,140,021	1,165,582	3,110,151
		Residual Equity Transfers Out	(45,700,537)	(77,137,991)	(1,165,582)	(3,108,561)
		Total Other Financing Sources	**97,571,107**	**181,616,589**	**155,493,071**	**131,541,274**
TOTAL Capital Improvements Fund Financing Sources			**102,063,517**	**187,096,435**	**158,117,486**	**133,811,509**

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County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2018

TOTAL FINANCING SOURCES

Fund Name	Financing Source Category	Financing Source Account	FY 2016 Actual	FY 2017 Actual	FY 2018 Recommended	FY 2018 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
CAPITAL PROJECTS FUND CONTINUED						
Redevelopment Agency (Housing Successor)						
	Revenue From Use of Money and Property					
		Interest	123,010	160,939	103,110	103,110
		Total Revenue From Use of Money and Property	**123,010**	**160,939**	**103,110**	**103,110**
	Intergovernmental Revenues					
		Federal				
		Federal - Grants	790	0	0	0
		Total Federal	**790**	**0**	**0**	**0**
	Other Revenue					
		Other Revenues	688	0	0	
		Total Other Revenue	**688**	**0**	**0**	**0**
TOTAL Redevelopment Agency (Housing Successor)			**124,488**	**160,939**	**103,110**	**103,110**
TOTAL Capital Projects Funds Financing Sources			**102,188,004**	**187,257,374**	**158,220,596**	**133,914,619**
		TOTAL ALL FUNDS	**3,223,047,738**	**3,497,508,776**	**3,241,652,645**	**3,197,650,573**

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County of San Bernardino
Summary of Financing Uses by Function and Fund
Governmental Funds
Fiscal Year 2018

TOTAL FINANCING USES

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Recommended	FY 2018 Adopted by the Board of Supervisors
1	2	3	4	5
Summarization by Function				
General	352,177,899	508,301,929	672,986,378	651,901,580
Public Protection	966,837,888	1,017,739,596	1,060,509,329	1,059,242,900
Public Ways and Facilities	67,342,212	86,927,796	137,003,882	142,432,242
Health and Sanitation	500,180,511	614,736,664	773,851,857	773,851,857
Public Assistance	1,153,558,042	1,170,856,069	1,269,842,073	1,271,561,580
Education	20,443,566	19,846,463	22,039,013	22,815,838
Recreation and Cultural Services	17,347,816	15,977,403	18,490,277	18,490,277
Total Financing Uses by Function	**3,077,887,933**	**3,434,385,919**	**3,954,722,809**	**3,940,296,274**
Appropriation for Contingencies				
General Fund	0	0	10,861,889	55,741,045
Restricted General Fund	0	0	21,385,737	19,838,674
Total Appropriation for Contingencies	**0**	**0**	**32,247,626**	**75,579,719**
Subtotal Financing Uses	**3,077,887,933**	**3,434,385,919**	**3,986,970,435**	**4,015,875,993**



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County Budget Act

County of San Bernardino
Summary of Financing Uses by Function and Fund
Governmental Funds
Fiscal Year 2018

TOTAL FINANCING USES

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Recommended	FY 2018 Adopted by the Board of Supervisors
1	2	3	4	5
Provisions for Reserves and Designations				
General Fund	0	0	65,847,470	65,200,906
Agricultural, Weights & Measures - California Grazing Fees	0	0	333	2,518
Airports - Special Aviation	0	0	757,482	1,237,110
Assessor - Recording Fees	0	0	2,597,382	4,016,439
Auditor-Controller/Treasurer/Tax Collector - Redemption Maint.	0	0	195,795	220,220
Behavioral Health - Block Grant Carryover	0	0	1,808,915	1,876,675
Behavioral Health - Driving Under the Influence Programs	0	0	0	37,109
County Library	0	0	942,555	942,884
County Trial Courts - Alternate Dispute Resolution Program	0	0	34,092	47,799
County Trial Courts - Court Alcohol and Drug Program	0	0	255,014	467,923
County Trial Courts - Courthouse Seismic Surcharge	0	0	277	40
County Trial Courts - Registration Fees	0	0	4,420	7,397
Courthouse Temporary Construction	0	0	1,666,058	1,570,694
Criminal Justice Temporary Construction	0	0	1,732,001	1,819,323
District Attorney Special Projects	0	0	1,903,250	3,692,788
Domestic Violence AB 2405	0	0	19,037	21,403
Finance and Administration - Disaster Recovery Fund	0	0	0	2,961,816
Human Resources - Commuter Services	0	0	43,374	152,714
Human Resources - Employee Benefits and Services	0	0	305,333	484,311
Human Services - Marriage License Fees Surcharge	0	0	395,489	462,878
Human Services - Wraparound Reinvestment Fund	0	0	1,544,988	1,790,212
Master Settlement Agreement	0	0	176,065	891,756
Probation - Criminal Recidivism SB 678	0	0	984,847	4,031,923
Probation - Juvenile Justice Grant Program	0	0	1,344,316	1,768,440
Probation - Juvenile Re-Entry Program AB 1628	0	0	145,215	144,000

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County of San Bernardino
Summary of Financing Uses by Function and Fund
Governmental Funds
Fiscal Year 2018

TOTAL FINANCING USES

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Recommended	FY 2018 Adopted by the Board of Supervisors
1	2	3	4	5
Provisions for Reserves and Designations Continued				
Public Health - Bio-Terrorism Preparedness	0	0	977	3,422
Public Health - Vector Control Assessments	0	0	172,719	184,696
Public Health - Vital Statistics State Fees	0	0	121,403	128,147
Public Works - Special Transportation	0	0	11,113,174	11,215,114
Public Works - Surveyor - Survey Monument Preservation	0	0	75,546	73,185
Regional Parks - Calico Ghost Town Marketing Services	0	0	21,485	56,257
Regional Parks - County Trail System	0	0	358,946	188,714
Regional Parks - Park Maintenance and Development	0	0	583,191	837,583
Regional Parks - San Manuel Amphitheater Improvements	0	0	307,494	290,874
Sheriff's Special Projects	0	0	0	3,233,604
Special Districts - Fish and Game Commission	0	0	3,031	6,856
Workforce Development	0	0	323,511	323,511
	0	**0**	**95,785,185**	**110,391,241**
Total Financing Uses	**3,077,887,933**	**3,434,385,919**	**4,082,755,620**	**4,126,267,234**

State Controller Schedules **Schedule 7**
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County of San Bernardino
Summary of Financing Uses by Function and Fund
Governmental Funds
Fiscal Year 2018

TOTAL FINANCING USES

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Recommended	FY 2018 Adopted by the Board of Supervisors
1	2	3	4	5
Summarization by Fund				
General Fund	2,604,260,350	2,851,953,132	3,036,354,296	3,084,320,663
Restricted General Fund	3,414,880	9,153,592	38,239,135	39,601,693
Agricultural, Weights & Measures - California Grazing Fees	0	0	148,198	150,383
Airports - Special Aviation	2,167,961	1,076,549	10,418,104	10,875,057
Assessor - Recording Fees	2,320,272	1,970,918	6,723,814	8,142,871
Auditor-Controller/Treasurer/Tax Collector - Redemption Maint.	0		395,795	420,220
Behavioral Health - Block Grant Carryover	8,719,630	10,219,994	12,902,886	12,970,646
Behavioral Health - Driving Under the Influence Programs	142,969	163,781	178,760	215,869
Behavioral Health - Mental Health Services Act	115,672,769	150,789,365	244,338,802	244,338,802
Community Development and Housing	15,969,153	11,070,824	35,743,148	35,925,505
County Library	17,439,891	16,871,373	19,921,940	20,699,094
County Trial Courts - Alternate Dispute Resolution Program	360,000	360,000	394,092	407,799
County Trial Courts - Court Alcohol and Drug Program	63,574	91,013	916,291	1,129,200
County Trial Courts - Courthouse Seismic Surcharge	1,583,139	1,703,723	1,807,931	1,807,694
County Trial Courts - Registration Fees	0	0	4,420	7,397
Courthouse Temporary Construction	0	0	1,666,058	1,570,694
Criminal Justice Temporary Construction	0	0	1,732,001	1,819,323
District Attorney Special Projects	7,454,127	8,300,225	10,827,773	12,617,311
Domestic Violence AB 2405	0	0	19,037	21,403
Finance and Administration - Disaster Recovery Fund	0	0	0	2,961,816
Human Resources - Commuter Services	472,267	420,896	970,289	1,079,629
Human Resources - Employee Benefits and Services	2,884,071	2,733,944	3,889,237	4,068,215
Human Services - Domestic Violence/Child Abuse	564,400	548,952	542,241	581,286
Human Services - Marriage License Fees Surcharge	274,340	199,398	713,989	781,378
Human Services - Wraparound Reinvestment Fund	4,704,249	5,737,982	11,932,017	12,177,241
Local Law Enforcement Block Grant	971,623	924,656	1,165,747	1,153,310
Master Settlement Agreement	35,300,000	17,000,000	17,176,065	17,891,756
Preschool Services	50,824,835	53,220,245	57,832,797	57,832,797
Probation - Asset Forfeiture	0		73,624	78,805
Probation - Criminal Recidivism SB 678	9,303,265	10,167,237	7,356,528	10,403,604
Probation - Juvenile Justice Grant Program	6,259,617	6,393,395	9,150,683	9,574,807
Probation - Juvenile Re-Entry Program AB 1628	0		160,215	159,000

State Controller Schedules **Schedule 7**
County Budget Act

County of San Bernardino
Summary of Financing Uses by Function and Fund
Governmental Funds
Fiscal Year 2018

TOTAL FINANCING USES

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Recommended	FY 2018 Adopted by the Board of Supervisors
1	2	3	4	5
Summarization by Fund Continued				
Public Health - Bio-Terrorism Preparedness	2,005,490	1,878,553	2,069,678	2,072,123
Public Health - Vector Control Assessments	1,252,422	1,487,718	1,866,384	1,878,361
Public Health - Vital Statistics State Fees	184,218	119,592	247,475	254,219
Public Works - Special Transportation	10,451,203	6,920,469	26,864,152	30,341,220
Public Works - Surveyor - Survey Monument Preservation	411	365	156,181	153,820
Public Works - Transportation - Road Operations	53,008,457	76,173,866	112,516,099	114,569,331
Real Estate Services - Chino Agricultural Preserve	355,981	473,142	5,292,135	5,292,135
Regional Parks - Calico Ghost Town Marketing Services	464,163	441,282	479,632	514,404
Regional Parks - County Trail System	142,275	218,399	2,429,324	2,259,092
Regional Parks - Off-Highway Vehicle License Fees	983,788	515,137	516,637	516,637
Regional Parks - Park Maintenance and Development	180,375	112,459	678,123	932,515
Regional Parks - San Manuel Amphitheater	1,786,262	1,275,042	2,085,475	2,085,475
Regional Parks - San Manuel Amphitheater Improvements	(17,720)	(25,000)	282,494	265,874
Sheriff's Special Projects	19,548,445	17,616,590	22,620,140	24,594,571
Special Districts - Fish and Game Commission	518	5,465	13,761	17,586
Workforce Development	18,691,018	20,116,781	26,753,739	28,251,844
Capital Improvements	73,643,700	145,864,331	324,102,207	296,349,635
Redevelopment Agency (Housing Successor)	4,079,546	120,534	20,086,071	20,133,124
Total Financing Uses	**3,077,887,933**	**3,434,385,919**	**4,082,755,620**	**4,126,267,234**

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County Budget Act

County of San Bernardino
Detail of Financing Uses by Function, Activity and Budget Unit
Governmental Funds
Fiscal Year 2018

TOTAL FINANCING USES

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Recommended	FY 2018 Adopted by the Board of Supervisors
1	2	3	4	5
GENERAL FUNCTION				
Legislative and Administrative:				
Board of Supervisors	7,235,404	7,291,436	7,793,615	7,793,615
County Administrative Office	4,795,127	6,138,230	5,827,659	5,827,659
Clerk of the Board	1,957,453	1,833,042	2,091,661	2,091,661
Board Discretionary Funding	1,094,411	1,422,305	0	0
Community Services Group	0	274,074	280,553	280,553
Litigation	389,711	312,772	392,127	392,127
Total Legislative and Administrative	15,472,105	17,271,859	16,385,615	16,385,615
Finance:				
Assessor-Recorder-County Clerk	23,206,886	23,458,182	24,764,802	24,764,802
Auditor-Controller/Treasurer/Tax Collector	35,541,346	32,854,768	40,722,614	40,722,614
Finance and Administration	2,716,879	2,559,772	3,192,849	3,192,849
Non Departmental	109,603,605	192,937,457	132,257,877	135,991,652
Purchasing	2,455,319	2,412,799	2,585,722	2,585,722
Total Finance	173,524,036	254,222,978	203,523,864	207,257,639
Counsel:				
County Counsel	8,224,117	8,083,344	10,651,856	10,651,856
Personnel:				
Human Resources	6,455,625	7,961,679	10,585,640	10,585,640
Center for Employee Health and Wellness	2,106,356	2,071,878	2,319,592	2,319,592
Unemployment Insurance	2,505,484	0	0	0
Total Personnel	11,067,465	10,033,557	12,905,232	12,905,232
Elections:				
Registrar of Voters	9,152,195	10,539,753	9,651,120	9,651,120
Property Management:				
Architecture and Engineering	(66,307)	(101,249)	0	0
Facilities Management	16,390,077	17,288,958	18,630,118	18,630,118
Capital Facilities Leases	13,056,893	7,063,338	7,258,116	7,258,116
Rents and Leases	1,109,076	1,084,310	1,238,735	1,238,735
Real Estate Services	1,195,583	1,351,412	1,564,264	1,564,264
Utilities	17,852,005	16,400,925	19,050,390	19,050,390
Total Property Management	49,537,327	43,087,694	47,741,623	47,741,623

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TOTAL FINANCING USES

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Recommended	FY 2018 Adopted by the Board of Supervisors
1	2	3	4	5
GENERAL FUNCTION CONTINUED				
Plant Acquisition:				
Capital Improvements Fund	73,643,700	145,864,330	324,102,207	296,349,635
Special Aviation - State	2,167,961	1,076,549	9,660,622	9,637,947
Courthouse Seismic Surcharge	1,583,139	1,703,723	1,807,654	1,807,654
Community Developmt & Housing	0	120,534	18,272,779	18,318,245
Housing Successor	0	0	1,813,292	1,814,879
Total Plant Acquisition	77,394,800	148,765,136	355,656,554	327,928,360
Other General:				
Automated Systems Development	3,131,786	8,807,027	5,959,228	8,868,849
Community Services Group	262,850	0	0	0
Information Services Department	1,769,329	2,644,171	3,320,013	3,320,013
Redevelopment Agency (Housing Successor)	2,641,889	0	0	0
Hr-Unemployment Insurance	0	2,004,777	4,000,500	4,000,500
Public Works-Surveyor	0	2,841,632	3,190,773	3,190,773
Total Other General	7,805,854	16,297,607	16,470,514	19,380,135
TOTAL GENERAL FUNCTION	**352,177,899**	**508,301,929**	**672,986,378**	**651,901,580**

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TOTAL FINANCING USES

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Recommended	FY 2018 Adopted by the Board of Supervisors
1	2	3	4	5
PUBLIC PROTECTION FUNCTION				
Judicial:				
Court Facilities Payments	2,675,105	2,674,628	2,676,349	2,676,349
Courts Property Management	2,058,259	1,605,190	1,605,237	1,605,237
Court Facilities/Judicial Benefits	960,522	655,754	958,207	958,207
District Attorney - Criminal Prosecution	69,629,675	73,148,895	76,875,515	76,875,515
Child Support Services	39,920,184	40,111,336	40,215,180	40,215,180
Grand Jury	344,743	381,579	447,167	447,167
Indigent Defense Program	10,083,393	9,778,522	10,613,084	10,613,084
Law and Justice Group Administration	90,323	20,150	171,113	171,113
Public Defender	36,156,934	37,184,315	39,181,385	39,181,385
Trial Court Funding - Maintenance of Effort	24,046,262	23,974,638	23,554,233	23,554,233
District Attorney - Real Estate Fraud	2,068,155	2,221,021	2,321,742	2,321,742
District Attorney - Auto Insurance Fraud	644,921	600,418	522,029	522,029
District Attorney - Worker's Comp. Ins. Fraud	2,123,512	1,972,636	2,319,192	2,319,192
Drug Forfeiture/Hazardous Waste Awards	2,617,540	3,506,151	3,761,560	3,761,560
Marriage License Fee Program	274,340	199,398	318,500	318,500
Local Law Enforcement Block Grant	971,623	924,656	1,165,747	1,153,310
Alternate Dispute Resolution	360,000	360,000	360,000	360,000
Probation Asset Forfeiture	0	0	73,624	78,805
Total Judicial	195,025,488	199,319,287	207,139,864	207,132,608
Police Protection:				
Sheriff-Coroner/Public Administrator	369,051,708	391,079,280	392,545,828	392,545,828
Sheriff's Special Projects	19,548,445	17,616,590	22,620,140	21,360,967
Total Police Protection	388,600,153	408,695,870	415,165,968	413,906,795
Detention and Correction:				
Probation	140,232,117	153,349,650	168,232,689	168,232,689
Sheriff-Coroner/Public Administrator	188,542,618	205,997,778	219,130,729	219,130,729
Juvenile Justice Grant Program	6,259,617	6,425,016	7,806,367	7,806,367
Criminal Recidivism SB 678	9,303,265	10,167,237	6,371,681	6,371,681
Juvenile Justice	0	145,000	145,000	145,000
Local Community Corrections	0	201,565	249,170	249,170
Total Detention and Correction	344,337,617	376,286,246	401,935,636	401,935,636

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TOTAL FINANCING USES

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Recommended	FY 2018 Adopted by the Board of Supervisors
1	2	3	4	5
PUBLIC PROTECTION FUNCTION				
Protective Inspection:				
Agriculture, Weights and Measures	6,791,833	7,532,769	7,640,029	7,640,029
Fire Hazard Abatement	2,073,601	0	0	0
Total Protective Inspection	8,865,434	7,532,769	7,640,029	7,640,029
Other Protection:				
Land Use Services - Building and Safety	5,522,426	5,998,438	5,735,018	5,735,018
Land Use Services - Code Enforcement	5,583,668	4,920,648	5,458,449	5,458,449
Local Agency Formation Commission	294,039	308,741	336,528	336,528
Land Use Services - Land Development	747,949	630,833	975,674	975,674
Land Use Services - Administration	1,579,082	1,621,336	1,326,409	1,326,409
Public Guardian - Conservator	1,055,092	1,290,869	1,330,141	1,330,141
Land Use Services - Planning	7,629,544	6,978,428	6,412,700	6,412,700
Public Works - Surveyor	2,987,611	0	0	0
Realignment 2011 (AB 109)	283,094	0	0	0
Bio-Terrorism Preparedness	2,005,490	0	0	0
Survey Monument Preservation	411	365	80,635	80,635
Fish and Game Commission	518	5,465	10,730	10,730
California Grazing	0	0	147,865	147,865
Micrographics Fees	2,320,272	1,970,919	4,126,432	4,126,432
Fire Hazard Abatement	0	2,179,382	2,687,251	2,687,251
Total Other Protection	30,009,195	25,905,424	28,627,832	28,627,832
TOTAL PUBLIC PROTECTION FUNCTION	**966,837,888**	**1,017,739,596**	**1,060,509,329**	**1,059,242,900**

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County of San Bernardino
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TOTAL FINANCING USES

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Recommended	FY 2018 Adopted by the Board of Supervisors
1	2	3	4	5
PUBLIC WAYS AND FACILITIES FUNCTION				
Public Ways:				
Special Transportation	10,451,203	6,920,469	16,000,978	23,771,864
Road Operations	53,008,457	76,173,866	112,266,099	109,923,573
Chino Agricultural Preserve	355,981	473,142	5,292,135	5,292,135
Total Public Ways	63,815,641	83,567,477	133,559,212	138,987,572
Transportation Terminals:				
Airports	3,526,571	3,360,319	3,444,670	3,444,670
TOTAL PUBLIC WAYS AND FACILITIES FUNCTION	**67,342,212**	**86,927,796**	**137,003,882**	**142,432,242**
HEALTH AND SANITATION FUNCTION				
Health:				
Public Health	70,229,438	74,512,710	84,844,944	84,844,944
Vital Statistics State Fees	184,218	119,592	126,072	126,072
Commuter Services	472,267	420,895	926,915	926,915
Employee Benefits and Services	2,884,071	2,733,944	3,583,904	3,583,904
Vector Control Assessments	1,252,422	1,487,718	1,693,665	1,693,665
Bio-Terrorism Preparedness	0	1,878,553	2,068,701	2,068,701
Total Health	75,022,416	81,153,412	93,244,201	93,244,201
Hospital Care:				
Alcohol and Drug Services	14,967,298	14,574,427	17,222,370	17,222,370
California Children's Services	17,300,552	17,438,604	22,760,505	22,760,505
Indigent Ambulance	472,501	472,501	472,501	472,501
Health Administration	74,738,748	138,865,418	140,367,772	140,367,772
Behavioral Health	157,780,055	183,968,147	216,011,698	216,011,698
Health Realignment	0	0	10,500,000	10,500,000
Mental Health Services Act	115,672,769	150,789,365	244,338,802	244,338,802
Master Settlement Agreement	35,300,000	17,000,000	17,000,000	17,000,000
Driving Under the Influence Programs	142,969	163,782	178,760	178,760
Block Grant Carryover Program	8,719,630	10,219,994	11,093,971	11,093,971
Court Alcohol and Drug Program	63,574	91,013	661,277	661,277
Total Hospital Care	425,158,095	533,583,251	680,607,656	680,607,656
TOTAL HEALTH AND SANITATION FUNCTION	**500,180,511**	**614,736,664**	**773,851,857**	**773,851,857**

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TOTAL FINANCING USES

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Recommended	FY 2018 Adopted by the Board of Supervisors
1	2	3	4	5
PUBLIC ASSISTANCE FUNCTION				
Administration:				
Human Services - Administrative Claim	521,064,519	520,582,624	559,390,030	559,390,030
Domestic Violence/Child Abuse Services	531,812	0	0	0
Aging and Adult Services	9,543,034	9,994,189	9,671,269	9,671,269
Domestic Violence/Child Abuse	564,400	548,952	542,241	581,286
Total Administration	531,703,765	531,125,765	569,603,540	569,642,585
Aid Programs:				
Entitlement Payments (Child Care)	26,550,885	26,711,678	23,755,598	23,755,598
Out-of-Home Child Care	1,202,320	1,650,542	1,860,566	1,860,566
Aid to Adoptive Children	64,116,548	70,222,101	80,607,393	80,607,393
AFDC - Foster Care	136,813,781	155,738,897	171,749,850	171,749,850
Refugee Cash Assistance Program	96,202	93,509	150,000	150,000
Cash Assistance For Immigrants	2,132,373	2,122,799	2,521,954	2,521,954
CalWorks - All Other Families	239,968,573	233,010,145	228,305,787	228,305,787
Kinship Guardianship Assistance Program	10,887,708	13,592,963	16,266,960	16,266,960
CalWorks - 2 Parent Families	41,867,003	38,606,478	36,192,356	36,192,356
Wraparound Reinvestment Fund	4,704,249	5,737,982	10,387,029	10,387,029
Domestic Violence/Child Abuse Services	0	533,600	531,812	531,812
Total Aid Programs	528,339,643	548,020,694	572,329,305	572,329,305
General Relief:				
Aid to Indigents	1,511,389	1,256,631	1,247,820	1,247,820
Veterans' Services:				
Veterans' Affairs	1,914,902	2,118,611	2,212,568	2,212,568
Other Assistance:				
Community Development and Housing	14,552,819	11,380,141	35,461,379	35,631,720
Economic Development	2,914,623	3,617,202	3,505,907	3,505,907
Redevelopment Agency (Housing Successor)	3,105,049	0	1,218,529	1,230,545
Preschool Services	50,824,835	53,220,245	57,832,797	57,832,797
Workforce Development	18,691,018	20,116,780	26,430,228	27,928,333
Total Other Assistance	90,088,343	88,334,368	124,448,840	126,129,302
TOTAL PUBLIC ASSISTANCE FUNCTION	**1,153,558,042**	**1,170,856,069**	**1,269,842,073**	**1,271,561,580**

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County of San Bernardino
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TOTAL FINANCING USES

Description	FY 2016 Actual	FY 2017 Actual	FY 2018 Recommended	FY 2018 Adopted by the Board of Supervisors
1	2	3	4	5
EDUCATION FUNCTION				
School Administration:				
County Schools	3,003,675	2,975,089	3,059,628	3,059,628
Library:				
County Library	17,439,891	16,871,373	18,752,005	19,528,830
Bloomington Library Reserve	0	0	227,380	227,380
	17,439,891	16,871,373	18,979,385	19,756,210
TOTAL EDUCATION FUNCTION	**20,443,566**	**19,846,463**	**22,039,013**	**22,815,838**
RECREATION AND CULTURAL SERVICES FUNCTION				
Recreation Facilities:				
Regional Parks	10,376,465	9,470,323	9,808,672	9,808,672
County Trail System	142,275	218,399	2,070,378	2,070,378
Off-Highway Vehicle License Fees	983,788	515,137	516,637	516,637
San Manuel Amphitheater	1,786,262	1,275,042	2,085,475	2,085,475
San Manuel Amphitheater Improvements	(17,720)	(25,000)	(25,000)	(25,000)
Park Maintenance/Development	180,375	112,459	94,932	94,932
Calico Ghost Town Marketing Services	464,163	441,281	458,147	458,147
Total Recreation Facilities	13,915,608	12,007,641	15,009,241	15,009,241
Culture:				
County Museum	3,432,208	3,969,762	3,481,036	3,481,036
TOTAL RECREATION AND CULTURAL SERVICES FUNCTION	**17,347,816**	**15,977,403**	**18,490,277**	**18,490,277**
TOTAL SPECIFIC FINANCING USES	**3,077,887,933**	**3,434,385,919**	**3,954,722,809**	**3,940,296,274**

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County of San Bernardino
Special Districts and Other Agencies Summary - Non Enterprise
Fiscal Year 2018

District Name	Total Financing Sources				Total Financing Uses		
	Fund Balance Available June 30, 2017	Decreases To Obligated Fund Balances	Additional Financing Sources	Total Financing Sources	Financing Uses	Increases To Obligated Fund Balances	Total Financing Uses
COUNTY SERVICE AREAS - CAPITAL PROJECTS							
CSA 70 TV-4/5 PNTO MTN PWR CBL	144,031	0	0	144,031	144,031	0	144,031
CSA #69 LAKE ARROWHEAD ROAD	1	0	0	1	1	0	1
CSA20 JSH TR DESERT VIEW CONS	7,147	0	400,000	407,147	407,147	0	407,147
LAKE GREGORY DAM REHABILITATION	1,194,036	0	8,215,000	9,409,036	9,409,036	0	9,409,036
CSA 18 ROAD PAVING	186,623	0	0	186,623	186,623	0	186,623
COUNTYWIDE IMPROVEMENTS	29,492	0	5,380,560	5,410,052	5,410,052	0	5,410,052
CSA 40 CAPITAL IMPROVEMENTS	82,369	0	0	82,369	82,369	0	82,369
CSA 59 ROAD PAVING	170,236	0	0	170,236	170,236	0	170,236
ENGINEERING FOR PARK PROJECT	(10,389)	0	90,000	79,611	79,611	0	79,611
CSA 120 CAPITAL IMPROVEMENTS	197,878	0	175,000	372,878	372,878	0	372,878
LUCERNE VALLEY CAPITAL IMPROVEMENTS	4,885	0	0	4,885	0	4,885	4,885
CSA 70 LYTLE CREEK DB CAPITAL IMPROVEMENTS	13,163	0	0	13,163	0	13,163	13,163
CSA 70 R-2 TWIN PEAKS CAPITAL IMPROVEMENTS	115,813	0	0	115,813	115,813	0	115,813
TOTAL COUNTY SERVICE AREAS - CAPITAL PROJECTS	**2,135,285**	**0**	**14,260,560**	**16,395,845**	**16,377,797**	**18,048**	**16,395,845**
COUNTY SERVICE AREAS - SPECIAL REVENUE							
CSA 18 CEDARPINES PRK	66,164	0	301,784	367,948	307,395	60,553	367,948
CSA 20 JOSHUA TREE	130,370	0	751,235	881,605	765,964	115,641	881,605
CSA 29 LUCERNE VALLEY	18,849	8,096	482,473	509,418	509,418	0	509,418
CSA 30 STREET LIGHTS	1,788	0	6,508	8,296	7,713	583	8,296
CSA 40 ELEPHANT MTN	165,774	0	376,125	541,899	380,967	160,932	541,899
CSA 42 PARK	3,799	0	30,299	34,098	32,861	1,237	34,098
CSA 54 CREST FOREST	39,340	0	34,543	73,883	61,411	12,472	73,883
CSA 56 WRIGHTWOOD	14,427	0	155,925	170,352	165,533	4,819	170,352
CSA 59 DEER LODGE PRK	35,414	0	202,055	237,469	144,771	92,698	237,469
CSA 63 YUCAIPA	53,835	4,590	117,873	176,298	176,298	0	176,298
CSA 68 VLLY OF THE MOON	26,124	0	44,788	70,912	38,616	32,296	70,912
CSA 69 LAKE ARROWHD	54,838	0	72,924	127,762	64,629	63,133	127,762
CSA 70:							
COUNTYWIDE	3,780,307	0	5,560,596	9,340,903	7,652,415	1,688,488	9,340,903
COUNTYWIDE-TERM BENEFITS	21,746	0	16,000	37,746	(1)	37,747	37,746
COUNTYWIDE-EQUIPMENT REP	(242,264)	0	300,000	57,736	0	57,736	57,736
COUNTYWIDE AUGMENTATION RESERVE	2,080,747	489,786	0	2,570,533	2,570,533	0	2,570,533
COUNTYWIDE CSA LOAN FUND (RESERVE)	752,440	0	820,533	1,572,973	1,300,000	272,973	1,572,973
CFD 2006-1 LYTLE CREEK DB	14,230	0	45,645	59,875	37,319	22,556	59,875
EL MIRAGE STREELIGHT	(18,897)	18,918	2,422	2,443	2,443	0	2,443
ZONE EV-1 EAST VALLEY	25,378	0	740	26,118	25,790	328	26,118
ZONE D-1 LAKE ARROW DAM	130,180	0	638,320	768,500	493,094	275,406	768,500
ZONE DB-1 BLOOMINGTON	33,916	0	45,990	79,906	47,510	32,396	79,906
ZONE DB-2 BIG BEAR	17,295	0	17,105	34,400	16,785	17,615	34,400
ZONE EV-1 CITRUS STREETLIGHTING	16,684	0	53,302	69,986	38,162	31,824	69,986
ZONE G WRIGHTWOOD	156,543	0	196,012	352,555	112,878	239,677	352,555
PRD G-1 WRIGHTWOOD	5,156	0	0	5,156	0	5,156	5,156
ZONE GH GLEN HELEN STREETLIGHTING	37,664	0	89,778	127,442	73,528	53,914	127,442
ZONE M WONDER VLLY	19,928	0	74,046	93,974	67,281	26,693	93,974
ZONE M WONDER VLLY	99,057	0	211,609	310,666	248,052	62,614	310,666
ZONE OS-1 N.ETIWANDA PRE	178,831	0	181,403	360,234	310,894	49,340	360,234
ZONE P-6 EL MIRAGE	29,665	0	35,443	65,108	40,348	24,760	65,108
ZONE P-8 FONTANA	25,414	0	50	25,464	19,608	5,856	25,464
ZONE P-10 MENTONE	35,403	0	64,220	99,623	63,715	35,908	99,623
ZONE P-12 MONTCLAIR	13,080	0	28,276	41,356	32,956	8,400	41,356
ZONE P-13 EL RANCHO VERDE	50,046	0	77,612	127,658	67,959	59,699	127,658
ZONE P-14 MENTONE	15,456	8,539	40,439	64,434	64,434	0	64,434
ZONE P-16 EAGLE CREST	11,616	0	19,035	30,651	26,350	4,301	30,651
ZONE P-17 BLOOMINGTON	27	0	65	92	0	92	92
ZONE P-18 RANDALL CROSSINGS	9,414	0	13,396	22,810	13,940	8,870	22,810
ZONE P-19 GREGORY CROSSINGS	10,701	0	20,922	31,623	26,163	5,460	31,623
ZONE P-20 MULBERRY HEIGHTS	15,625	0	23,803	39,428	22,939	16,489	39,428
ZONE R-2 TWIN PEAKS	23,084	0	102,830	125,914	79,348	46,566	125,914
ZONE R-3 ERWIN LAKE	9,134	0	69,811	78,945	71,343	7,602	78,945
ZONE R-4 CEDARGLEN	4,339	0	2,726	7,065	4,650	2,415	7,065
ZONE R-5 SUGARLOAF	81,208	17,797	277,842	376,847	376,847	0	376,847
ZONE R-7 LAKE ARROWHD	4,226	0	6,349	10,575	7,086	3,489	10,575
ZONE R-8 RIVERSIDE TERRACE	32,874	0	27,766	60,640	37,868	22,772	60,640



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Special Districts and Other Agencies Summary - Non Enterprise
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District Name	Total Financing Sources				Total Financing Uses		
	Fund Balance Available June 30, 2017	Decreases To Obligated Fund Balances	Additional Financing Sources	Total Financing Sources	Financing Uses	Increases To Obligated Fund Balances	Total Financing Uses
COUNTY SERVICE AREAS – SPECIAL REVENUE CONTINUED							
CSA 70 Continued:							
ZONE R-9 RIM FOREST	5,625	0	9,279	14,904	13,208	1,696	14,904
ZONE R-12 BALDWIN LK	6,077	1,509	12,259	19,845	19,845	0	19,845
ZONE R-13 LK ARRHD N.SH.	14,234	3,932	9,005	27,171	27,171	0	27,171
ZONE R-15 LANDERS	38,950	0	74,664	113,614	85,306	28,308	113,614
ZONE R-16 RN. SPRGS. TR	15,292	0	15,089	30,381	27,333	3,048	30,381
ZONE R-19 COPPER MTN	36,043	0	46,328	82,371	47,478	34,893	82,371
ZONE R-20 FLAMINGO HTS	7,535	0	13,757	21,292	17,050	4,242	21,292
ZONE R-21 MTN. VIEW	(500)	509	3,794	3,803	3,803	0	3,803
ZONE R-22 TWIN PEAKS	9,487	0	19,341	28,828	26,210	2,618	28,828
ZONE R-23 MILE HIGH	18,454	0	17,130	35,584	31,510	4,074	35,584
ZONE R-25 LUCERNE	(401)	462	2,065	2,126	2,126	0	2,126
ZONE R-26 YUCCA MESA	6,057	3,913	7,009	16,979	16,979	0	16,979
ZONE R-29 YUCCA MESA	5,853	0	8,215	14,068	12,889	1,179	14,068
ZONE R-30 VERDEMONT	2,610	0	4,725	7,335	4,725	2,610	7,335
ZONE R-31 LYTLE CREEK	504	454	3,484	4,442	4,442	0	4,442
ZONE R-33 FAIRWAY BLV	1,562	1,020	11,201	13,783	13,783	0	13,783
ZONE R-34 BIG BEAR RDS	3,601	0	5,658	9,259	6,461	2,798	9,259
ZONE R-35 CEDAR GLEN	1,101	0	2,560	3,661	3,661	0	3,661
ZONE R-36 PAN SPRINGS	1,485	480	9,245	11,210	11,210	0	11,210
ZONE R-39 HIGHLAND ESTATES	(1,300)	4,515	67,887	71,102	71,102	0	71,102
ZONE R-40 UPPER NO. BAY LK ARROW	75,768	0	18,011	93,779	87,991	5,788	93,779
ZONE R-41 QUAIL SUMMIT	10,004	1,549	9,688	21,241	21,241	0	21,241
ZONE R-42 WINDY PASS	20,486	0	46,058	66,544	21,716	44,828	66,544
ZONE R-44 SAW PIT CANYON	4,161	11,547	11,085	26,793	26,793	0	26,793
ZONE R-45 ERWIN LAKE	9,985	0	10,867	20,852	17,159	3,693	20,852
ZONE R-46 S. FAIRWAY DRIVE	3,069	24,515	6,775	34,359	34,359	0	34,359
ZONE R-47 ROCKY POINT	(128,776)	154,930	22,323	48,477	48,477	0	48,477
ZONE TV-2 MORONGO	64,327	0	163,377	227,704	90,191	137,513	227,704
ZONE TV-4 WONDER VALLEY	15,415	0	27,216	42,631	36,884	5,747	42,631
ZONE TV-5 MESA	131,823	0	188,551	320,374	166,096	154,278	320,374
ZONE W HINKLEY PARK	7,329	5,998	26,193	39,520	39,520	0	39,520
CSA 79 R-1 THE MEADOW	30,697	19,451	29,124	79,272	79,272	0	79,272
CSA 82 ROADSIDE PARK	954	5,522	27,075	33,551	33,551	0	33,551
CSA SL-1 VALLEY WIDE	326,316	0	644,143	970,459	506,316	464,143	970,459
CSA SL-2 CHINO	3,098	0	3,273	6,371	4,343	2,028	6,371
CSA SL-3 MENTONE	1,760	0	3,993	5,753	4,031	1,722	5,753
CSA SL-4 BLOOMINGTON	1,565	0	3,367	4,932	3,752	1,180	4,932
CSA SL-5 MUSCOY	7,181	0	48,068	55,249	39,026	16,223	55,249
TOTAL COUNTY SERVICE AREAS - SPECIAL REVENUE	**8,848,406**	**788,032**	**13,272,500**	**22,908,938**	**18,314,823**	**4,594,115**	**22,908,938**
COUNTY SERVICE AREAS - PERMANENT FUND							
CSA 120 PRESERVE ENDOWMENT	(235)	1,616,995	0	1,616,760	1,616,760	0	1,616,760
TOTAL COUNTY SERVICE AREAS - PERMANENT FUND	**(235)**	**1,616,995**	**0**	**1,616,760**	**1,616,760**	**0**	**1,616,760**

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County of San Bernardino
Special Districts and Other Agencies Summary - Non Enterprise
Fiscal Year 2018

District Name	Total Financing Sources				Total Financing Uses		
	Fund Balance Available June 30, 2017	Decreases To Obligated Fund Balances	Additional Financing Sources	Total Financing Sources	Financing Uses	Increases To Obligated Fund Balances	Total Financing Uses
FIRE PROTECTION AND SERVICE ZONES							
SAN BERNARDINO CO FIRE PROTECTION DISTRICT	(124,877)	124,877	21,949,404	21,949,404	21,949,404	0	21,949,404
SBCFPD GENERAL RESERVES	1,338,985	0	1,090,784	2,429,769	1,269,663	1,160,106	2,429,769
SBCFPD TERMINATION BENEFITS	563,132	0	54,608	617,740	295,816	321,924	617,740
OFFICE OF EMERGENCY SERVICES	(247,278)	249,116	2,364,578	2,366,416	2,366,416	0	2,366,416
HOUSEHOLD HAZARDOUS WASTE	123,430	0	3,323,865	3,447,295	3,268,250	179,045	3,447,295
HAZARDOUS MATERIALS	198,079	0	8,460,022	8,658,101	8,432,768	225,333	8,658,101
HAZMAT GENERAL RESERVES	3,185,115	0	66,008	3,251,123	2,787,000	464,123	3,251,123
HAZMAT (CUPA-STATEWIDE PENALTIES) GENERAL	262,766	12,120	18,342	293,228	293,228	0	293,228
HAZMAT (CUPA-ADMIN PENALTIES) GENERAL	156	0	202	358	0	358	358
HAZMAT (STATEWIDE TANK PENALTIES) GENERAL	230,921	0	2,358	233,279	0	233,279	233,279
MOUNTAIN REGIONAL SERVICE ZONE	1,039,992	1,499,391	19,779,418	22,318,801	22,318,801	0	22,318,801
MOUNTAIN REGIONAL SERVICE ZONE-RESERVES	1,369,456	0	14,779	1,384,235	1,262,670	121,565	1,384,235
NORTH DESERT REGIONAL SERVICE ZONE	1,275,104	106,626	50,071,674	51,453,404	51,453,404	0	51,453,404
NORTH DESERT REGIONAL SERVICE ZONE-RESERVES	704,159	0	27,087	731,246	449,000	282,246	731,246
SOUTH DESERT REGIONAL SERVICE ZONE	1,291,375	4,825	16,709,864	18,006,064	18,006,064	0	18,006,064
SOUTH DESERT REGIONAL SERVICE ZONE-RESERVES	125,081	0	4,174	129,255	66,500	62,755	129,255
VALLEY REGIONAL SERVICE ZONE	5,045,794	0	87,583,235	92,629,029	91,654,318	974,711	92,629,029
VALLEY REGIONAL SERVICE ZONE-RESERVES	(1,826,044)	1,362,286	523,758	60,000	60,000	0	60,000
CFPD 2007 STATE HMLND SCRTY GRANT	217,653	0	5,627,823	5,845,476	5,626,126	219,350	5,845,476
CFPD KAISER COMM	8,983	0	305,151	314,134	304,500	9,634	314,134
CFD-1033 SPECIAL TAX SB	1,400	0	855,629	857,029	855,323	1,706	857,029
SERVICE ZONE FP-5 CITY OF NEEDLES	20,100	0	328,960	349,060	328,785	20,275	349,060
SERVICE ZONE FP-5 CITY OF SAN BERNARDINO	719,962	0	7,634,539	8,354,501	7,000,000	1,354,501	8,354,501
SERVICE ZONE FP-5 HELENDALE/SILVER LAKES	37,999	0	1,138,745	1,176,744	1,138,640	38,104	1,176,744
SERVICE ZONE FP-5 TWENTY NINE PALMS	69,054	0	2,058,512	2,127,566	2,057,630	69,936	2,127,566
CITY OF SAN BERNARDINO WORKERS COMPENSATION	(1,333,609)	1,322,691	10,918	0	0	0	0
FUTURE FIRE HEADQUARTER	0	8,500,000	0	8,500,000	8,500,000	0	8,500,000
TOTAL FIRE PROTECTION AND SERVICE ZONES	**14,296,888**	**13,181,932**	**230,004,437**	**257,483,257**	**251,744,306**	**5,738,951**	**257,483,257**
FLOOD CONTROL DISTRICT							
FLOOD CONTROL	52,495,276	0	72,124,554	124,619,830	113,038,295	11,581,535	124,619,830
TOTAL FLOOD CONTROL DISTRICT	**52,495,276**	**0**	**72,124,554**	**124,619,830**	**113,038,295**	**11,581,535**	**124,619,830**
PARK DISTRICTS - CAPITAL PROJECTS							
KESSLER PARK BALL FIELD	67,628	0	0	67,628	67,628	0	67,628
MOONRIDGE ANIMAL PARK RELOCATION	2,958,202	0	4,111,400	7,069,602	7,069,602	0	7,069,602
ERWIN PARK IMPROVEMENTS	53,051	0	70,000	123,051	123,051	0	123,051
TOTAL PARK DISTRICTS - CAPITAL PROJECTS	**3,078,881**	**0**	**4,181,400**	**7,260,281**	**7,260,281**	**0**	**7,260,281**

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County of San Bernardino
Special Districts and Other Agencies Summary - Non Enterprise
Fiscal Year 2018

District Name	Total Financing Sources				Total Financing Uses		
	Fund Balance Available June 30, 2017	Decreases To Obligated Fund Balances	Additional Financing Sources	Total Financing Sources	Financing Uses	Increases To Obligated Fund Balances	Total Financing Uses
PARK DISTRICTS - SPECIAL REVENUE							
BIG BEAR PARK	886,815	0	3,913,658	4,800,473	4,608,398	192,075	4,800,473
BLOOMINGTON PARK	60,226	0	324,135	384,361	307,616	76,745	384,361
TOTAL PARK DISTRICTS - SPECIAL REVENUE	**947,041**	**0**	**4,237,793**	**5,184,834**	**4,916,014**	**268,820**	**5,184,834**
OTHER AGENCIES							
IN-HOME SUPPORTIVE SERVICES PUBLIC AUTHORITY	41,646	0	7,863,985	7,905,631	7,863,985	41,646	7,905,631
ECONOMIC AND COMMUNITY DEVELOPMENT CORPORATION	43	0	0	43	43	0	43
INLAND COUNTIES EMERGENCY MEDICAL AGENCY	264,426	0	3,938,108	4,202,534	4,106,902	95,632	4,202,534
COUNTY INDUSTRIAL DEVELOPMENT AUTHORITY (COIDA)	56,954	392	200	57,546	57,546	0	57,546
TOTAL OTHER AGENCIES	**363,069**	**392**	**11,802,293**	**12,165,754**	**12,028,476**	**137,278**	**12,165,754**
GRAND TOTAL	**82,164,611**	**15,587,351**	**349,883,537**	**447,635,499**	**425,296,752**	**22,338,747**	**447,635,499**

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County of San Bernardino
Fund Balance - Special Districts and Other Agencies- Non Enterprise
Fiscal Year 2018

District Name	Total Fund Balance June 30, 2017	Less: Obligated Fund Balances			Fund Balances Available (GAAP Basis) June 30, 2017	Minus GASB 31 Adjustment	Fund Balances Available (Budgetary Basis) June 30, 2017
		Encumbrances	Nonspendable, Restricted and Committed	Assigned			
COUNTY SERVICE AREAS - CAPITAL PROJECTS							
CSA 70 TV-4/5 PNTO MTN PWR CBL	143,888	0	0	0	143,888	143	144,031
CSA #69 LAKE ARROWHEAD ROAD	(66)	0	0	0	(66)	67	1
CSA20 JSH TR DESERT VIEW CONS	7,147	0	0	0	7,147	0	7,147
LAKE GREGORY DAM REHABILITATION	3,212,999	(2,020,067)	0	0	1,192,932	1,104	1,194,036
CSA 18 ROAD PAVING	186,545	0	0	0	186,545	78	186,623
COUNTYWIDE IMPROVEMENTS	29,467	0	0	0	29,467	25	29,492
CSA 40 CAPITAL IMPROVEMENTS	101,910	(19,640)	0	0	82,270	99	82,369
CSA 59 ROAD PAVING	170,236	0	0	0	170,236	0	170,236
ENGINEERING FOR PARK PROJECT	54,932	(65,614)	0	0	(10,682)	293	(10,389)
CSA 120 CAPITAL IMPROVEMENTS	197,800	0	0	0	197,800	78	197,878
LUCERNE VALLEY CAPITAL IMPROVEMENTS	4,879	0	0	0	4,879	6	4,885
CSA 70 LYTLE CREEK DB CAPITAL IMPROVEMENTS	13,153	0	0	0	13,153	10	13,163
CSA 70 R-2 TWIN PEAKS CAPITAL IMPROVEMENTS	115,767	0	0	0	115,767	46	115,813
TOTAL COUNTY SERVICE AREAS - CAPITAL PROJECTS	**4,238,657**	**(2,105,321)**	**0**	**0**	**2,133,336**	**1,949**	**2,135,285**
COUNTY SERVICE AREAS - SPECIAL REVENUE							
CSA 18 CEDARPINES PRK	219,059	0	(153,244)	0	65,815	349	66,164
CSA 20 JOSHUA TREE	163,641	0	(32,921)	(500)	130,220	150	130,370
CSA 29 LUCERNE VALLEY	194,935	0	(168,463)	(7,623)	18,849	0	18,849
CSA 30 STREET LIGHTS	3,167	0	(1,381)	0	1,786	2	1,788
CSA 40 ELEPHANT MTN	1,327,016	0	(1,162,435)	0	164,581	1,193	165,774
CSA 42 PARK	4,186	0	(396)	0	3,790	9	3,799
CSA 54 CREST FOREST	79,174	0	(39,901)	0	39,273	67	39,340
CSA 56 WRIGHTWOOD	9,870	0	4,819	(305)	14,384	43	14,427
CSA 59 DEER LODGE PRK	198,977	0	(163,866)	0	35,111	303	35,414
CSA 63 YUCAIPA	417,549	(3,835)	(354,679)	(5,590)	53,445	390	53,835
CSA 68 VLLY OF THE MOON	133,874	0	(107,867)	0	26,007	117	26,124
CSA 69 LAKE ARROWHD	112,986	0	(58,249)	0	54,737	101	54,838
CSA 70:							
COUNTYWIDE	5,079,671	(389,545)	(913,082)	(1,000)	3,776,044	4,263	3,780,307
COUNTYWIDE-TERM BENEFITS	2,551,455	0	(2,532,185)	0	19,270	2,476	21,746
COUNTYWIDE-EQUIPMENT REP	132	0	(242,433)	0	(242,301)	37	(242,264)
COUNTYWIDE AUGMENTATION RESERVE	4,346,868	0	(2,270,466)	0	2,076,402	4,345	2,080,747
COUNTYWIDE CSA LOAN FUND (RESERVE)	1,001,919	0	(250,000)	0	751,919	521	752,440
CFD 2006-1 LYTLE CREEK DB	413,144	0	(399,324)	0	13,820	410	14,230
EL MIRAGE STREELIGHT	690	0	(19,600)	0	(18,910)	13	(18,897)
ZONE EV-1 EAST VALLEY	206,050	0	(180,875)	0	25,175	203	25,378
ZONE D-1 LAKE ARROW DAM	1,923,807	0	(1,795,340)	0	128,467	1,713	130,180
ZONE DB-1 BLOOMINGTON	135,257	0	(101,459)	0	33,798	118	33,916
ZONE DB-2 BIG BEAR	98,056	0	(80,843)	0	17,213	82	17,295
ZONE EV-1 CITRUS STREETLIGHTING	107,516	0	(90,926)	0	16,590	94	16,684
ZONE G WRIGHTWOOD	156,420	0	0	0	156,420	123	156,543
PRD G-1 WRIGHTWOOD	5,202	0	(53)	0	5,149	7	5,156
ZONE GH GLEN HELEN STREETLIGHTING	124,368	0	(86,813)	0	37,555	109	37,664
ZONE M WONDER VLLY PARK	65,242	0	(45,084)	(300)	19,858	70	19,928
ZONE M WONDER VLLY ROAD	98,981	0	0	0	98,981	76	99,057
ZONE OS-1 N.ETIWANDA PRE	261,152	0	(82,429)	0	178,723	108	178,831
ZONE P-6 EL MIRAGE	29,639	0	0	0	29,639	26	29,665
ZONE P-8 FONTANA	25,369	0	0	0	25,369	45	25,414
ZONE P-10 MENTONE	79,580	0	(44,242)	0	35,338	65	35,403
ZONE P-12 MONTCLAIR	101,801	0	(88,815)	0	12,986	94	13,080
ZONE P-13 EL RANCHO VERDE	144,191	0	(94,262)	0	49,929	117	50,046
ZONE P-14 MENTONE	196,836	0	(181,579)	0	15,257	199	15,456
ZONE P-16 EAGLE CREST	65,911	0	(54,356)	0	11,555	61	11,616
ZONE P-17 BLOOMINGTON	9,270	0	(9,252)	0	18	9	27
ZONE P-18 RANDALL CROSSINGS	30,602	0	(21,212)	0	9,390	24	9,414
ZONE P-19 GREGORY CROSSINGS	30,582	0	(19,907)	0	10,675	26	10,701
ZONE P-20 MULBERRY HEIGHTS	42,568	0	(26,976)	0	15,592	33	15,625
ZONE R-2 TWIN PEAKS	57,807	0	(34,819)	0	22,988	96	23,084
ZONE R-3 ERWIN LAKE	60,094	0	(51,035)	0	9,059	75	9,134
ZONE R-4 CEDARGLEN	4,369	0	(36)	0	4,333	6	4,339
ZONE R-5 SUGARLOAF	367,402	0	(286,580)	0	80,822	386	81,208
ZONE R-7 LAKE ARROWHD	19,245	0	(15,035)	0	4,210	16	4,226
ZONE R-8 RIVERSIDE TERRACE	192,208	0	(159,507)	0	32,701	173	32,874



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County of San Bernardino
Fund Balance - Special Districts and Other Agencies- Non Enterprise
Fiscal Year 2018

District Name	Total Fund Balance June 30, 2017	Less: Obligated Fund Balances			Fund Balances Available (GAAP Basis) June 30, 2017	Minus GASB 31 Adjustment	Fund Balances Available (Budgetary Basis) June 30, 2017
		Encumbrances	Nonspendable, Restricted and Committed	Assigned			
COUNTY SERVICE AREAS – SPECIAL REVENUE CONTINUED							
CSA 70 Continued:							
ZONE R-9 RIM FOREST	7,374	0	(1,759)	0	5,615	10	5,625
ZONE R-12 BALDWIN LK	15,393	0	(9,334)	0	6,059	18	6,077
ZONE R-13 LK ARRHD N.SH.	28,553	0	(14,346)	0	14,207	27	14,234
ZONE R-15 LANDERS	45,755	0	(6,845)	0	38,910	40	38,950
ZONE R-16 RN. SPRGS. TR	31,716	0	(16,452)	0	15,264	28	15,292
ZONE R-19 COPPER MTN	32,692	0	3,331	0	36,023	20	36,043
ZONE R-20 FLAMINGO HTS	8,076	0	(552)	0	7,524	11	7,535
ZONE R-21 MTN. VIEW	8	0	(509)	0	(501)	1	(500)
ZONE R-22 TWIN PEAKS	16,960	0	(7,494)	0	9,466	21	9,487
ZONE R-23 MILE HIGH	33,806	0	(15,383)	0	18,423	31	18,454
ZONE R-25 LUCERNE	60	0	(462)	0	(402)	1	(401)
ZONE R-26 YUCCA MESA	11,887	0	(5,844)	0	6,043	14	6,057
ZONE R-29 YUCCA MESA	5,846	0	0	0	5,846	7	5,853
ZONE R-30 VERDEMONT	2,608	0	0	0	2,608	2	2,610
ZONE R-31 LYTLE CREEK	3,160	0	(2,659)	0	501	3	504
ZONE R-33 FAIRWAY BLV	31,246	0	(29,720)	0	1,526	36	1,562
ZONE R-34 BIG BEAR RDS	3,860	0	(264)	0	3,596	5	3,601
ZONE R-35 CEDAR GLEN	1,099	0	0	0	1,099	2	1,101
ZONE R-36 PAN SPRINGS	28,510	0	(27,052)	0	1,458	27	1,485
ZONE R-39 HIGHLAND ESTATES	122,104	0	(123,530)	0	(1,426)	126	(1,300)
ZONE R-40 UPPER NO. BAY LK ARROW	75,950	0	(249)	0	75,701	67	75,768
ZONE R-41 QUAIL SUMMIT	12,738	(1,205)	(1,549)	0	9,984	20	10,004
ZONE R-42 WINDY PASS	167,575	0	(147,226)	0	20,349	137	20,486
ZONE R-44 SAW PIT CANYON	19,150	0	(15,006)	0	4,144	17	4,161
ZONE R-45 ERWIN LAKE	33,802	0	(23,848)	0	9,954	31	9,985
ZONE R-46 S. FAIRWAY DRIVE	29,591	0	(26,550)	0	3,041	28	3,069
ZONE R-47 ROCKY POINT	81,383	0	(210,235)	0	(128,852)	76	(128,776)
ZONE TV-2 MORONGO	1,119,733	0	(1,056,409)	0	63,324	1,003	64,327
ZONE TV-4 WONDER VALLEY	184,007	0	(168,762)	0	15,245	170	15,415
ZONE TV-5 MESA	846,902	0	(715,832)	0	131,070	753	131,823
ZONE W HINKLEY PARK	16,821	0	(9,506)	0	7,315	14	7,329
CSA 79 R-1 THE MEADOW	84,720	(34,656)	(19,451)	0	30,613	84	30,697
CSA 82 ROADSIDE PARK	14,128	0	(13,185)	0	943	11	954
CSA SL-1 VALLEY WIDE	1,381,139	0	(1,055,998)	0	325,141	1,175	326,316
CSA SL-2 CHINO	3,931	0	(836)	0	3,095	3	3,098
CSA SL-3 MENTONE	2,512	0	(753)	0	1,759	1	1,760
CSA SL-4 BLOOMINGTON	32,115	0	(30,581)	0	1,534	31	1,565
CSA SL-5 MUSCOY	84,898	0	(77,792)	0	7,106	75	7,181
TOTAL COUNTY SERVICE AREAS - SPECIAL REVENUE	**25,519,646**	**(429,241)**	**(16,249,750)**	**(15,318)**	**8,825,337**	**23,069**	**8,848,406**
COUNTY SERVICE AREAS - PERMANENT FUND							
CSA 120 PRESERVE ENDOWMENT	1,615,185	0	(1,616,995)	0	(1,810)	1,575	(235)
TOTAL COUNTY SERVICE AREAS - PERMANENT FUND	**1,615,185**	**0**	**(1,616,995)**	**0**	**(1,810)**	**1,575**	**(235)**

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County of San Bernardino
Fund Balance - Special Districts and Other Agencies- Non Enterprise
Fiscal Year 2018

District Name	Total Fund Balance June 30, 2017	Less: Obligated Fund Balances			Fund Balances Available (GAAP Basis) June 30, 2017	Minus GASB 31 Adjustment	Fund Balances Available (Budgetary Basis) June 30, 2017
		Encumbrances	Nonspendable, Restricted and Committed	Assigned			
FIRE PROTECTION AND SERVICE ZONES							
SAN BERNARDINO CO FIRE PROTECTION ZONE	6,303,583	(5,162,424)	(1,270,626)	(2,005)	(131,472)	6,595	(124,877)
MOUNTAIN REGIONAL SERVICE ZONE	3,618,125	(12,500)	(2,569,715)	(500)	1,035,410	4,582	1,039,992
NORTH DESERT REGIONAL SERVICE ZONE	2,387,540	(8,305)	(1,106,939)	(1,000)	1,271,296	3,808	1,275,104
SOUTH DESERT REGIONAL SERVICE ZONE	3,388,819	(16,292)	(2,083,423)	0	1,289,104	2,271	1,291,375
VALLEY REGIONAL SERVICE ZONE	7,223,242	(45,196)	(2,138,897)	(800)	5,038,349	7,445	5,045,794
OFFICE OF EMERGENCY SERVICES	30,307	(28,454)	(249,385)	(250)	(247,782)	504	(247,278)
HOUSEHOLD HAZARDOUS WASTE	1,144,146	0	(1,021,293)	(300)	122,553	877	123,430
HAZARDOUS MATERIALS	3,422,478	(27,892)	(3,199,887)	(100)	194,599	3,480	198,079
CFD 2007 STATE HMLND SCRTY GRANT	336,811	0	(119,385)	0	217,426	227	217,653
CFD EQUIPMENT REPLACEMENT	4,316,351	0	(2,988,813)	0	1,327,538	11,447	1,338,985
CFD TERMINATION BENEFITS	6,525,688	0	(5,969,506)	0	556,182	6,950	563,132
HAZMAT EQUIPMENT REPLACEMENT	4,119,731	0	(942,632)	0	3,177,099	8,016	3,185,115
HAZMAT (CUPA-STATEWIDE PENALTIES) GENERAL	2,319,324	0	(2,058,706)	0	260,618	2,148	262,766
HAZMAT (CUPA-ADMIN PENALTIES) GENERAL	24,884	0	(24,752)	0	132	24	156
HAZMAT (STATEWIDE TANK PENALTIES) GENERAL	511,324	0	(280,703)	0	230,621	300	230,921
MOUNTAIN RSZ EQUIPMENT REPLACEMENT	1,381,595	0	(13,773)	0	1,367,822	1,634	1,369,456
NORTH DESERT RSZ EQUIPMENT REPLACEMENT	2,699,031	0	(1,997,875)	0	701,156	3,003	704,159
SOUTH DESERT RSZ EQUIPMENT REPLACEMENT	281,130	0	(156,468)	0	124,662	419	125,081
VALLEY RSZ EQUIPMENT REPLACEMENT	195,874	0	(2,024,570)	0	(1,828,696)	2,652	(1,826,044)
CFD KAISER COMM	17,888	0	(8,968)	0	8,920	63	8,983
CFD-1033 SPECIAL TAX SB	1,178	0	0	0	1,178	222	1,400
SERVICE ZONE FP-5 CITY OF NEEDLES	20,005	0	0	0	20,005	95	20,100
SERVICE ZONE FP-5 CITY OF SAN BERNARDINO	718,256	0	0	0	718,256	1,706	719,962
SERVICE ZONE FP-5 HELENDALE/SILVER LAKES	37,953	0	0	0	37,953	46	37,999
SERVICE ZONE FP-5 TWENTY NINE PALMS	68,557	0	0	0	68,557	497	69,054
CITY OF SAN BERNARDINO WORKERS COMPENSATION	2,020	0	(1,336,676)	0	(1,334,656)	1,047	(1,333,609)
FUTURE FIRE HEADQUARTER	8,500,000	0	(8,500,000)	0	0	0	0
TOTAL FIRE PROTECTION AND SERVICE ZONES	**59,595,840**	**(5,301,063)**	**(40,062,992)**	**(4,955)**	**14,226,830**	**70,058**	**14,296,888**
FLOOD CONTROL DISTRICT							
FLOOD CONTROL	123,220,492	(4,245,293)	(66,507,155)	(325)	52,467,719	27,557	52,495,276
TOTAL FLOOD CONTROL DISTRICT	**123,220,492**	**(4,245,293)**	**(66,507,155)**	**(325)**	**52,467,719**	**27,557**	**52,495,276**
PARK DISTRICTS - CAPITAL PROJECTS							
KESSLER PARK BALL FIELD	67,543	0	0	0	67,543	85	67,628
MOONRIDGE ANIMAL PARK RELOCATION	2,954,249	0	0	0	2,954,249	3,953	2,958,202
ERWIN PARK IMPROVEMENTS	53,051	0	0	0	53,051	0	53,051
TOTAL PARK DISTRICTS - CAPITAL PROJECTS	**3,074,843**	**0**	**0**	**0**	**3,074,843**	**4,038**	**3,078,881**

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Fund Balance - Special Districts and Other Agencies- Non Enterprise
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District Name	Total Fund Balance June 30, 2017	Less: Obligated Fund Balances			Fund Balances Available (GAAP Basis) June 30, 2017	Minus GASB 31 Adjustment	Fund Balances Available (Budgetary Basis) June 30, 2017
		Encumbrances	Nonspendable, Restricted and Committed	Assigned			
PARK DISTRICTS - SPECIAL REVENUE							
BIG BEAR PARK	1,821,865	(20,104)	(864,088)	(52,474)	885,199	1,616	886,815
BLOOMINGTON PARK	128,148	0	(67,996)	0	60,152	74	60,226
TOTAL PARK DISTRICTS - SPECIAL REVENUE	**1,950,013**	**(20,104)**	**(932,084)**	**(52,474)**	**945,351**	**1,690**	**947,041**
OTHER AGENCIES							
IN-HOME SUPPORTIVE SERVICES PUBLIC AUTHORITY	1,458,118	(19,083)	(1,398,537)	0	40,498	1,148	41,646
ECONOMIC AND COMMUNITY DEVELOPMENT CORPORATION	43	0	0	0	43	0	43
INLAND COUNTIES EMERGENCY MEDICAL AGENCY	1,308,874	(33,672)	(1,011,549)	0	263,653	773	264,426
COUNTY INDUSTRIAL DEVELOPMENT AUTHORITY (COIDA)	57,290	0	(392)	0	56,898	56	56,954
TOTAL OTHER AGENCIES	**2,824,325**	**(52,755)**	**(2,410,478)**	**0**	**361,092**	**1,977**	**363,069**
GRAND TOTAL	**222,039,001**	**(12,153,777)**	**(127,779,454)**	**(73,072)**	**82,032,698**	**131,913**	**82,164,611**

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County of San Bernardino
Special Districts and Other Agencies - Non Enterprise
Obligated Fund Balances
Fiscal Year 2018

District Name	Obligated Fund Balances June 30, 2017	Decreases or Cancellations		Increases or New		Total Obligated Fund Balances for the Budget Year
		Recommended	Adopted by the Board of Supervisors	Recommended	Adopted by the Board of Supervisors	
COUNTY SERVICE AREAS - CAPITAL PROJECTS						
LUCERNE VALLEY CIP						
Committed - Available Reserves	0			0	4,885	4,885
CSA70 LYTLE CREEK DB CIP						
Committed - Available Reserves	0			0	13,163	13,163
TOTAL COUNTY SERVICE AREAS - CAPITAL PROJECTS	**0**	**0**	**0**	**0**	**18,048**	**18,048**
COUNTY SERVICE AREAS - SPECIAL REVENUE						
CSA 18 CEDARPINES PRK						
Committed - Available Reserves	153,244			85,785	60,553	213,797
CSA 20 JOSHUA TREE						
Committed - Available Reserves	32,921			123,503	115,641	148,562
Assigned - Imprest Cash	500					500
CSA 29 LUCERNE VALLEY						
Committed - Available Reserves	168,463	46,701	8,096			160,367
Assigned - Imprest Cash	500					500
Assigned - Special Activities	7,123					7,123
CSA 30 STREET LIGHTS						
Committed - Available Reserves	1,381	1,143			583	1,964
CSA 40 ELEPHANT MTN						
Committed - Available Reserves	1,162,435			98,094	160,932	1,323,367
CSA 42 PARK						
Committed - Available Reserves	396			1,237	1,237	1,633
CSA 54 CREST FOREST						
Committed - Available Reserves	39,901			34,325	12,472	52,373
CSA 56 WRIGHTWOOD						
Committed - Available Reserves	(4,819)			4,819	4,819	0
Assigned - Imprest Cash	300					300
Assigned - Special Activities	5					5
CSA 59 DEER LODGE PRK						
Committed - Available Reserves	163,866			106,863	92,698	256,564
CSA 63 YUCAIPA						
Committed - Available Reserves	354,679	11,361	4,590			350,089
Assigned - Imprest Cash	300					300
Assigned - Other Reserves	5,290					5,290
CSA 68 VLLY OF THE MOON						
Committed - Available Reserves	107,867			19,245	32,296	140,163
CSA 69 LAKE ARROWHD						
Committed - Available Reserves	58,249			46,739	63,133	121,382
COUNTYWIDE						
Committed - Available Reserves	913,082			2,900,639	1,688,488	2,601,570
Assigned - Imprest Cash	1,000					1,000
COUNTYWIDE-TERM BENEFITS						
Committed - Available Reserves	2,532,185			34,446	37,747	2,569,932



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Special Districts and Other Agencies - Non Enterprise
Obligated Fund Balances
Fiscal Year 2018

District Name	Obligated Fund Balances June 30, 2017	Decreases or Cancellations		Increases or New		Total Obligated Fund Balances for the Budget Year
		Recommended	Adopted by the Board of Supervisors	Recommended	Adopted by the Board of Supervisors	
COUNTY SERVICE AREAS – SPECIAL REVENUE						
COUNTYWIDE-EQUIPMENT REP						
Committed - Available Reserves	242,433			57,567	57,736	300,169
COUNTYWIDE AUGMENTATION RESERVE						
Committed - Available Reserves	2,270,466	495,213	489,786			1,780,680
COUNTYWIDE CSA LOAN FUND (RESERVE)						
Committed - Available Reserves	0			271,895	272,973	272,973
Committed - CSA Loan Fund	250,000					250,000
CFD 2006-1 LYTLE CREEK DB						
Committed - Available Reserves	399,324			25,862	22,556	421,880
CFD 2006-1 LYTLE CREEK DB						
Committed - Available Reserves	19,600	19,600	18,918			682
ZONE EV-1 EAST VALLEY						
Committed - Available Reserves	180,875	9,007			328	181,203
ZONE D-1 LAKE ARROW DAM						
Committed - Available Reserves	1,795,340			346,693	275,406	2,070,746
ZONE DB-1 BLOOMINGTON						
Committed - Available Reserves	101,459			29,962	32,396	133,855
ZONE DB-2 BIG BEAR						
Committed - Available Reserves	80,843			13,511	17,615	98,458
ZONE EV-1 CITRUS STREETLIGHTING						
Committed - Available Reserves	90,926			21,277	31,824	122,750
ZONE G WRIGHTWOOD						
Committed - Available Reserves	0			111,467	239,677	239,677
PRD G-1 WRIGHTWOOD						
Committed - Available Reserves	53				5,156	5,209
ZONE GH GLEN HELEN STREETLIGHTING						
Committed - Available Reserves	86,813			46,399	53,914	140,727
ZONE M WONDER VLLY PARK						
Committed - Available Reserves	45,084			22,128	26,693	71,777
Assigned - Imprest Cash	300					300
ZONE M WONDER VLLY ROAD						
Committed - Available Reserves	0			20,349	62,614	62,614
ZONE OS-1 N.ETIWANDA PRE						
Committed - Available Reserves	82,429			121,932	49,340	131,769
ZONE P-6 EL MIRAGE						
Committed - Available Reserves	0			24,428	24,760	24,760
ZONE P-8 FONTANA						
Committed - Available Reserves	0			0	5,856	5,856

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District Name	Obligated Fund Balances June 30, 2017	Decreases or Cancellations		Increases or New		Total Obligated Fund Balances for the Budget Year
		Recommended	Adopted by the Board of Supervisors	Recommended	Adopted by the Board of Supervisors	
COUNTY SERVICE AREAS – SPECIAL REVENUE						
ZONE P-10 MENTONE						
Committed - Available Reserves	44,242			32,536	35,908	80,150
ZONE P-12 MONTCLAIR						
Committed - Available Reserves	88,815			7,047	8,400	97,215
ZONE P-13 EL RANCHO VERDE						
Committed - Available Reserves	94,262			59,914	59,699	153,961
ZONE P-14 MENTONE						
Committed - Available Reserves	181,579	6,695	8,539			173,040
ZONE P-16 EAGLE CREST						
Committed - Available Reserves	54,356			1,345	4,301	58,657
ZONE P-17 BLOOMINGTON						
Committed - Available Reserves	9,252			90	92	9,344
ZONE P-18 RANDALL CROSSINGS						
Committed - Available Reserves	21,212			5,204	8,870	30,082
ZONE P-19 GREGORY CROSSINGS						
Committed - Available Reserves	19,907			2,514	5,460	25,367
ZONE P-20 MULBERRY HEIGHTS						
Committed - Available Reserves	26,976			13,394	16,489	43,465
ZONE R-2 TWIN PEAKS						
Committed - Available Reserves	34,819			30,048	46,566	81,385
ZONE R-3 ERWIN LAKE						
Committed - Available Reserves	51,035			37,246	7,602	58,637
ZONE R-4 CEDARGLEN						
Committed - Available Reserves	36	36			2,415	2,451
ZONE R-5 SUGARLOAF						
Committed - Available Reserves	286,580	99,233	17,797			268,783
ZONE R-7 LAKE ARROWHD						
Committed - Available Reserves	15,035	60			3,489	18,524
ZONE R-8 RIVERSIDE TERRACE						
Committed - Available Reserves	159,507	6,653			22,772	182,279
ZONE R-9 RIM FOREST						
Committed - Available Reserves	1,759	1,759			1,696	3,455
ZONE R-12 BALDWIN LK						
Committed - Available Reserves	9,334	846	1,509			7,825
ZONE R-13 LK ARRHD N.SH.						
Committed - Available Reserves	14,346	14,346	3,932			10,414



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Special Districts and Other Agencies - Non Enterprise
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District Name	Obligated Fund Balances June 30, 2017	Decreases or Cancellations		Increases or New		Total Obligated Fund Balances for the Budget Year
		Recommended	Adopted by the Board of Supervisors	Recommended	Adopted by the Board of Supervisors	
COUNTY SERVICE AREAS – SPECIAL REVENUE						
ZONE R-15 LANDERS						
Committed - Available Reserves	6,845	6,845			28,308	35,153
ZONE R-16 RN. SPRGS. TR						
Committed - Available Reserves	16,452	3,969			3,048	19,500
ZONE R-19 COPPER MTN						
Committed - Available Reserves	(3,331)			28,843	34,893	31,562
ZONE R-20 FLAMINGO HTS						
Committed - Available Reserves	552	552			4,242	4,794
ZONE R-21 MTN. VIEW						
Committed - Available Reserves	509	509	509			0
ZONE R-22 TWIN PEAKS						
Committed - Available Reserves	7,494	7,494			2,618	10,112
ZONE R-23 MILE HIGH						
Committed - Available Reserves	15,383			270	4,074	19,457
ZONE R-25 LUCERNE						
Committed - Available Reserves	462	462	462			0
ZONE R-26 YUCCA MESA						
Committed - Available Reserves	5,844	5,844	3,913			1,931
ZONE R-29 YUCCA MESA						
Committed - Available Reserves	0			0	1,179	1,179
ZONE R-30 VERDEMONT						
Committed - Available Reserves	0			0	2,610	2,610
ZONE R-31 LYTLE CREEK						
Committed - Available Reserves	2,659	2,659	454			2,205
ZONE R-33 FAIRWAY BLV						
Committed - Available Reserves	29,720	1,732	1,020			28,700
ZONE R-34 BIG BEAR RDS						
Committed - Available Reserves	264	264			2,798	3,062
ZONE R-36 PAN SPRINGS						
Committed - Available Reserves	27,052	1,792	480			26,572
ZONE R-39 HIGHLAND ESTATES						
Committed - Available Reserves	123,530	5,157	4,515			119,015
ZONE R-40 UPPER NO. BAY LK ARROW						
Committed - Available Reserves	249	249			5,788	6,037
ZONE R-41 QUAIL SUMMIT						
Committed - Available Reserves	1,549	1,549	1,549			0

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District Name	Obligated Fund Balances June 30, 2017	Decreases or Cancellations		Increases or New		Total Obligated Fund Balances for the Budget Year
		Recommended	Adopted by the Board of Supervisors	Recommended	Adopted by the Board of Supervisors	
COUNTY SERVICE AREAS – SPECIAL REVENUE						
ZONE R-42 WINDY PASS						
Committed - Available Reserves	147,226			38,212	44,828	192,054
ZONE R-44 SAW PIT CANYON						
Committed - Available Reserves	15,006	15,006	11,547			3,459
ZONE R-45 ERWIN LAKE						
Committed - Available Reserves	23,848	2,122			3,693	27,541
ZONE R-46 S. FAIRWAY DRIVE						
Committed - Available Reserves	26,550	26,550	24,515			2,035
ZONE R-47 ROCKY POINT						
Committed - Available Reserves	210,235	159,318	154,930			55,305
ZONE TV-2 MORONGO						
Committed - Available Reserves	1,056,409			100,978	137,513	1,193,922
ZONE TV-4 WONDER VALLEY						
Committed - Available Reserves	168,762	3,832			5,747	174,509
ZONE TV-5 MESA						
Committed - Available Reserves	715,832			62,935	154,278	870,110
ZONE W HINKLEY PARK						
Committed - Available Reserves	9,506	9,506	5,998			3,508
CSA 79 R-1 THE MEADOW						
Committed - Available Reserves	19,451	19,451	19,451			0
CSA 82 ROADSIDE PARK						
Committed - Available Reserves	13,185	6,449	5,522			7,663
CSA SL-1 VALLEY WIDE						
Committed - Available Reserves	1,055,998			319,955	464,143	1,520,141
CSA SL-2 CHINO						
Committed - Available Reserves	836			44	2,028	2,864
CSA SL-3 MENTONE						
Committed - Available Reserves	753	753			1,722	2,475
CSA SL-4 BLOOMINGTON						
Committed - Available Reserves	30,581	152			1,180	31,761
CSA SL-5 MUSCOY						
Committed - Available Reserves	77,792			13,907	16,223	94,015
TOTAL COUNTY SERVICE AREAS - SPECIAL REVENUE	**16,265,068**	**994,869**	**788,032**	**5,323,647**	**4,594,115**	**20,071,151**
COUNTY SERVICE AREAS - PERMANENT FUND						
CSA 120 PRESERVE ENDOWMENT						
Committed - Available Reserves	1,616,995	1,616,995	1,616,995			0
TOTAL COUNTY SERVICE AREAS - PERMANENT FUND	**1,616,995**	**1,616,995**	**1,616,995**	**0**	**0**	**0**



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District Name	Obligated Fund Balances June 30, 2017	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	
FIRE PROTECTION AND SERVICE ZONES						
SAN BERNARDINO COUNTY FIRE PROTECTION DISTRICT						
Committed - Available Reserves	1,270,626	1,226,729	124,877			1,145,749
Assigned - Imprest Cash	1,850					1,850
Assigned - Change Fund	155					155
MOUNTAIN REGIONAL SERVICE ZONE						
Committed - Available Reserves	2,569,715	2,408,825	1,499,391			1,070,324
Assigned - Imprest Cash	500					500
NORTH DESERT REGIONAL SERVICE ZONE						
Committed - Available Reserves	1,106,939		106,626	781,830		1,000,313
Assigned - Imprest Cash	850					850
Assigned - Change Fund	150					150
SOUTH DESERT REGIONAL SERVICE ZONE						
Committed - Available Reserves	2,083,423	1,283,554	4,825			2,078,598
VALLEY REGIONAL SERVICE ZONE						
Committed - Available Reserves	2,138,897			344,564	974,711	3,113,608
Assigned - Imprest Cash	800					800
OFFICE OF EMERGENCY SERVICES						
Committed - Available Reserves	249,385	249,116	249,116			269
Assigned - Imprest Cash	250					250
HOUSEHOLD HAZARDOUS WASTE						
Committed - Available Reserves	1,021,293			141,721	179,045	1,200,338
Assigned - Change Fund	300					300
HAZARDOUS MATERIALS						
Committed - Available Reserves	3,199,887			463,426	225,333	3,425,220
Assigned - Change Fund	100					100
CFD 2007 STATE HMLND SCRTY GRANT						
Committed - Available Reserves	119,385			389,775	219,350	338,735
CFD EQUIPMENT REPLACEMENT						
Committed - Available Reserves	2,988,813			1,365,676	1,160,106	4,148,919
HAZMAT EQUIPMENT REPLACEMENT						
Committed - Available Reserves	942,632			162,549	464,123	1,406,755
HAZMAT (CUPA-STATEWIDE PENALTIES) GENERAL						
Committed - Available Reserves	2,058,706	268,359	12,120			2,046,586
HAZMAT (CUPA-ADMIN PENALTIES) GENERAL						
Committed - Available Reserves	24,752			82	358	25,110
HAZMAT (STATEWIDE TANK PENALTIES) GENERAL						
Committed - Available Reserves	280,703			3,524	233,279	513,982
MOUNTAIN RSZ EQUIPMENT REPLACEMENT						
Committed - Available Reserves	13,773			81,394	121,565	135,338

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District Name	Obligated Fund Balances June 30, 2017	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	
FIRE PROTECTION AND SERVICE ZONES CONTINUED						
NORTH DESERT RSZ EQUIPMENT REPLACEMENT						
Committed - Available Reserves	1,997,875	57,834			282,246	2,280,121
SOUTH DESERT RSZ EQUIPMENT REPLACEMENT						
Committed - Available Reserves	156,468			63,050	62,755	219,223
VALLEY RSZ EQUIPMENT REPLACEMENT						
Committed - Available Reserves	2,024,570	1,356,343	1,362,286			662,284
CFD KAISER COMM						
Committed - Available Reserves	8,968	3,670			9,634	18,602
CFD TERMINATION BENEFITS						
Committed - Available Reserves	5,969,506			1,243,044	321,924	6,291,430
CFD-1033 SPECIAL TAX SB						
Committed - Available Reserves	0			524	1,706	1,706
SERVICE ZONE FP-5 CITY OF NEEDLES						
Committed - Available Reserves	0			300	20,275	20,275
SERVICE ZONE FP-5 HELENDALE/SILVER LAKES						
Committed - Available Reserves	0			205	38,104	38,104
SB CITY WORKERS COMPENSATION RESERVE						
Committed - Available Reserves	1,336,676	294,547	1,322,691			13,985
SERVICE ZONE FP-5 CITY OF SAN BERNARDINO						
Committed - Available Reserves	0			1,236,213	1,354,501	1,354,501
SERVICE ZONE FP-5 TWENTY NINE PALMS						
Committed - Available Reserves	0			1,512	69,936	69,936
FUTURE FIRE HEADQUARTER						
Committed - Available Reserves	8,500,000	8,500,000	8,500,000			0
TOTAL FIRE PROTECTION AND SERVICE ZONES	**40,067,947**	**15,648,977**	**13,181,932**	**6,279,389**	**5,738,951**	**32,624,966**
FLOOD CONTROL DISTRICT						
FLOOD CONTROL ADMIN - GENERAL						
Committed - Available Reserves	66,507,155			3,339,529	11,581,535	78,088,690
Assigned - Change Fund	325					325
TOTAL FLOOD CONTROL DISTRICT	**66,507,480**	**0**	**0**	**3,339,529**	**11,581,535**	**78,089,015**



State Controller Schedules
County Budget Act

County Budget Form
Schedule 14

County of San Bernardino
Special Districts and Other Agencies - Non Enterprise
Obligated Fund Balances
Fiscal Year 2018

District Name	Obligated Fund Balances June 30, 2017	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	
PARK DISTRICTS - SPECIAL REVENUE						
BIG BEAR VALLEY RECREATION & PARK						
Committed - Available Reserves	864,088	220,173			192,075	1,056,163
Assigned - Imprest Cash	1,600					1,600
Assigned - Change Fund	675					675
Assigned - Special Activities	50,199					50,199
BLOOMINGTON PARK						
Committed - Available Reserves	67,996			42,738	76,745	144,741
TOTAL PARK DISTRICTS - SPECIAL REVENUE	**984,558**	**220,173**	**0**	**42,738**	**268,820**	**1,253,378**
OTHER AGENCIES						
IN-HOME SUPPORTIVE SERVICES PUBLIC AUTHORITY						
Committed - Available Reserves	1,398,537			0	41,646	1,440,183
INLAND COUNTIES EMERGENCY MEDICAL AGENCY						
Committed - Available Reserves	1,011,549			77,479	95,632	1,107,181
COUNTY INDUSTRIAL DEVELOPMENT AUTHORITY (COIDA)						
Committed - Available Reserves	392	392	392			0
TOTAL OTHER AGENCIES	**2,410,478**	**392**	**392**	**77,479**	**137,278**	**2,547,364**
GRAND TOTAL	**127,852,526**	**18,481,406**	**15,587,351**	**15,062,782**	**22,338,747**	**134,603,922**

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SAN BERNARDINO COUNTY

COUNTY ADMINISTRATIVE OFFICE
385 North Arrowhead Avenue, Fifth Floor
San Bernardino, California 92415

Board of **SUPERVISORS**



Robert A. Lovingood
CHAIRMAN
First District Supervisor



Curt Hagman
VICE-CHAIRMAN
Fourth District Supervisor



Janice Rutherford
Second District Supervisor



James C. Ramos
Third District Supervisor



Josie Gonzales
Fifth District Supervisor

Dena M. Smith
Interim Chief Executive Officer