SAN BERNARDINO COUNTY

2018–2019 ADOPTED BUDGET







GOVERNMENT FINANCE OFFICERS ASSOCIATION

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July 1, 2017

Executive Director



County of San Bernardino

Message from the Chief Executive Officer 1
County Profile 15
County Budget Overview 20
County Budget Summary 32
Discretionary General Funding and Restricted Funds 59
Long-Term Debt 97
- County Long Term Debt 99
- Flood Control District Long Term Debt 102
- Special Districts Department Long Term Debt 104
- Housing Authority of the County of San Bernardino Long Term Debt 105
- Legal Debt Limit and Debt Per Capita 106

Summary of Related Laws, Policies and Procedures 107

Administration

Administration Summary 117
- Board of Supervisors Summary 118
  - Board of Supervisors 119
- Clerk of the Board 122
- County Administrative Office Summary 127
  - County Administrative Office 131
  - Litigation 134
- County Counsel 136
- Finance and Administration Summary 141
  - Finance and Administration 143
  - Capital Facilities Leases 146
  - Disaster Recovery Fund 148
- Fleet Management 150
- Human Resources Summary 155
  - Human Resources 158
  - Center for Employee Health and Wellness 161
  - Unemployment Insurance 164
  - Commuter Services 166
  - Employee Benefits and Services 169
- Information Services Summary 172
  - GIS and Multi-Media Services 175
  - Computer Operations 178
  - Telecommunication Services 181
  - Business Solutions Development 184
- Purchasing Summary 187
  - Purchasing 190
  - Printing Services 193
  - Surplus Property and Storage Operations 196
  - Mail/Courier Services 199
- Risk Management Summary 202
  - Operations 205
  - Insurance Programs 208
- Local Agency Formation Commission 211
- County Schools 214

Arrowhead Regional Medical Center
Arrowhead Regional Medical Center Summary 217
Arrowhead Regional Medical Center 218
Medical Center Lease Payments 225

Community Development and Housing Agency
Community Development and Housing Agency Summary 229
Community Development and Housing Agency 230
Community Development and Housing Summary 231
Community Development and Housing 234
Office of Homeless Services 237

Economic Development Agency
Economic Development Agency Summary 243
Economic Development Agency 244
Economic Development Summary 245
Economic Development 248
Workforce Development 251

Fiscal
Fiscal Summary 259
Assessor/Recorder/County Clerk Summary 260
Assessor/Recorder/County Clerk 262
Recorder Special Revenue Funds – Consolidated 265
Auditor-Controller/Treasurer/Tax Collector Summary 269
Auditor-Controller/Treasurer/Tax Collector 272
Redemption Restitution Maintenance 276

Human Services
Human Services Summary 279
Human Services 280
Health Administration Summary 282
Health Administration 283
Master Settlement Agreement 286
Behavioral Health Summary 288
Behavioral Health 290
Substance Use Disorder and Recovery Services 293
Mental Health Services Act 296
Special Revenue Funds – Consolidated 300
Public Health Summary 303
Public Health 307
California Children's Services 311
Indigent Ambulance 314
Special Revenue Funds – Consolidated 316
Human Services – Administrative Claim 319
Administrative Claim 323
Human Services Subsistence Funds – Consolidated 330
Wraparound Reinvestment Fund 336
Aging and Adult Services Summary 339
Aging and Adult Services 341
Public Guardian-Conservator 344
Child Support Services 347
Preschool Services 354
Veterans Affairs 361

Law and Justice
Law and Justice Summary 367
County Trial Courts Summary 368
Drug Court Programs 369
Grand Jury 371
Indigent Defense Program 373

Law and Justice - Continued

Court Facilities/Judicial Benefits 375
Court Facilities Payments 377
Trial Court Funding – Maintenance of Effort (MOE) 380
Courthouse Seismic Surcharge 382
Alternate Dispute Resolution 384
Registration Fees 386
District Attorney Summary 388
Criminal Prosecution 390
Special Revenue Funds – Consolidated 393
Law and Justice Group Administration Summary 398
Law and Justice Group Administration 400
Special Revenue Funds – Consolidated 403
Probation Summary 406
Administration, Corrections and Detentions 409
Juvenile Justice Grant Program 413
Special Revenue Funds – Consolidated 416
Public Defender 419
Sheriff/Coroner/Public Administrator Summary 424
Sheriff/Coroner/Public Administrator 427
Sheriff – Detentions 430
Sheriff – Law Enforcement Contracts 433
Special Revenue Funds – Consolidated 436

Operations and Community Services

Operations and Community Services Summary 441
Community Services Administration Summary 443
Community Services Group Administration 444
Agriculture/Weights and Measures Summary 447
Agriculture/Weights and Measures 449
California Grazing 452
Airports Summary 454
Airports 456
Special Revenue Funds – Consolidated 459
CSA 60 – Apple Valley Airport 462
CSA 60 – Apple Valley Airport – Capital Improvement Fund 465
County Library Summary 468
County Library 470
Bloomington Library Reserve 473
County Museum Summary 475
County Museum 477
Museum Store 480
Land Use Services Summary 483
Administration 485
Planning 488
Building and Safety 491
Code Enforcement 494
Fire Hazard Abatement 497
Land Development 500
Public Works Summary 503
Surveyor 507
Survey Monument Preservation 510
Transportation Special Revenue Funds – Consolidated 512
Solid Waste Enterprise Funds – Consolidated 517
San Bernardino County Flood Control District – Consolidated 520
Flood Control District Equipment 525

Operations and Community Services - Continued

Real Estate Services Department Summary 528
Administration and Finance 531
Rents and Leases 534
Courts Property Management 536
Chino Agricultural Preserve 538
Project Management Division 540
Leasing and Acquisition Division 543
Facilities Management Division 546
Utilities 549
Regional Parks Summary 551
Regional Parks 553
Special Revenue Funds – Consolidated 556
Registrar of Voters 560

Special Districts Department

Special Districts Department Summary 567
Special Districts Department 568
General Districts – Consolidated 570
Park Districts – Consolidated 575
Road Districts – Consolidated 580
Streetlight Districts – Consolidated 588
Big Bear Valley Recreation and Park District – Consolidated 592
Bloomington Recreation and Park District 595
CSA 70 HL (Havasu Lake) Enterprise Fund 598
Sanitation Districts – Consolidated 600
Water Districts – Consolidated 604
Capital Improvement Program 608
Reserves 616

Fire Protection District

San Bernardino County Fire Protection District Summary 621
San Bernardino County Fire Protection District (SBCFPD) 622
Fire Administration 625
Mountain Regional Service Zone 628
North Desert Regional Service Zone 631
South Desert Regional Service Zone 635
Valley Regional Service Zone 639
Hazardous Materials 644
Household Hazardous Waste 647
Office of Emergency Services 650
Cal OES Grant Programs 653
Set-Asides for 2018-19 655

Other Agencies

Other Agencies Summary 657
In-Home Supportive Services Public Authority 658
Economic and Community Development Corporation 663
County Industrial Development Authority (CoIDA) 665
Inland Counties Emergency Medical Agency (ICEMA) 667
Housing Authority of the County of San Bernardino 672

Capital Improvement Program

Capital Improvement Program Summary 677
Capital Improvement Program 678

Appendices

Appendix A – Budget by Group Agency.....747
Appendix B – Change in Fund Balance 762
Appendix C – Budget Unit Listing.....764
Appendix D – Classification Listing and Position Count.....777
Appendix E – Budget Book Definitions.....839
Appendix F – Budget Book Acronyms 847
Appendix G – Financial Schedules 850

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SAN BERNARDINO COUNTY

County Administrative Office

November 2018

It is my pleasure to submit the 2018-19 Adopted Budget. This Adopted Budget demonstrates a commitment to the Countywide Vision and the County's Goals and Objectives set by the Board of Supervisors.

The 2018-19 Adopted Budget funds the increasing costs to maintain current service levels. This is due to negotiated salary increases and increases in retirement costs, insurance costs, and costs to run State-mandated programs. In addition, the County continues to be both directly and indirectly exposed to fiscal impacts resulting from actions at the state level. Changes in the In-Home Supportive Services Maintenance of Effort (IHSS MOE) and increased costs in the State's Foster Care Program are projected to require an additional $60.8 million of Discretionary General Funding during the upcoming five-year period. As a result, the 2018-19 Adopted Budget allocates funding strategically to maintain flexibility, and to address future costs.

The 2018-19 Adopted Budget of $6.3 billion is balanced and consistent with policy direction received from the Board of Supervisors. The 2018-19 Adopted Budget addresses the following key issues:

- Funds increased costs to maintain current service levels.
- Allocates limited amounts of one-time and ongoing funding to high-priority needs across the County.
- Sets aside ongoing funds in contingencies to mitigate future estimated costs and potential impacts from the state.
- Maintains fiscal responsibility through contributions to reserves of $34.3 million.

The 2018-19 Adopted Budget includes Requirements of $6.3 billion, which is a net increase of $130.8 million or 2.12% compared to the 2017-18 Final Budget. This budget book presents the County General Fund and County restricted general funds. It also presents capital project funds, special revenue funds, enterprise funds, internal service funds and permanent funds for all entities in the 2018-19 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, the Economic and Community Development Corporation, In-Home Supportive Services Public Authority, Inland Counties Emergency Medical Agency, and the Housing Authority of the County of San Bernardino.

The total requirements for all entities in 2018-19 is $6.3 billion, which includes amounts budgeted as Contingencies and Contributions to Reserves/Net Position.

BOARD OF SUPERVISORS

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Janice Rutherford, Second District
James Ramos, Third District
Curt Hagman, Vice Chairman, Fourth District
Josie Gonzales, Fifth District

Gary McBride, Chief Executive Officer

The General Fund makes up $3.3 billion of the $6.3 billion Adopted Budget amount. General Fund requirements are funded with Countywide discretionary revenues (primarily property taxes), departmental revenues, and other funding sources of the General Fund. Of this $3.3 billion, only $679.9 million is truly discretionary.

Summary by Group (In Millions)

The following table illustrates budgeted expenditures by budget group and changes from the 2017-18 Final Budget. Requirements discussed in this section include Contributions to Reserves/Net Position.

	Fiscal Year 2017-18 Final Budget	Fiscal Year 2018-19 Adopted Budget	Change From Prior Year Final
County Operations:			
Administration	$ 348.0	$ 372.6	$ 24.6
Capital Facilities Leases	7.3	7.2	(0.1)
Economic Development Agency	34.1	34.6	0.5
Community Development and Housing Agency	60.7	54.6	(6.1)
Fiscal	73.1	80.2	7.1
Arrowhead Regional Medical Center	654.9	680.3	25.4
Human Services	2,081.2	2,082.4	1.2
Law and Justice	1,019.3	1,064.1	44.8
Operations and Community Services	408.9	460.7	51.8
Capital Improvement Program	322.2	316.3	(5.9)
Other Funding	343.8	296.2	(47.6)
Subtotal:	$ 5,353.5	$ 5,449.2	$ 95.7
Special Districts/Other Agencies Operations:			
Special Districts Department/Airports Spec. Dist.	$ 93.8	$ 93.0	$ (0.8)
Fire Protection District	260.0	280.2	20.2
Flood Control District	126.5	129.3	2.8
Other Agencies	339.0	351.9	12.9
Subtotal:	$ 819.3	$ 854.4	$ 35.1
Total:	$ 6,172.8	$ 6,303.6	$ 130.8

Notable changes by group include increases within the Operations and Community Services Group ($51.8 million) and the Law and Justice Group ($44.8 million).

Requirements of the **Operations and Community Services Group** are increasing $51.8 million, which represents a 12.67% increase from the 2017-18 Final Budget. Notable increases include $34.1 million in the Department of Public Work's Solid Waste Division, which reflects an increase of $25.8 million to fund several expansion projects, and an increase of $9.8 million primarily due to an increase in professional services in support of expansion plans and payments to host cities related to additional tonnage. In addition, there is an increase of $13.3 million in Public Works – Transportation (all units) primarily due to increased expenses for projects carried over from 2017-18 and new projects planned for construction, offset by a decrease in purchases of heavy equipment and the elimination of one-time transfers in 2017-18 to partially fund a new Department of Public Works building.

Requirements for the **Law and Justice Group** are increasing by $44.8 million, which represents a 4.4% increase over the prior year. Increases include changes in staffing expenses and insurance costs. Increases in staffing expenses are primarily the result of negotiated increases

to salaries and benefits, and retirement cost increases in the Sheriff's Department, Probation Department and District Attorney.

Also included is a $25.4 million increase for **Arrowhead Regional Medical Center** (ARMC) which primarily represents increases within the Medical Center CIP fund ($30.9 million). Increases are the result of $34.0 million in new projects such as the construction of a parking structure at ARMC ($26.1 million). This increase is slightly offset by a decrease in the ARMC enterprise fund ($5.5 million), due to reductions in projected expenditures for pharmaceutical products, temporary labor and one-time major purchases of medical imaging equipment.

Lastly, the **Administration Group** is increasing by $24.6 million primarily due to increased Requirements in Risk Management Insurance Programs, which is a result of increases in settlements, liability claims experience, and increased medical claims costs in workers' compensation. In addition, the Information Services Department – Telecommunications budget unit is increasing due to the procurement of a network security solution for the County's Data Center as well as the upgrade of the County WAN infrastructure.

These increases are offset by a net decrease of $47.6 million in the Other Funding group that primarily represents decreases in the Countywide Discretionary Fund ($39.8 million) which reflects a decrease in transfers to the capital improvement program, and a decrease in General Fund Contributions to Reserves ($96.3 million). This is partially offset by an increase in General Fund Contingencies ($92.2 million).

Budgeted Staffing Summary

	2017-18 Final	2018-19 Adopted	Change
County General Fund	14,468	14,553	85
County - Other Funds	6,905	6,903	(2)
Special Districts and Other Agencies	1,627	1,624	(3)
	23,000	23,080	80

Budgeted staffing for 2018-19 is 23,080, an increase of 80 positions from the 2017-18 Final Budget. General Fund staffing is increasing by a net 85 positions primarily due to an increase of 135 positions in the Law and Justice General Fund departments. This includes 122 positions in the Sheriff's Department which primarily reflects the addition of 90 Deputy Sheriff Trainee positions to increase the capacity of the training academy program, and 15 Deputy Sheriffs to meet the requirements of additional recreational time for inmates and increased security in housing units. The District Attorney is adding 25 positions that will improve security, enhance prosecution of crimes and improve compliance with legal mandates.

These increases are offset by a decrease in the Human Services General Fund departments including a reduction of positions in the Human Services Administrative Claim primarily due to reductions in CalWORKs funding (170), and a reduction in state and federal funding for IHSS administration (41), offset by the addition of 89 positions in Children and Family Services to reduce caseloads and overtime, and minor increases in Behavioral Health (31 – All general fund units) and Public Health (34, all general fund units).

Staffing in other funds are decreasing slightly, due to net reductions in Special Districts and Other Agencies (3) and County – Other Funds (2).

HIGHLIGHTS OF 2018-19 ADOPTED BUDGET

Following are highlights of programmatic and budgetary initiatives 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 tool is available to all children ages 0-5 residing in our county and since the launch they have read 64,716,508 words, written 48,278 books, and read 241,253 books at a 75% comprehension rate. Footsteps2Brilliance will continue to be utilized in 2018-19 and ongoing literacy growth will be measured.

- 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 2018-19, CVS will continue to work with community partners to implement activities within each priority area Implementation Action Plan, actively market the CVS Open Performance Site, and begin the update of the 2013 Community Health Assessment to provide multi-dimensional context, with a focus on inequity and disparity within the four priority areas that affect our community's health.

- With support from Public Health, CVS will continue to facilitate the Vision2B*Active* 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, Vision2B*Active* 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

- With a track record of increasingly successful regional shows, the Purchasing Department will host the 2018 Vendor Show in October at the Ontario Convention Center. Fifty public agencies and more than 150 companies attend, with a common goal of connecting vendors with decision

makers and buyers of a wide variety of products and services. The Purchasing Department also partners with Workforce Development to reach out to local businesses by hosting mini-shows such as the High Desert Vendor Show held in January 2018.

- The Workforce Development Department budget includes $14.4 million for training and employment services programs projected to serve 65,000 customers. Services offered include career counseling, job placement, and youth and adult employment training. The Workforce Development Department offers resources to more than 240 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 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.

- The Department of Economic Development's budget includes $260,000 to support a new education initiative in partnership with Workforce Development by introducing youth to career pathways and work-based learning opportunities. Funding will provide education and training to prepare students for high-demand and high-opportunity careers.

Improve County Government Operations

- The Real Estate Services Department – Facilities Management Division (FMD) continues to develop ways to improve operations at County facilities, including:
    - HVAC preventative maintenance and repair services to the Glen Helen Correctional Facility. Using internal mechanic staff will represent an economy of scale and cost savings over using a vendor contract for services at this facility.
    - Implementation of a new software module to track the inventory used for all repairs. This will ensure less shrinkage, improved inventory carrying costs and a simpler process for performing cycle counts and physical inventories.
    - Support for water-saving efforts by utilizing smart clocks to control irrigation sprinklers on an expanded number of properties throughout the County. These App driven devices can be remotely altered enabling irrigation to be postponed in the event of unanticipated storms. These will save the County time, water and money.

- The Housing Authority of the County of San Bernardino (HACSB) plans to complete the conversion of its housing software system to a cloud based system. This system will include online functionality for both staff and customers, to include online applications and resident/landlord portals, which will provide our families and landlords with greater customer service.

- The Purchasing Department is improving operations that provide service to departments and constituents. Surplus Property and Storage is investing in warehousing improvements and recycling initiatives, Mail Services is adding automated mailing services that shorten preparation time for mailings to consumers of County services, and Printing Services is deploying technology in the form of an electronic storefront for County departments to order and expedite their printing needs.

- The budget includes phases two and three of the Enterprise Financial System Management implementation. These phases include Fixed Assets, Inventory Management, Budget Preparation, and bidding and vendor registration and management.

- On March 1, 2018 the Behavioral Health Department went "live" with the Drug Medi-Cal-Organized Delivery System (DMC-ODS) waiver, which is a pilot program to test a new paradigm for the organized delivery of health care services for Medi-Cal eligible individuals with substance use disorders (SUD). This program will change the current SUD system from a contract administration program to a specialty managed care program for SUD treatment. This approach is expected to provide the patient with access to the care and interaction needed in order to achieve sustainable recovery, while decreasing other health costs.

- 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 Spring of 2018 when it formally submitted more than 340 documents to the PHAB site. The formal PHAB accreditation site visit occurred on October 22-23, 2018, with the final report anticipated in early 2019.

- Public Health's electronic health record (EHR) was implemented in December 2017. The EHR promotes higher continuity of service for individuals that seek care or receive services from multiple County departments. It enables the department to securely share patient information with other healthcare providers and hospitals to make more informed decisions, assist in coordination of care, prevent duplication of services and healthcare errors due to unknown medical history. Public Health expects to begin receiving financial incentives from The Centers for Medicare and Medicaid Services for demonstrating a set of objectives and clinical quality measures through the use of its EHR.

- In support of the EZ-Online Permitting (EZOP or Accela) System upgrade, the Strategic Initiatives Group in the County Administrative Office will continue to 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, and improvement in the customer experience and access to information. Phase I of the EZOP System upgrade was launched in 2017-18 and included building permit related activities, the EZOP website, and the Technical Support Hotline. Implementation of Phase II activities, including planning and code enforcement, as well as numerous additional Fire and Public Works activities, is scheduled to be completed in June 2019.

- The County Library continues its plans to enhance service by replacing outdated computer hardware and software. Funding has been included in their budget to purchase high demand items to enhance their collection of materials, 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.

Operate in a Fiscally-Responsible and Business-like Manner

- Fleet Management continues with the installation of a new fuel information system, which automates county fuel sites and provides vehicle automation devices for improved fuel management and analysis.

- The Clerk of the Board's budget includes funding for the implementation of a new Enterprise Board Management System which includes agenda management, video streaming, voting, speaker management, and closed captioning components. The system will include workflow to allow for a seamless review/approval process, electronic voting in the Board Chambers, as well as closed captioning services to ensure compliance with disability access laws.

- The County Museum's General Fund budget of $3.6 million demonstrates the County's commitment to support the Museum's operations and activities. The County Museum continues to partner with the San Bernardino County Museum Association to increase grant funding and individual donations. With these resources, the County Museum continues to implement improvements in programming, operations, and facilities which led to a successful 10 year reaccreditation by the American Alliance of Museums.

- The Human Resources Department facilitated several highly successful one-day hiring events that enabled departments to make multiple on-the-spot job offers in 2017-18. Building on this success, Human Resources will partner with additional departments in 2018-19 to fill vacancies for hard-to-recruit classifications in a continuous effort to improve the recruiting experience.

- The Auditor-Controller/Treasurer/Tax Collector's budget includes the establishment of the SAP Financial Team to provide ongoing Countywide post-implementation production support for the new SAP Enterprise Financial Management System.

- The Assessor/Recorder-County Clerk budget includes $4.9 million to replace the current outdated Recorder-County Clerk system with an enterprise Land and Vital Records software solution to record, file, and cache documents and their related information. This will improve operations in the Recorder-County Clerk's office when recording documents and maps, and when indexing, verifying, and retrieving documents. This system will also offer more efficient cashiering.

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

- The Public Works - Transportation budget includes $45.6 million worth of pavement improvement projects, funded in part with ongoing Discretionary General Funding, to preserve the County's roadways by investing enough to maintain the system.

- The Public Works - Solid Waste Management Division plans to complete $57.4 million of capital improvement projects, which includes the following: liner expansions at Mid Valley, San Timoteo, and Victorville Landfills, entrance road and scale house construction at Heaps Peak Transfer Station, groundwater treatment system construction at the Yucaipa Disposal Site, entrance road construction and widening of a road at the San Timoteo Landfill, landfill gas extraction system construction at the Landers Landfill, perimeter fencing at the Barstow Landfill and full radio frequency identification (RFID) lane automation at the Victorville Landfill.

- The Public Works – Flood Control District (District) budget includes $68.5 million in capital improvement projects. The District anticipates completion of the Amethyst Basin and the waterline relocation for Bandicoot Basin. The District also plans to start construction on the following projects: Sand Creek/Warm Creek Confluence, Cactus Basin #4, West Fontana Channel, Avenue I Drainage Project, Santa Ana River Flood Wall Repair, Etiwanda Channel Invert Repair, and West State Street Storm Drain.

- The Public Works - Transportation budget includes more than $65.1 million in major infrastructure projects, some funded in part with Discretionary General Funding. Budgeted activities include design, right-of-way and/or construction for major projects, including:

    - Bridge replacements on: Arrowbear Drive, Glen Helen Parkway, Baker Boulevard, Rock Springs Road, National Trails Highway at Adena Ditch, National Trails Highway at Beacon Ditch, National Trails Highway at Bristol Ditch, National Trails Highway at Cerro Ditch, National Trails Highway at Cerrulia Ditch, National Trails Highway at Gordo Ditch, National Trails Highway at Larissa Ditch, National Trails Highway at Leith Ditch, National Trails Highway at Sombra Ditch, National Trails Highway at Terra Ditch, and Yermo Road.
    - New grade separation and bridge on Shadow Mountain Road.
    - Drainage improvements to Banana Avenue, Lone Pine Canyon Road, and Slover Avenue.
    - Widening and rehabilitation of Ranchero Road and San Bernardino Avenue.
    - Road reconstructions on Beech Avenue, Cedar Avenue, Cherry Avenue, Crafton Avenue, Green Tree Road, Institution Road, and Park Boulevard.
    - Design phase for 42 bridges on the National Trails Highway Bridges Management Plan.

- The Special Districts Department budget includes $42.2 million for several capital improvement projects including construction of the Big Bear Alpine Zoo relocation, continued rehabilitation of Lake Gregory Dam, design and construction of Snowdrop Road (Rancho Cucamonga area), design and construction of a 3.5 mile water pipeline, pump station, and 75,000 gallon reservoir for County Service Area 70, Zone W-4 (Pioneertown), and various water system improvements for County Service Area 70, Zone CG (Cedar Glen).

- Implementation of the County's EZ-Online Permitting (EZOP or Accela) System upgrade began in 2017-18. Phase I of this upgrade streamlined the permitting processes across various departments in the County and offered customers and the public access to a web portal to manage and monitor applications, make online payments, as well as research permits and development-related information online. It also has provided a framework for business processes evaluation, allowing staff to more easily identify and implement improvements in permitting processes that will result in long-term benefits to the public.

- Land Use Services continues to lead the work on the Countywide Plan, 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 planning continuum. When completed, there will be more than 40 web-based community action guides involving 75 communities.

- The Department of Airports will be implementing a two-year plan of improvements that address deferred maintenance on items of significant size including signage and way-finding, building needs, and runway surface and marking improvements.

- Regional Parks will begin construction of the Santa Ana River Trail Phase III. This project, slated to begin in January 2019, 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.

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

- The Law and Justice Group, in collaboration with CA Forward's data-driven approach, have expanded the Group's goal of evaluating public safety services through data-driven decision making principles. The Group continues to fund a dedicated Law and Justice Data Analyst to evaluate the effectiveness of County public safety services through the analysis of criminal justice related data. The position seeks to identify and understand problems and their causes, and assist the County in developing baselines and indicators for ongoing management and continuous improvement.

- The Preschool Services Department (PSD) offers an Apprentice Training Program which is a unique program that combines vocational training with on-site mentoring in partnership with the Transitional Assistance Department (TAD). PSD parent participants can choose from the following TAD-recognized Welfare to Work vocation training paths: Center Clerk, Custodian, Food Service Worker, or Teacher Aide.

- The Preschool Services Department (PSD) offers a program focused on increasing the number of Head Start parents who successfully obtain a high school diploma. This program is possible as the result of resources provided through a Memorandum of Understanding (MOU) with San Bernardino County Library and First 5 San Bernardino.

- The Department of Child Support Services (DCSS) has created and implemented a new holistic case management philosophy for staff focused on meeting the needs of both parents. In collaboration with Work Force Development and the Transitional Assistance Department, the department will attempt to help remove barriers like unemployment, underemployment, domestic violence, and homelessness. The primary objective is to move families toward self-sufficiency, resulting in their ability to provide continued reliable and sustainable support for their children.

- DCSS has partnered with County Libraries and implemented "DCSS in Your Neighborhood" offering after-hours services at the Fontana Lewis Library & Technology Center and the Hesperia Library. This increases visibility and accessibility of DCSS services to County residents.

- Community Development & Housing will continue development of the Veterans Village in Loma Linda and Golden Apartments in San Bernardino with completion anticipated in fall 2018 and early spring 2019, respectively. These projects include 125 affordable housing units and reflect a County investment of $5.3 million in Home Investment Partnership Act funds, which leveraged $38.6 million of private investment for a total of $43.9 million. These new housing units are targeted for seniors, families, veterans, and homeless while undertaking neighborhood and community revitalization.

- Arrowhead Regional Medical Center is pursuing certification as a Level I trauma center in order to provide the highest level of care to trauma patients.

- Through the utilization of grant funding from the California Health Facility Financing Authority and funding from the Mental Health Services Act, the Behavioral Health Department will be opening and operating, through contractors, three new crisis residential facilities and two crisis stabilization facilities to support clients in crisis. These facilities will specialize in providing crisis intervention

services to individuals diagnosed with mental health and co-occurring disorders who are experiencing an acute psychiatric episode or crisis that will benefit from short-term stabilization services or residential treatment services as an alternative to hospitalization.

- The Probation Department - Detention Corrections Bureau (DCB) will implement additional programs to address a multitude of individualized needs of the youth in custody. To achieve this goal, the Juvenile Assessment and Intervention System tool used in field services will expand to the Juvenile Detention and Assessment Centers. This will allow programming such as Aggression Replacement Therapy, Focus Teams, Re-entry Preparation, and Drug and Alcohol Services to be individualized to the youth. Additionally, DCB staff are expanding their knowledge with Gang Intervention Training to recognize markings and identifiers to appropriately classify unit housing needs for the youth's safety.

- The District Attorney is adding six positions as part of its Let's End Truancy (LET) program. This will allow prosecutors to increase their collaborative efforts with the courts, school districts, the Probation Department and the Public Defender's Office in keeping kids in school, thus combating crime before it starts. This also fits in with the District Attorney's broader Prevention and Intervention Unit framework, which looks to focus on preventative efforts to keep children in school and on a positive pathway, and on early intervention.

- The Inland Counties Emergency Medical Agency continues to improve utilization of EMS systems data to guide evidence-based decision making in the continued evolution of prehospital and hospital emergency medical care. Specifically, ICEMA's budget is enhanced by acquiring multiple data collection service contacts with the State of California including, the Department of Public Health, Emergency Medical Services Authority, Highway Patrol and multiple County EMS Agencies.

- Arrowhead Regional Medical Center continues to expand Primary Care in an effort to increase access to healthcare, while lowering costs by focusing on prevention and reducing emergency room visits.

- Arrowhead Regional Medical Center is implementing the next phase of its campus development plan by moving non-clinical business office staff off-site to make better use of prime real estate for expanded clinical services.

- A reserve of $2.0 million is established for pilot programs to identify and understand challenges facing the criminal justice system and assist in developing baselines and indicators for ongoing management and continuous improvement; and for Countywide crime suppression aimed to provide additional law enforcement services to deal with increases in crime or enhance existing operations.

- The Sheriff/Coroner/Public Administrator Operations budget includes $12.0 million of one-time Discretionary General Funding (Net County Cost) to replace two aging and obsolete patrol helicopters including equipment, travel and training for pilots and mechanics, installation of equipment, and delivery charges. This completes the upgrade of the Sheriff's helicopter replacement program which provides a newer and more reliable fleet to provide patrol, search and rescue and other related law enforcement functions.

- The Sheriff/Coroner/Public Administrator Operations budget includes $630,000 of ongoing Discretionary General Funding (Net County Cost) to provide 9 new Sheriff's Communications Dispatcher I positions to enhance call intake operations at the Sheriff's Communication Center. This is part of a two-year plan to provide a total of 18 new Sheriff's Communications Dispatcher I positions to the Valley and Desert Dispatch Control Centers.

- The Sheriff/Coroner/Public Administrator Detentions budget includes $1.6 million of ongoing Discretionary General Funding (Net County Cost) to fund 10 new Deputy Sheriff positions at the West Valley Detention Center. These positions will add two fixed posts to the facility to improve both inmate and officer safety.

- The Children and Family Services (CFS) budget includes additional Discretionary General Funding to fund the local share of 89 new positions. Since 2011-12, CFS's total average open cases have increased 38%, which has driven up caseloads. At the same time, additional mandates from the State, including Safety and Organized Practice and Continuum of Care Reform have further increased workload and expectations. These additional positions will allow CFS to reduce caseloads and reduce overtime.

- The Public Defender, through its Youthful Offender Program, provides juvenile offenders a meaningful opportunity to present relevant evidence and develop a clear record of the mitigating youth-related factors and circumstances affecting the client at the time of the offense.

- Public Defender Social Service Practitioners support at-risk youth and their families, connecting them to appropriate support services to help reduce truancy and address other factors that impact school success.

Pursue County Goals and Objectives by Working with Other Agencies

- The Animal Care and Control Division (ACC) of Public Health has significantly expanded the number of enrolled non-profit organizations that serve as Rescue Group Partners (RGPs) to help rehabilitate and place homeless animals received at County animal shelter facilities. The 2018-19 budget includes additional funding to support two contract Animal Rescue Coordinator positions to assist in coordinating and supporting the RGP program. These positions will directly coordinate the program with the desired intent of increasing the number of animals that are placed with RGPs and/or private individuals.

- The Land Use Services Department Code Enforcement division will receive a $600,000 grant from the California Department of Resource Recycling and Recovery in 2018-19 for the Local Government Waste Tire Enforcement Grant Program. In 2017-18, receipt of this grant resulted in Code Enforcement being able to assign full-time staff to inspect every "waste tire generator" in the County, to ensure compliance with regulations pertaining to the proper disposal of waste tires. Waste tires are a significant part of illegally dumped material, so establishing a meaningful regulatory presence is an important part of ensuring greater compliance with the correct disposal of waste tires. With the 2018-19 grant funding, Code Enforcement anticipates being able to increase surveillance operations.

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

- 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 2018-19.

- The Security Committee with the support of the County Administrative Office in 2017-18 launched SB Safe, which includes the Employee Alert System that allows the County during an emergency to instantaneously notify and provide direction to employees who have enrolled in the System and an online employee safety training program. Additional training modules will be offered in 2018-19.

- In 2018-19, Public Health will revise its Department Emergency Operations Plan, in consultation with the Department of Behavioral Health, to include a section on "Behavioral Health" to address the critical need for mental health and counseling during times of crisis and emergency.

CHALLENGES IN FISCAL YEAR 2018-19 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 2018 through June 2023 and includes moderate growth of major revenue streams throughout the period. In addition to the topics discussed earlier, the County Administrative Office continues to monitor other outstanding issues including:

- Retirement Changes – Potential for additional reductions in the earnings rate assumptions of the Retirement Board, which would increase retirement costs.

- Demand for Social Services – Human Services is projected to require $60.8 million in additional Discretionary Funding over the five-year period. These increases are primarily associated with changes to the IHSS MOE and Foster Care Program. In addition to impacts driven by changes to program funding and administration, it is reasonable to expect caseload growth in social service programs as a result of an aging population.

- Potential of a recession – By the end of the 2018-19 fiscal year the current economic expansion will match the longest expansion in history. While the current five-year forecast does not explicitly build in a recession, revenue growth is projected conservatively in order to account for the potential impact of a weakening economy in the forecast.

- Capital Improvement and Safety and Security Needs will require continued investments. The County is completing a review of its Capital Improvement needs as they relate to building improvements, replacements and security enhancements. Costs associated with this review will be discussed in future planning sessions with the Board of Supervisors.

State Budget

On June 27, 2018, Governor Brown signed the 2018-19 Budget Act, which includes $201.4 billion in spending. General Fund appropriations total $138.7 billion, and estimated General Fund revenues and transfers are at $137.7 billion. Notable impacts include:

- An investment of $5.0 billion to help address challenges with affordable housing and homelessness, including $500.0 million to assist local governments in their immediate efforts to help homeless Californians.
- The first full year of funding under Senate Bill 1 – Road Repair and Accountability Act with $4.6 billion in new transportation funding.
- Lastly, the budget includes a $1.4 billion Cap and Trade Expenditure Plan to invest in programs that further reduce carbon pollution and support climate resiliency efforts.

For Human Services, The 2018-19 Budget Act includes $806.0 million in state general fund contributions over the next four years to mitigate the $735.7 million cost shift to counties in year two 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: $317.2 million General Fund in 2018-19; $194.1 million in 2019-20; $144.2 million in 2020-21 and $150.0 million in 2021-22 and ongoing. Also in year two, an additional $424.0 million is available through redirected and accelerated realignment (VLF/sales tax) revenue to offset these additional costs.

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 14.3% of the County budget and includes 1991 and 2011 Realignment revenues ($749.8 million), County sales tax ($20.8 million) and Proposition 172 Half Cent Sales taxes ($192.0 million). While sales taxes are projected to experience a modest increase in 2018-19, 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 are increasing in 2018-19 as a result of the Retirement Board's actuarial changes that reduced the assumed rate of return from 7.5% to 7.25% and increased life expectancy assumptions. Included in the 5-year forecast is a pension cost smoothing plan that will require approximately $19.3 million of one-time funds to generate approximately $7.0 million of available ongoing discretionary revenue. The County Administrative Office anticipates reaching the peak in retirement cost rates during the 5-year forecast period and this smoothing plan allocates one-time funds to address the peak in costs rather than allocating ongoing funds. It is anticipated that the County will begin to see a net savings in retirement costs beginning in 2022-23 as a result of the final payment on its 1995 Pension Obligation Bonds in 2021-22.

Although forecasting a peak in costs during the 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. Additionally, it is possible that the Retirement Board will again consider reducing the assumed rate of return, from 7.25% to either 7.0% or 6.75%, during its next scheduled experience study. This would impact the County in 2021-22 and would cost approximately $8.0 million in additional Discretionary General Funding for every quarter percent reduction in the assumed rate of return. The County Administrative Office and the Retirement Association have an active dialog about monitoring, measuring, and mitigating potential risks as they arise within the pension system.

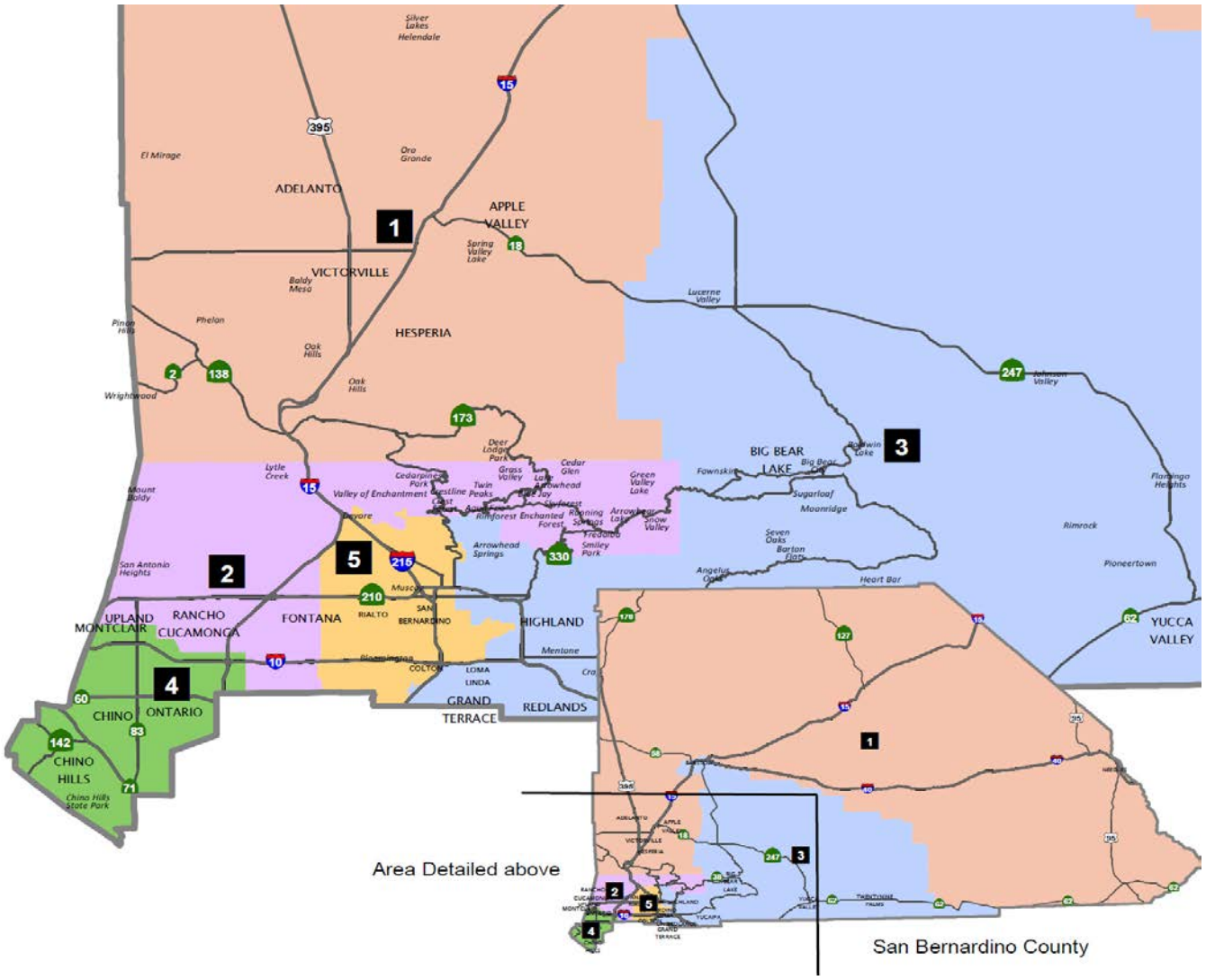
CONCLUSION

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



GARY McBRIDE
Chief Executive Officer

San Bernardino County Supervisorial Districts





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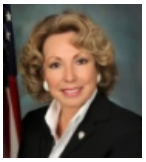


Josie Gonzales

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 1/1/2018 ESTIMATED POPULATION
Adelanto	35,293
Apple Valley	73,984
Barstow	24,411
Big Bear Lake	5,512
Chino	86,757
Chino Hills	83,159
Colton	53,724
Fontana	212,000
Grand Terrace	12,524
Hesperia	94,829
Highland	54,761
Loma Linda	23,946
Montclair	39,326
Needles	5,177
Ontario	177,589
Rancho Cucamonga	176,671
Redlands	71,196
Rialto	107,041
San Bernardino	221,130
Twentynine Palms	27,046
Upland	77,017
Victorville	123,701
Yucaipa	54,651
Yucca Valley	21,834
Total Incorporated	**1,863,279**
Total Unincorporated	**311,659**
Total County of San Bernardino	**2,174,938**

Source: *State of California, Department of Finance, E-1: Population Estimate with Annual Percentage Change-January 1, 2017 and 2018.* Sacramento, California, May 1, 2018.

REGIONAL PARKLAND: 9,200 acres

COUNTY LIBRARY: 32 Branches

MAJOR COUNTY EMPLOYERS:

Employer	Employees
County of San Bernardino	>10,000
Loma Linda Univ. Medical Center	>10,000
Amazon	>10,000
State of California	>10,000
Kaiser Foundation Hospitals	5,000 – 10,000
Walmart	5,000 – 10,000
San Bernardino City Unified School District	5,000 – 10,000

Source: County of San Bernardino, Economic Development Agency.

MAJOR COUNTY TAXPAYERS (Secured Taxpayers-2017-18 Property Tax Rolls*)

Name	Assessed Value	% of roll
Southern California Edison	$3,910,018,424	1.92%
Prologis	$1,561,772,066	0.77%
Teachers Insurance & Annuity	$664,502,615	0.33%
Majestic Realty Co	$639,635,585	0.31%
Frontier California Inc.	$567,948,695	0.28%
Southern California Gas	$539,143,758	0.27%
Watson Land Company	$510,231,877	0.25%
Target Corporation	$475,980,945	0.23%
Catellus	$446,782,934	0.22%
BRE Properties	$426,998,139	0.21%

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

EMPLOYMENT MIX (2017):

Services:	
Trade, Transportation, and Utilities	201,865
Information	5,097
Financial Activities	22,150
Professional and Business Services	78,317
Education and Health Services	112,250
Leisure and Hospitality	74,209
Other Services	19,461
Unclassified	2,484
Construction	34,616
Manufacturing	55,399
Natural Resources & Mining	2,605
Government	121,552

Source: California Employment Development Department, SBCO, Quarterly Census of Employment and Wages (QCEW) 2017 Annual Averages

UNEMPLOYMENT (July 2018): 4.4%

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

PEOPLE BELOW POVERTY LEVEL (2016 estimate):
17.7%

Source: U.S. Census Bureau, 2016 American Community Survey 1-Year Estimates. Poverty Status – Past 12 months.

COUNTY OF SAN BERNARDINO
COUNTYWIDE FACTS AND FIGURES

MEDIAN HOME PRICE: EXISTING SINGLE FAMILY HOMES (July 2018): $325,000

Source: Corelogic/Dataquick, July 2018.

ASSESSED VALUATIONS* (2017-18):
$213,734,349,126

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

MEDIAN HOUSEHOLD INCOME (2016 estimate):
$54,469

Source: U.S. Census Bureau, 2012-2016 SBCO, American Community Survey 5-Year Estimates, Families, Median household income (In 2016 dollars).

PER CAPITA PERSONAL INCOME (2016): $36,835

Source: U.S. Bureau of Economic Analysis

TAXABLE SALES (2016): $36,981,693 (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 2017)
1. California State University San Bernardino (20,692)
2. University of Redlands (4,898)
3. Loma Linda University (4,417)

Community Colleges (Fall 2017)
1. Chaffey College (22,508)
2. San Bernardino Valley College (13,892)
3. Victor Valley Community College (11,971)
4. Crafton Hills College (6,251)
5. Barstow Community College (3,077)
6. Copper Mountain Community College (1,844)

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

EDUCATIONAL ATTAINMENT (2016 Estimate of County Population Age 25 Years and Over):

	Percent
Less than 9th grade	9.7%
9th to 12th grade, no diploma	11.5%
High school graduate (includes equivalency)	26.2%
Some college, no degree	25.0%
Associate's degree	8.2%
Bachelor's degree	12.5%
Graduate or professional degree	6.8%

Source: U.S. Census Bureau, 2012-2016 American Community Survey 5 Year Estimates.

DEATH RATE (2016 estimate): 632.2 (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 # of Staffed 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 (271 beds)

Source: American Hospital Directory, Hospital Search, January 2018.

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%

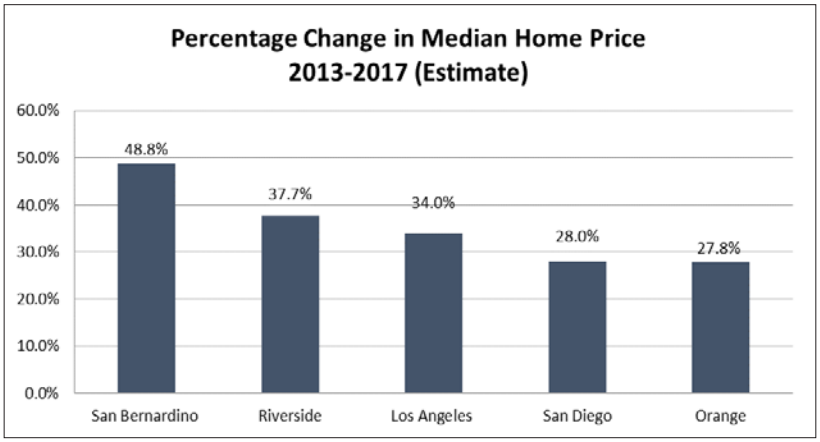
Source: State of California, Department of Finance, Demographic Research Unit, P-1 Population Projections by Race/Ethnicity, 2010–2060. Percentages are rounded.

MEDIAN AGE (2016): 32.7

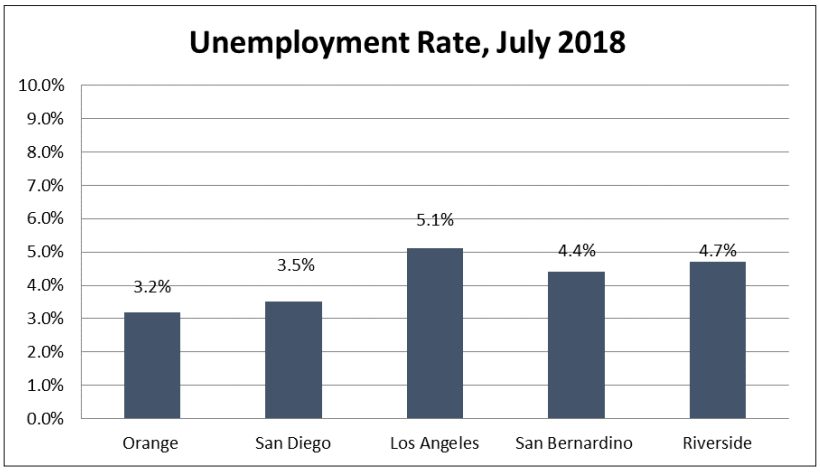
Source: U.S. Census Bureau, San Bernardino County, California: 2012-2016 American Community Survey 5 Year Estimates.

COUNTY OF SAN BERNARDINO
COUNTYWIDE FACTS AND FIGURES

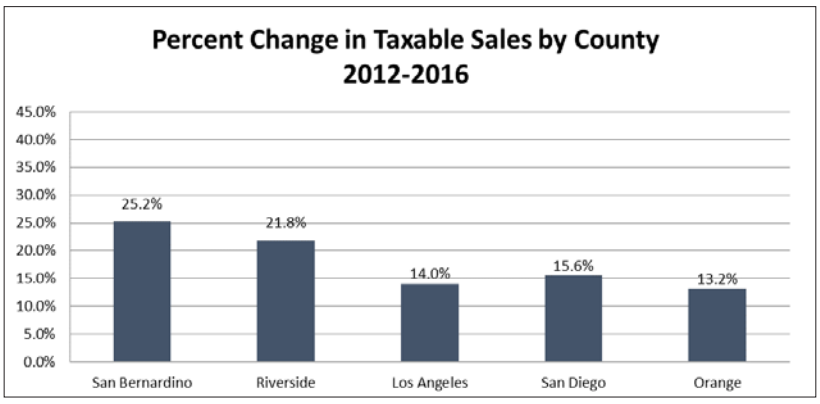
THE COUNTY OF SAN BERNARDINO COMPARISON TO OTHER COUNTIES



Source: *Corelogic/Dataquick*

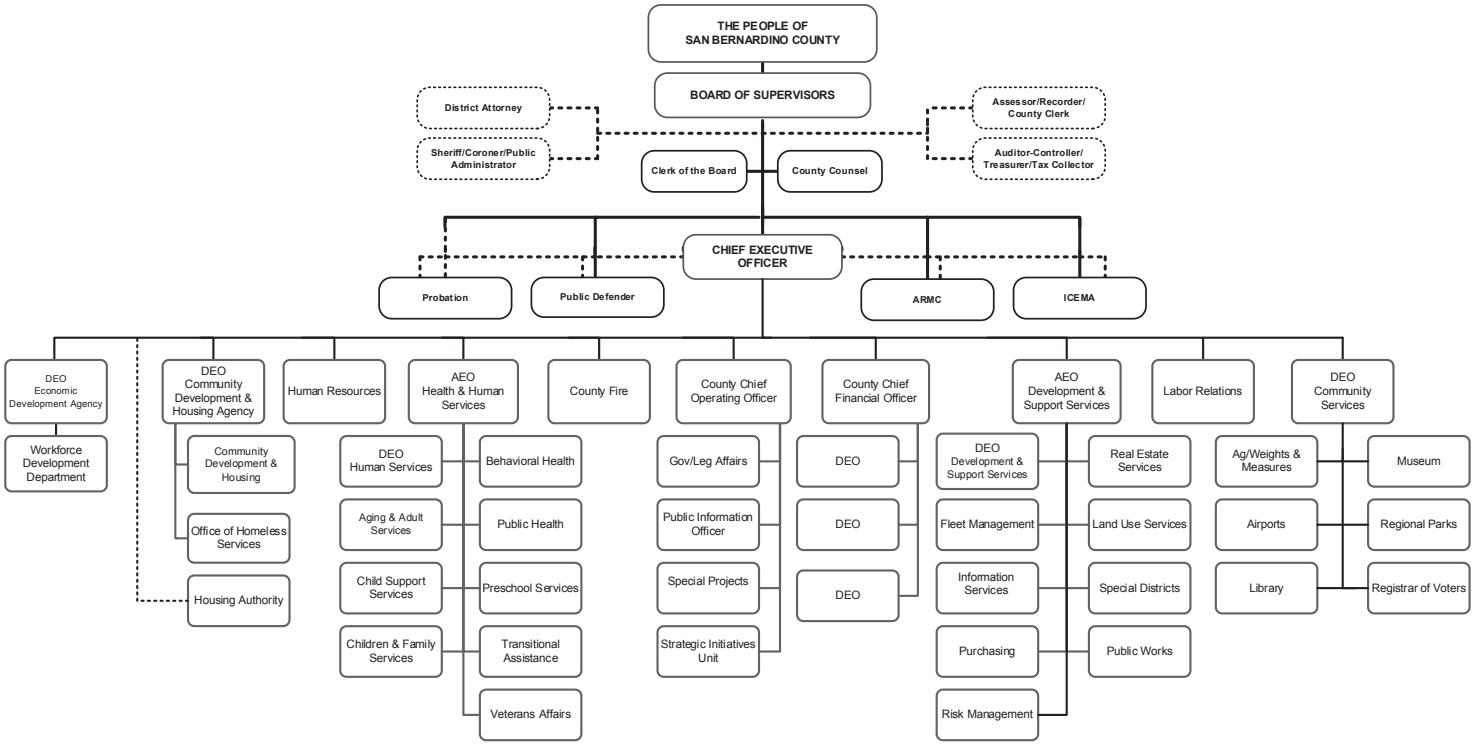


Source: California Employment Development Department, Labor Market Information.



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 2018-19 Adopted Budget covers the period from July 1, 2018 – June 30, 2019. The 2018-19 Adopted Budget represents a consolidation of all County entities which includes $6.3 billion in budgeted Requirements and Sources as well as 23,080 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 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 2018-19 Adopted Budget book includes departmental strategies to achieve selected County Goals and Objectives, departmental performance measures for 2018-19 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 2018-19:

SYNOPSIS OF SAN BERNARDINO COUNTY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES	
GOAL: IMPLEMENT THE COUNTYWIDE VISION	
OBJECTIVE: Continue to promote the Countywide Vision and support the Element Groups.	
Preschool Services	Percentage of children scoring below Building Level in literacy skills on the 1st assessment who subsequently meet the standard by the end of the program year, utilizing the Desired Results Developmental Profile (DRDP) 2015 assessment tool. (Target: 50%)
Public Health	Complete annual Community Vital Signs tasks. (Target: 100%)
GOAL: CREATE, MAINTAIN, AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY	
OBJECTIVE: Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.	
Airports	Occupancy Rate of Developed Space for Commercial Use. (Target: 95%)
Economic Development	Number of jobs resulting from County Economic Development attraction, retention, and expansion efforts. (Target: 1,800)
OBJECTIVE: Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment.	
Clerk of the Board	Turnaround time for processing of new business licenses. (Target: 3 days)
OBJECTIVE: Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.	
Library	Number of attendees at branch library programs. (Target: 230,000)
Regional Parks	Number of camping reservations. (Target: 13,000)
OBJECTIVE: Focus on training, education, employment and support services for the unemployed and underemployed, developing a more highly-educated and trained workforce.	
Workforce Development	Youth employed upon completion of the WIOA Youth Program. (Target: 500)
GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS	
OBJECTIVE: Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.	
Arrowhead Regional	Percentage of survey respondents who would "definitely" recommend the hospital. (Target: 73%)
Fleet Management	Current level of uptime (vehicle availability) of light-duty vehicles serviced at Fleet facilities. (Target: 96%)
Human Resources	Number of hiring events. (Target: 4)
Purchasing	Average days to complete an open market purchase order. (Target: 10 days)
Registrar of Voters	Average number of business days to process voter registrations upon receipt, excluding election canvass periods. (Target: 5)
Real Estate Services	Percentage of new projects completed within one year of annual budget approval. (Target: 85%)
Special Districts	Percentage of customers (with cellular-read meters) notified of new leaks within one business day of detection. (Target: 100%)
GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER	
OBJECTIVE: Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.	
Assessor-Recorder-County Clerk	Percentage of completed Business Property Statements filed by the annual deadline. (Target: 98%)
OBJECTIVE: Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.	
Information Services	Percentage of current year's task for the County's Public Safety Radio system upgrade completed. (Target: 100%)
OBJECTIVE: Develop a long-term budget plan which brings County operations into both fiscal and programmatic balance, including full funding of reserves for infrastructure and operating system maintenance and replacement.	
Risk Management	Cost of risk as a percent of County budget. (Target: <2%)
Public Works	Percentage of construction projects completed on time. (Target: 85%)
GOAL: ENSURE DEVELOPMENT OF A WELL-PLANNED, BALANCED, AND SUSTAINABLE COUNTY	
OBJECTIVE: Ensure that the County's approach to development recognizes the diverse character of County unincorporated areas.	
Land Use Services	Complete current year Countywide Plan tasks. (Target: 100%)
GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS	
OBJECTIVE: Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.	
Behavioral Health	Number of homeless individuals referred or assessed for housing. (Target: 224)
Children and Family	Number of newly approved resource family homes. (Target: 300)
Child Support Services	Amount of child support collected for every dollar expensed. (Target: $4.75)
District Attorney	Number of victims served by the Department's Victim Advocates at the Children's Assessment Center. (Target: 1,900)
Museum	Number of schools participating in a field trip at the Redlands Museum, Victor Valley Museum, and historic sites. (Target: 175)
Probation	Percentage of adult cases recidivating. (Target: 24.75%)
Public Defender	Number of Social Service Practitioner referrals for adult cases. (Target: 850)
Sheriff	Number of contacts with homeless individuals, aimed to result in an estimated 30% annual referral rate for housing assistance. (Target: 1,000)
GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES	
OBJECTIVE: Maintain close working relationships with cities, tribes and other governmental agencies.	
Auditor-Controller/ Treasurer/Tax Collector	Percentage of apportionments completed by the third week of the following fiscal year. (Target: 100%)
Public Health	Increase the number of Healthy Communities partners actively participating in Healthy Communities Meetings. (Target: 12)
GOAL: FOCUS ON RECOVERY AND RESILIENCY FOLLOWING THE DECEMBER 2, 2015 TERRORIST ATTACK (SB STRONG)	
OBJECTIVE: Support County employees affected by the December 2, 2015 terrorist attack.	
County Administrative Office	Facilitate and support provision of a safety training program and an emergency notification system for County employees, assessment and implementation of security improvements in County facilities, and response and investigation of threats and incidents of workplace violence. (Target: 100%)
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.	
County Administrative Office	Coordinate recovery, documentation, and evaluation efforts following the December 2, 2015 Terrorist Attack. (Target 100%)

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 OCTOBER

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 NOVEMBER

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 2018-19 Budget

September 12, 2017/ October 3, 2017	Fee Instructions to Departments
November 3, 2017	Departments Submit Fee Workbooks
December 21, 2017	Discretionary Funding Request and Capital Improvement Call Letter to Departments
January 26, 2018	Departments Submit Requests for Discretionary General Funding and Capital Improvement Requests
February 27, 2018	2018-19 Fee Workshop

March 1, 2018	Budget Prep System Training
March 2, 2018	Budget Prep System opened for Departmental Input
March 12, 2018	Budget Instructions to Departments
March 20, 2018	Fee Hearing
March 26, 2018	Departments Submit Budget Workbooks
April 3, 2018	Fee Adoption
April 3, 2018	2018-19 Internal Service Rates Approved
May 8, 2018	2018-19 Budget Workshop and Fiscal Overview
May 22, 2018	Recommended Budget Delivered to the Board of Supervisors
June 12, 2018	Budget Hearing and Adoption of 2018-19 Budget
November 2018	Adopted Budget Book Printed

General Fund Budget Process

The County Administrative Office has the responsibility of developing the County fiscal plan for all General Fund departments. This plan begins with a Five-Year Fiscal Forecast which is detailed in the County Fiscal Plan section of the Executive Summary in the Recommended Budget Book. This forecast highlights estimated costs and revenue projections for the upcoming fiscal year, as well as the next four fiscal years. The County uses this forecast to build their fiscal plan for the five years beginning 2018-19.

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

For some departments, budgets are also built utilizing revenues generated from fees. On February 27, 2018 the Board of Supervisors held a fee workshop to discuss recommended fee changes and the fee process, and held a fee hearing on March 20, 2018. The fee hearing is designed to take public testimony related to fee changes for the 2018-19 fiscal year. The majority of approved fees become effective July 1, 2018.

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 2018-19 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 2018-19 Recommended Budget

The 2018-19 Recommended Budget, including all entities and funds discussed above, was heard and adopted on June 12, 2018. At that time the Board approved the following changes to the Recommended Budget:

- An increase in Requirements and Sources of $53,600 to fund the Fleet Management Security Kiosk Installation Project. This project was approved in the 2017-18 2nd Quarter Budget Report for CIP, but was not included in the 2018-19 Recommended Budget Book.
- A net increase in Requirements of $40,000 in the Office of Homeless Services to fund the addition of a Chief of Homeless Services Position. The addition of this position is partially offset by the deletion of a Homeless Services Officer. The remainder of the increase is funded by the Department of Behavioral Health ($20,000) and the use of General Fund Contingencies ($20,000).
- An increase in Requirements of $350,000 in the Economic Development General Fund Budget Unit to fund the Chamber of Commerce Tourism Incentive Program. This increase was approved to be funded by the use of General Funded Contingencies.

Amending the Adopted Budget

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

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

Transfer of Salaries and Benefits Appropriation:

- Transfers out require Board of Supervisors approval and 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 a quarterly budget report for Board of Supervisors approval.

Transfers impacting Operating Transfers Out Appropriation:

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

BUDGET BOOK FORMAT

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

DEPARTMENT
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

	2018-19					
	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

2017-18 MAJOR ACCOMPLISHMENTS

2017-18 Major Accomplishments provide significant departmental accomplishments during the last fiscal year.

DEPARTMENT GOALS AND OBJECTIVES

COUNTY GOAL: BLANK		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 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 2018-19 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.

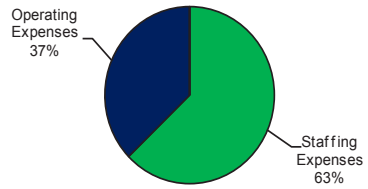
Budget at a Glance

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

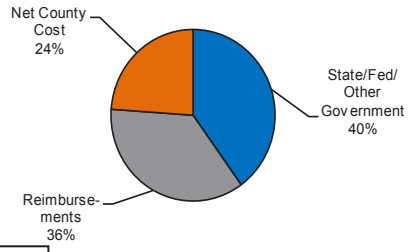
Budget at a Glance lists the budget unit's 2018-19 total requirements excluding reimbursements, total sources including reimbursements, total budgeted staffing, use of net county cost or use of fund balance or net position, if any, and percentage of requirements funded by net county cost, if applicable.

2018-19 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 2018-19.

ANALYSIS OF 2018-19 ADOPTED BUDGET

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

New for 2018-19, the budget unit has been updated to reflect the Chart of Accounts implemented in October 2017. For example, AAA FAD is now referenced as 116 1000.

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

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 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	**0**

*Data represents final budgeted staffing

DETAIL OF 2018-19 ADOPTED BUDGET

Detail of 2018-19 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 2018-19, including staffing, requirements, sources, net county cost, fund balance, and net position, where applicable.

MAJOR EXPENDITURES AND REVENUE IN 2018-19 ADOPTED BUDGET

The Major Expenditures and Revenue in the 2018-19 Adopted Budget section briefly describes significant budgeted expenditures and sources included within the Departments' recommended budget.

BUDGET CHANGES AND OPERATIONAL IMPACT

The Budget Changes and Operational Impact section briefly describes any major budget unit program impacts, and highlights the 2018-19 budget, including significant changes in requirements and sources from the prior year Final budget.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0

*Detailed classification listing available in Appendix D.

The 2018-19 Position Summary above displays 2017-18 final staffing by division within the budget unit and the details regarding positions that have been added, deleted or reorganized to derive the 2018-19 adopted staffing. It also provides limited term and regular position counts for 2018-19 budgeted staffing.

STAFFING CHANGES AND OPERATIONAL IMPACT

The Staffing Changes and Operational Impact section briefly highlights budgeted staffing changes and operational impacts for 2018-19, including significant changes from the prior year budgeted staffing.

SUMMARY

	Fiscal Year 2016-17 Actual Amount	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Final Budget	Fiscal Year 2018-19 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
Requirements						
Staffing Expenses	1,918,345,540	2,094,134,903	2,110,326,876	2,235,108,215	124,781,339	5.91%
Operating Expenses	2,519,729,351	2,931,531,098	3,097,685,774	3,191,045,125	93,359,351	3.01%
Capital Expenditures	218,659,301	550,511,338	602,692,346	648,858,010	46,165,664	7.66%
Reimbursements	(311,162,927)	(402,987,730)	(415,279,785)	(451,108,973)	(35,829,188)	8.63%
Contingencies	0	75,579,719	47,544,035	139,735,810	92,191,775	193.91%
Subtotal Appropriation	4,345,571,265	5,248,769,328	5,442,969,246	5,763,638,187	320,668,941	5.89%
Operating Transfers Out	567,714,953	527,658,255	586,910,395	489,163,410	(97,746,985)	-16.65%
General Fund Contributions to Reserves	0	64,573,391	130,607,237	34,349,597	(96,257,640)	-73.70%
Non-General Fund Contr. to Reserves/Net Position	0	11,284,839	12,304,330	16,419,349	4,115,019	33.44%
Total Requirements	4,913,286,218	5,852,285,813	6,172,791,208	6,303,570,543	130,779,335	2.12%
Sources						
Taxes	890,580,266	913,669,674	931,162,299	980,890,524	49,728,225	5.34%
1991 Realignment	250,232,627	288,575,247	291,708,708	316,766,474	25,057,766	8.59%
2011 Realignment	421,052,673	431,530,681	435,580,066	433,071,552	(2,508,514)	-0.58%
State/Fed/Other Government	1,708,454,088	1,865,047,406	1,980,708,949	1,978,301,310	(2,407,639)	-0.12%
Fee/Rate	1,046,942,553	1,017,423,316	1,040,572,211	1,119,218,449	78,646,238	7.56%
Other Revenue	105,592,964	147,006,713	158,748,150	158,827,602	79,452	0.05%
Operating Transfers In	563,770,130	520,614,945	560,022,717	508,794,980	(51,227,737)	-9.15%
Use of Fund Balance/Unrestricted Net Position*	(137,344,438)	524,667,844	560,234,168	649,365,566	89,131,398	15.91%
General Fund Unassigned Fund Balance*	64,005,356	82,042,237	82,042,237	101,778,230	19,735,993	24.06%
Use of General Fund Reserves	0	61,707,750	132,011,703	56,555,856	(75,455,847)	-57.16%
Total Sources	4,913,286,218	5,852,285,813	6,172,791,208	6,303,570,543	130,779,335	2.12%
Budgeted Staffing**	22,719	22,832	23,000	23,080	80	0.35%

* For 2016-17, the two Fund Balance budget line items represent the actual (increase to)/Use of fund balance/net position.

**2016-17 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the fiscal year.

Overview of 2018-19 Requirements and Sources

As the largest political subdivision of the State, counties are vested by the California State legislature with the powers necessary to provide for the health and welfare of the people within its borders. The $6.3 billion 2018-19 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 23,080 budgeted positions are responsible for a wide variety of services to residents, from responding to calls for emergency services (Sheriff's Department and Fire District), to giving businesses the tools they need to succeed (Economic Development Agency), and to providing a home for children in need (Human Services – Subsistence). The budget is adopted in order to continue to provide the County's many important services in a fiscally responsible and sustainable manner.

Total Requirements of $6.3 billion, an increase of 2.12%, consist primarily of Staffing and Operating Expenses, which represent 80.3% ($5.4 billion) of Total Requirements (excluding Reimbursements as a Requirement). Staffing Expenses of $2.2 billion consist of salaries of $1.4 billion and benefit costs of $835.6 million. Departments with significant budgeted staffing expenses include the Sheriff/Coroner/Public Administrator (all budget units - $516.4 million, 3,940 positions), Human Services Administrative Claim ($366.1 million, 4,535 positions), and Arrowhead Regional Medical Center (ARMC - $308.4 million, 3,949 positions). The largest benefit related cost for the County is employee pensions (retirement), which makes up 60.7% ($506.8 million) of all costs associated with employee benefits. The increase in staffing costs of $124.8 million is largely due to the addition of positions, negotiated salary increases and retirement cost increases. Budgets that reflect large increases in staffing costs include ARMC ($27.2 million), the Sheriff's Department ($24.9 million – all budget units), and the Human Services Administrative Claim ($13.1 million). The increase in ARMC staffing costs is primarily driven by

negotiated salary increases and increased retirement costs, but also reflects a net increase of 39 positions. This increase includes the addition of 155 positions (offset by 116 deletions) that will support continued growth at the Primary Care Clinics, expansion of Operative Services due to high census, increased security to ensure patient and employee safety and additional Environmental Services staff to help reduce turnover of positions critical for preventing the spread of infections. Increases in the Sheriff's Department are also largely driven by negotiated salary increases and increased retirement costs, but also include an increase of 122 positions (all budget units) over the prior year. Notable increases in staffing within the Sheriff's Department includes the addition of 90 Deputy Sheriff Trainee positions to accommodate the departments need for an increase in the capacity of the training program as well as the addition of 9 Dispatcher I positions to improve efficiency in dispatch services. Lastly, while the Human Services Administrative Claim budget unit is decreasing overall budgeted staffing by 125 positions, staffing costs are projected to increase by $13.1 million due to an increase in positions within the Children and Family Services program, negotiated salary increases and increased retirement costs.

Operating Expenses in the County include costs for services and supplies, internal service fund charges, travel, transfers to other County departments, subsistence payments, and other charges. These expenses represent the largest share of costs within the County at $3.2 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 43.7% of the County's operating expenses. In 2018-19 Operating Expenses are increasing by $93.4 million which is primarily associated with increases in the Operations and Community Services Group ($44.2 million), the Administrative Group ($26.7 million) and the Law and Justice Group ($118.5 million).

Total Requirements include Contingencies and Contributions to Reserves (General Fund and Non-General Fund). Like Contingencies, Contributions to Reserves represent sources that are not planned to be spent in the coming fiscal year. Beginning in 2015-16, governmental funds other than the General Fund eliminated the use of Contingencies, which represented Sources in excess of Requirements. Instead amounts that are available but not budgeted to be spent, are contributed to reserves. Excluding Contingencies and Contributions to Reserves, the total budget available for expenditure in 2018-19 is $6.1 billion (including Operating Transfers Out and Reimbursements as Requirements). Further detail on General Fund Contingencies and Reserves can be found in the Discretionary General Funding and Restricted Funds section of the Executive Summary.

The three major funding sources of the County include revenue from other governmental entities (State, Federal or Other Government), funding for direct services provided (Fee/Rate), and Taxes. At $2.0 billion, State, Federal or Other Government Revenue represents 29.3% of the County budget (including Reimbursements as a Source). The Human Services operational group receives the largest amount of funds from other governments, with $423.8 million received from the State and $665.0 million received from the federal government. Fee/Rate revenue of $1.1 billion represents 16.6% 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 ($242.8 million) is received by internal service fund departments, such as the Fleet Management, Information Services and Risk Management, that provide direct services to other County Departments. Other notable departments that receive funding to provide specific services include the Sheriff's Department ($161.5 million), which provides law enforcement services for 14 incorporated county cities, and the Public Work's Solid Waste Division ($85.1 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 ($749.8 million), with County sales tax ($20.8 million) and Proposition 172 Half Cent Sales taxes ($192.0 million), the portion of requirements funded primarily with sales tax represents 14.3% of the County budget (including Reimbursements as a Source). While sales taxes are projected to experience a modest increase in 2018-19, 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.

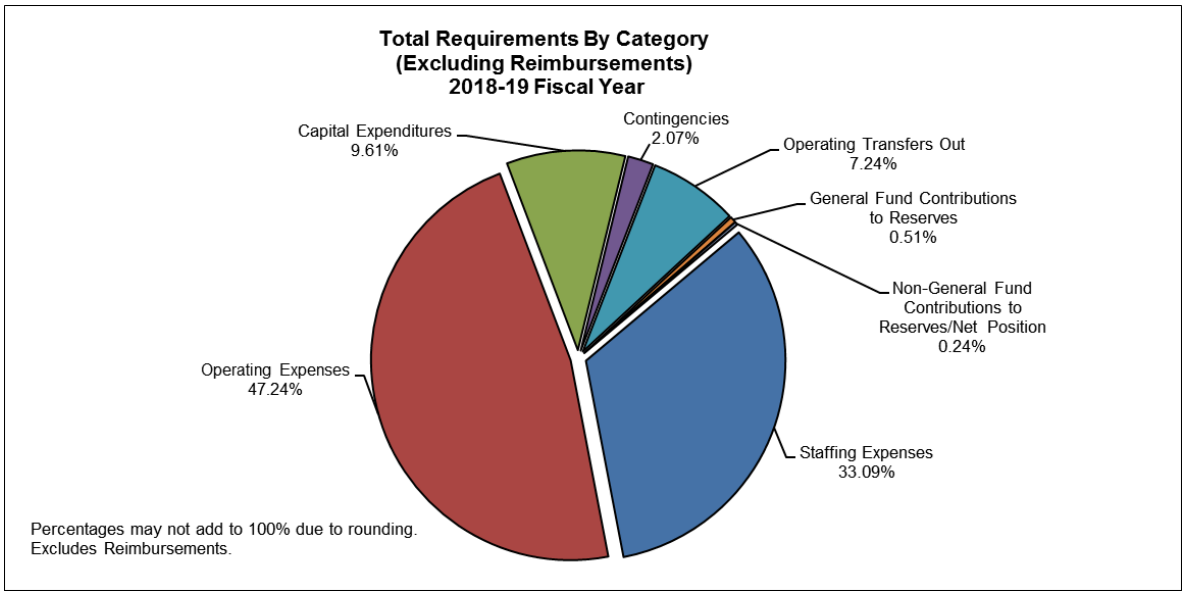
As the current economic expansion continues to grow to a nearly unprecedented duration, the County continues to take a conservative approach to the budgeting of revenue in anticipation of an economic slowdown. This

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

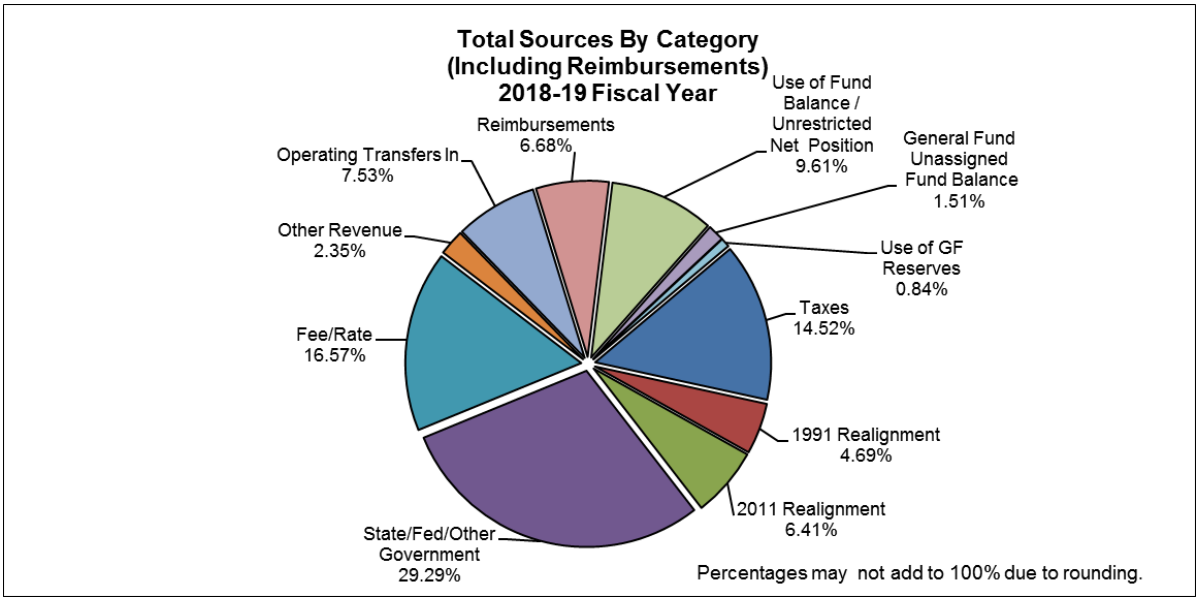
The County's approach to increasing County reserves reflects a fiscally conservative recognition of the resource shift from historically stable to riskier tax sources. In 2017-18, the County contributed a total of $142.9 million between General Fund ($130.6 million) and Non-General Fund ($12.3 million) reserves and is budgeted to contribute $34.3 and $16.4 million in 2018-19, 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 adopted expenditure authority (appropriation), Operating Transfers Out, and Contributions to Reserves/Net Position for the County General Fund and for non-general fund departments. Operating Transfers Out provide a mechanism to transfer funding between budget units and are not appropriated to spend.



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



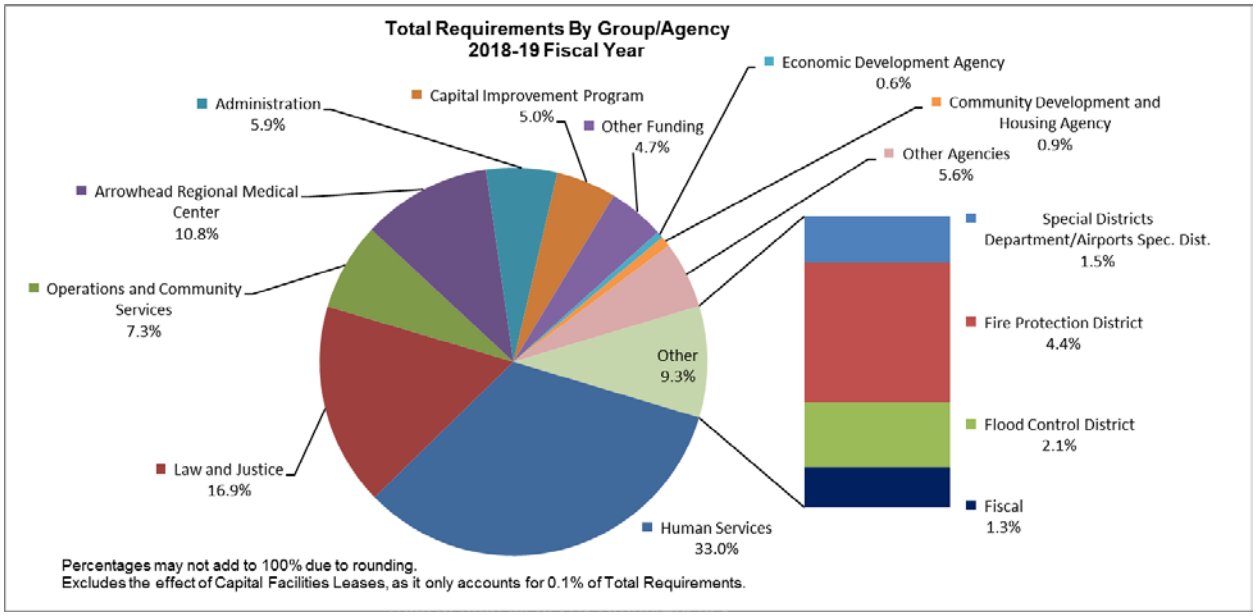
REQUIREMENTS SUMMARY

The 2018-19 Adopted Budget includes Requirements of $6.3 billion, which is a net increase of $130.8 million or 2.12% compared to the 2017-18 Final Budget.

	Fiscal Year 2016-17 Actual Amount	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Final Budget	Fiscal Year 2018-19 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
County Operations:						
Administration	275,462,839	331,421,817	348,012,691	372,569,121	24,556,430	7.06%
Capital Facilities Leases	7,063,338	7,258,116	7,258,116	7,240,810	(17,306)	-0.24%
Economic Development Agency	23,733,983	33,047,554	34,090,193	34,646,310	556,117	1.63%
Community Development and Housing Agency	11,500,675	56,995,389	60,713,492	54,554,321	(6,159,171)	-10.14%
Fiscal	58,283,869	69,645,848	73,087,584	80,243,311	7,155,727	9.79%
Arrowhead Regional Medical Center	555,913,136	604,319,189	654,885,782	680,296,880	25,411,098	3.88%
Human Services	1,788,177,023	2,003,652,740	2,081,188,447	2,082,372,623	1,184,176	0.06%
Law and Justice	943,742,637	982,305,943	1,019,331,801	1,064,111,164	44,779,363	4.39%
Operations and Community Services	264,275,803	371,394,305	408,911,064	460,718,886	51,807,822	12.67%
Capital Improvement Program	145,864,332	296,349,635	322,189,276	316,296,998	(5,892,278)	-1.83%
Other Funding	202,839,399	296,844,253	343,759,470	296,174,587	(47,584,883)	-13.84%
Subtotal:	4,276,857,034	5,053,234,789	5,353,427,916	5,449,225,011	95,797,095	1.79%
Special Districts/Other Agencies Operations:						
Special Districts Department/Airports Spec. Dist.	39,384,453	90,796,140	93,832,077	92,933,008	(899,069)	-0.96%
Fire Protection District	213,612,924	252,295,190	259,973,548	280,247,344	20,273,796	7.80%
Flood Control District	59,168,796	117,804,795	126,521,913	129,317,237	2,795,324	2.21%
Other Agencies	324,263,011	338,154,899	339,035,754	351,847,943	12,812,189	3.78%
Subtotal:	636,429,184	799,051,024	819,363,292	854,345,532	34,982,240	4.27%
Total:	4,913,286,218	5,852,285,813	6,172,791,208	6,303,570,543	130,779,335	2.12%
Budgeted Staffing*	22,719	22,832	23,000	23,080	80	0.35%

* 2016-17 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the fiscal year.

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



Below are explanations of the major expenditures that are included in the $6.3 billion 2018-19 Adopted Budget and changes from the 2017-18 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 $372.6 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 ($8.1 million), which is the governing body of County government, and the County Administrative Office ($7.4 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 ($11.6 million), employment and employee related services provided by Human Resources ($18.2 million), and information technology support provided by the Information Services Department ($110.6 million). The largest department in the Administration operational group is the Department of Risk Management, which has Requirements of $145.5 million and administers the County workers' compensation, public liability, property conservation, safety and risk reduction programs.

Requirements for this operational group are increasing by $24.6 million from the 2017-18 Final Budget. Notably, Requirements are increasing in Risk Management Insurance Programs by $12.2 million due to an increase in settlements, liability claims experience, and increased medical claims costs in workers' compensation. In addition, the Information Services Department – Telecommunications budget unit is increased by $7.9 million due to increased costs associated with the upgrade of the County Wide Area Network (WAN) infrastructure and the procurement of a network security solution for the County's Data Center. These increases are offset by a $5.8 million decrease in Human Resources which is the result of a reduction in one-time funding for the EMACS upgrade project as compared to the prior year.

Capital Facilities Leases has Requirements of $7.2 million which reflects a slight decrease from the prior year. This budget unit funds the cost of long-term capital lease payments for the major County facilities financed by the General Fund. Requirements are decreasing as the result of a decrease in County overhead costs (COWCAP).

Economic Development Agency has Requirements of $34.6 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 $30.2 million (including Contributions to Reserves) for the Department of Workforce Development, which is funded by federal Workforce Innovation and Opportunity Act (WIOA) revenue, and includes $14.4 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 $4.4 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 $0.6 million is primarily due to slight adjustments within the Workforce Development budget where increases in Staffing costs are largely offset by decreases in Operating Expenses and Reimbursements (which has the effect of increasing Requirements).

Community Development and Housing Agency has Requirements of $54.6 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 $53.6 million for Community Development and Housing (CDH) services which includes $20.2 million for infrastructure improvements in the areas surrounding the former San Sevaine redevelopment project area. In addition, the Office of Homeless Services ($1.0 million) includes Operating Expenses of $0.6 million to support Continuum of Care grant administration and planning functions.

The net decrease in Requirements of $6.2 million is the result of a decrease in one-time funding for project expenditures in 2018-19 compared to the prior year.

Fiscal has Requirements of $80.2 million and includes the Auditor-Controller/Treasurer/Tax Collector ($43.6 million – including Contributions to Reserves) and the Assessor/Recorder/County Clerk ($36.6 million). These departments provide services to the public and other County departments related to the establishment and collection of County property taxes along with other fiscal services that ensure the proper reporting and usage of taxpayer funds. Notable Requirements in the Auditor-Controller/Treasurer/Tax Collector include $28.8 million for staffing expenses to provide accounting, auditing, collections, and investment services to County departments and constituents. The Assessor/Recorder/County Clerk includes a total of $21.2 million in staffing expenses ($20.9 million in the general fund budget unit and $0.3 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 by $7.2 million (9.8%) and are primarily associated with increases in the Assessor/Recorder/County Clerk ($6.5 million). The Assessor's General Fund budget unit is increasing by $1.6 million due to increases in Staffing Expenses for additional positions and negotiated salary increases. In addition, Requirements in the Assessor's Consolidated Special Revenue budget unit are increasing by $4.9 million due to the anticipated purchase of capitalized software and computer hardware related to the replacement of the document recording system.

Arrowhead Regional Medical Center (ARMC) has Requirements of $680.3 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 five primary care centers (including four family health centers), and provides Department of Behavioral Health's inpatient activities and numerous specialty activities. For 2018-19, ARMC will continue to focus on managing the continued impact of the Affordable Care Act as the number of uninsured patients declines, and members of this group migrate to expanded coverage under Medi-Cal Managed Care.

ARMC is increasing Requirements by $25.4 million, which represents a 3.88% increase over the prior year. Increased requirements in this group primarily represent increases within the Medical Center CIP fund ($30.9 million). Increases in the Medical Center CIP fund reflect $34.0 million in new projects, including $26.1 million for the construction of a parking structure at ARMC. This increase is slightly offset by a decrease in the ARMC enterprise fund ($5.5 million, including Contributions to Net Position) which is primarily due to reductions in projected expenditures for pharmaceutical products, temporary labor and one-time major purchases of medical imaging equipment.

Human Services is the largest operational group within the County with Requirements totaling $2.1 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 ($481.9 million) and Public Health ($116.1 million, including Contribution to Reserves). Social services are provided primarily through Human Services ($1.2 billion) including the Human Services Administrative Claim budget unit ($589.4 million), the Human Service Subsistence Payments budget units ($575.4 million) and the Wraparound Reinvestment Fund budget unit ($8.3 million). Additional social services are provided by the Preschool Services Department ($58.3 million – including Contributions to Reserves), Child Support Services Department ($40.9 million), and the Aging and Adult Services Department ($9.8 million). Notable Requirements in the Human Services group include $1.4 billion in Operating Expenses of which $576.3 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 $1.2 million which includes significant changes in numerous departments within the group. Significant increases in the 2018-19 Adopted Budget include:

- An increase of $21.2 million in the Human Services Administrative Claim budget unit primarily reflects increased Staffing Costs ($13.1 million) due to negotiated salary increases and increases in Children and Family Services staffing. In addition, increases in Operating Expenses ($8.5 million) funds increases to IHSS provider payments and central service costs.
- An increase of $12.8 million in the Substance Use Disorder and Recovery Services (SUDRS - formerly Alcohol Drug and Services) budget unit that primarily reflects an increase in demand for contracted treatment and recovery services.
- An increase of $3.7 million in the Behavioral Health general fund budget unit that is primarily due to increased costs for negotiated salary increases.
- An increase of $2.4 million in the Public Health California Children's Services budget unit primarily due to an increase in budgeted staffing of 13 positions and an increase in costs for existing positions due to negotiated salary and retirement increases.

These increases are offset by the following significant decreases:

- A decrease of $3.3 million in the Human Services Subsistence budget units due to a decrease in direct payments of benefits to clients and contracted payments to service providers.
- A decrease of $6.9 million in the Preschool Servicers budget unit primarily due to the elimination of one-time expenses for the Quality Rating and Improvement System (QRIS) and Extended Duration services programs as well as a reduction in one-time expenses associated with the purchase of a Head Start facility in Barstow. These decreases will not impact the level of services provided to enrolled children and their families.
- A decrease of $2.1 million in the Wraparound Reinvestment Fund budget unit due to an overall decrease in expenditures for sponsorships and miscellaneous supportive services. Many of these services will continue to be provided out of the Human Services Administrative Claim budget unit where expenditures can be funded by available federal sources.
- A decrease of $25.2 million in the Mental Health Services Act special revenue fund primarily due to a reduction in one-time funding for six construction projects that were completed in 2017-18.
- A decrease of $1.3 million in the Behavioral Health Consolidated Special Revenue Funds budget units due to a decrease in transfers to the Substance Use Disorder and Recovery Services (SUDRS) budget unit due to a decline in services for TB testing and contracted physicians in the Block Grant Carryover program and the completion of the equipment purchases for administrative staff relocation.

Law and Justice has Requirements of $1.1 billion and provides public safety services to County residents. The Sheriff/Coroner/Public Administrator (all units - $699.2 million) provides law enforcement services for the unincorporated areas of the County and certain services on a countywide basis through its Operations budget unit ($274.2 million). Another primary function of the Sheriff's Department is to provide Detention facilities ($241.1 million) for all of the County's pre-sentenced inmates as well as sentenced inmates no longer required to go to State prison as a result of the realignment of services by the State for adult offenders (2011 Realignment). The Sheriff's Department also provides law enforcement services to 14 county cities through contractual agreements ($161.5 million). The Probation Department ($188.4 million) provides supervision of adult and juvenile

probationers throughout the County as well as for recently realigned State parolees (2011 Realignment). The District Attorney's Office ($91.2 million) is responsible for prosecuting crimes committed within the County, and the Public Defender ($42.8 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 ($41.1 million, including Contributions to Reserves) which represent both ongoing County-Court related financial obligations and functions related to the transfer of the Courts to the State.

Law and Justice is increasing Requirements by a net $44.8 million which includes significant changes in numerous departments within the group. Significant increases in the 2018-19 Adopted Budget include:

- An increase of $36.3 million in the Sheriff's Department (all units) which primarily reflects an increase in staffing expenses related to negotiated salary increases, retirement increases, the addition of 122 positions (21 in Detentions and 101 in Operations) and increases in insurance costs.
- An increase of $4.9 million in the Probation Department's General Fund budget unit is primarily the result of increased staffing expenses due to negotiated salary increases.
- An increase of $2.5 million in the District Attorney's General Fund budget unit due to negotiated salary increases, retirement costs and a net increase of 25 positions

Operations and Community Services has Requirements of $460.7 million and provides both internal support of County operations as well as external services to the public that promote the quality of life and well-being of County residents. Services that support the general operation of County government include the Real Estate Services department ($49.8 million – all units) that manages custodial services, the payment of County utilities, management of the Chino Agricultural Preserve, and leasing and acquisition services. Departments that provide direct services to the community include Agriculture/Weights and Measures ($7.9 million), the County Library ($20.0 million), Land Use Services ($24.8 million), Registrar of Voters ($11.2 million), Regional Parks ($16.7 million), and the County Museum ($3.8 million). Notably, this group also includes the Department of Public Works – Transportation ($171.7 million) and Public Works – Solid Waste Management ($134.0 million). The Transportation Division is responsible for the operation, maintenance, and improvement of the County's road system that currently includes approximately 2,552 miles of roadway. Solid Waste Management is responsible for the operation and management of the County solid waste disposal system, which consists of five regional landfills, nine transfer stations, and 34 closed landfills or disposal sites.

The net increase in Requirements is $51.8 million, which represents a 12.67% increase from the 2017-18 Final Budget. Notable increases in Requirements include:

- A net increase of $34.1 million in the Department of Public Work's Solid Waste Enterprise Funds which reflects an increase of $25.8 million to fund several expansion projects and a $9.8 million increase in Operating Expenses primarily due to an increase in professional services in support of expansion plans and payments to Host cities for additional tonnage.
- A net increase of $13.3 million in Public Works – Transportation (all units) primarily due to increased Operating Expenses of $26.2 million resulting from projects carried over from 2017-18 and new projects planned for construction, offset by a decrease in heavy equipment purchases, and the elimination of one-time transfers in 2017-18 to partially fund a new Department of Public Works building.
- An increase of $2.7 million in the Department of Airports (all units) due to an increase in the departments general fund budget unit of $1.0 million due to increases in staffing and maintenance costs for airport facilities. Also reflected is a $1.7 million increase in the departments Special Revenue Consolidated budget units due to an increase in Operating Transfer Out to Real Estate Services – Project Management Division for capital costs associated with the Chino Airport Groundwater Remediation Project and the Kimball Avenue Storm Water Conveyance.

Capital Improvement Program has Requirements of $316.3 million and is used to account for funding resources designated for the acquisition or construction of major capital facilities. The decrease in Requirements of $5.9 million from the prior year is due to projects either being completed in 2017-18, cancelled in 2017-18, or projected expenditures being reduced as projects near completion. Notable requirements included in the Capital Improvement Program in 2018-19 includes additional funding for the Chino Airport Groundwater Remedial Project

($10.0 million), Devore Animal Shelter Repair and Maintenance ($1.0 million) and the 800 MHz Upgrade Project ($8.3 million). Further detail on major capital projects for 2018-19 is shown in the Capital Improvement Program section of this budget summary and in the CIP section of this budget book.

Other Funding of $296.2 million primarily represents the Countywide Discretionary Fund ($115.1 million), General Fund Contingencies ($103.3 million), and various restricted funds within the General Fund including contingencies within the Proposition 172 Half-Cent Sales Tax budget unit ($36.4 million), and expenditures in the Automated Systems Development Fund ($5.6 million). Other Funding also includes Contributions to General Fund Reserves of $34.3 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 ($8.3 million), and numerous non-major capital improvement projects for County facilities ($12.0 million).

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

The net decrease in Other Funding of $47.6 million primarily represents decreases in the Countywide Discretionary Fund ($39.8 million), and General Fund Contributions to Reserves ($96.3 million) which is offset by an increase in General Fund Contingencies ($92.2 million). Contingencies represent funding available from 2018-19 Sources that have not been allocated for expenditure. Further detail on County Contingencies and Reserves can be found in the Discretionary General Funding and Restricted Funds section of this budget document.

Special Districts/Other Agencies Operations

Special Districts Department/Airports Special District has Requirements of $92.9 million (including Contributions to Net Position/Reserves) and is managed primarily by the Special Districts Department ($86.5 million) with $6.4 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 100 Districts, County Services Areas (CSA) and Improvement Zones within the County. On December 29, 1969 the Board of Supervisors established CSA 70 Countywide to provide a centralized mechanism for administration of personnel and operations which serve all of the Board Governed CSAs. Staff within CSA 70 Countywide provide centralized and regional management services, administration, engineering, fiscal, human resources, lien administration, park maintenance, payroll, information services, road maintenance and inspection services.

Requirements are decreasing by $0.9 million which reflects decreases in budgeted Contributions to Reserves compared to the prior year and decreases in Operating Expenses due to reductions in insurance costs, various professional services, and COWCAP charges.

Fire Protection District has Requirements of $280.2 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 Grand Terrace, City of Needles, City of San Bernardino, City of Twentynine Palms, City of Upland and the Town of Yucca Valley) within four Regional Service Zones (Mountain, North Desert, South Desert and Valley). Additionally, the District provides contractual fire protection services to four cities: Adelanto, Victorville, Hesperia and Fontana (through the City of Fontana's independent fire protection district).

Requirements are increasing by $20.3 million which is primarily due to an increase of $15.8 million in the Valley Regional Service Zone resulting from increases in staffing costs due to negotiated salary increases ($1.5 million) and a $12.5 million increase in operating expenses for various repair/improvement projects at several fire stations including the replacement of Station #229 in the City of San Bernardino.

Flood Control District was created in 1939 under special State legislation and has Requirements of $129.3 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 $2.8 million and are associated with increases in Flood Control District Consolidated Special Revenue funds ($4.5 million) offset by a decrease in the Flood Control District Equipment fund ($1.7 million). The consolidated Special Revenue funds are increasing Requirements primarily due to an increase of $14.9 million in Operating Expenses for planned construction projects. This is offset by a decrease of $1.6 million in Capital Expenditures for right-of-way purchases and a decrease of $8.8 million in Operating Transfers Out due to a reduction in an operating transfer within Zone 1 used to fund the District's Judgment Obligation Bonds, and an adjustment to the 2017-18 budget for the District's share of the County's Buildings and Acquisition Project for a new Department of Public Works Building (DWP Building). The decrease in the Equipment fund is due to a decrease in vehicle purchases.

Other Agencies has total Requirements of $351.8 million and contains five Other Agency budget reporting entities in the County, including the Housing Authority of the County of San Bernardino ($340.5 million - including Contributions to Net Position), In-Home Supportive Services Public Authority ($6.9 million), Inland Counties Emergency Medical Agency ($4.4 million, including Contributions to Reserves), County Industrial Development Authority ($58,262), and Economic and Community Development Corporation ($0 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 $12.8 million and are associated with an increase in HACSB ($14.5 million) primarily due to an increase of $10.1 million in expenses related to the physical improvements of properties. The increase in physical improvement costs, are due to the costs outlined by Physical Condition Assessments (PCA) that were undertaken as a requirement of HACSB's participation in HUD's Rental Assistance Demonstration (RAD) program.

TOTAL REQUIREMENTS BY FUND TYPE

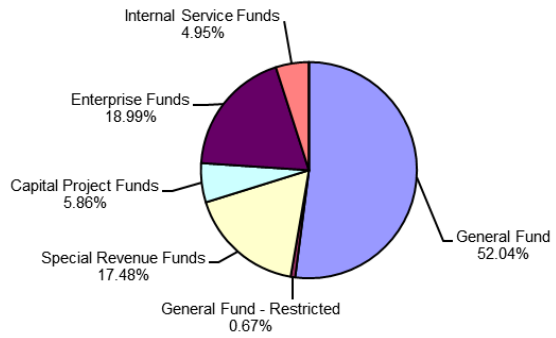
TOTAL REQUIREMENTS BY FUND TYPE

	Fiscal Year 2016-17 Actual Amount	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Final Budget	Fiscal Year 2018-19 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
General Fund	2,851,953,134	3,083,693,148	3,253,394,723	3,280,378,784	26,984,061	0.83%
General Fund - Restricted	9,153,592	39,601,693	29,308,367	42,477,674	13,169,307	44.93%
Special Revenue Funds	722,793,036	1,035,596,702	1,105,173,972	1,100,006,362	(5,167,610)	-0.47%
Capital Project Funds	151,494,144	348,620,836	375,040,477	369,447,613	(5,592,864)	-1.49%
Enterprise Funds	951,902,418	1,069,278,322	1,123,142,079	1,198,959,902	75,817,823	6.75%
Internal Service Funds	225,989,894	275,490,112	286,731,341	312,295,208	25,563,867	8.92%
Permanent Funds	0	5,000	249	5,000	4,751	1908.03%
Total	4,913,286,218	5,852,285,813	6,172,791,208	6,303,570,543	130,779,335	2.12%
Budgeted Staffing*	22,719	22,832	23,000	23,080	80	0.35%

*2016-17 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
2018-19 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 456-bed university affiliated teaching hospital that operates a 24-hour Emergency Department, Level II Trauma Center, five primary care centers, a regional burn center, a primary stroke center, a free standing behavioral health center and 40 subspecialty clinics.

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 expenditure for specified purposes (other than for major capital projects).

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

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

Proprietary Fund Types

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

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

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

	General Fund	Special Revenue Funds**	Capital Project Funds	Enterprise Funds	Internal Service Funds	Contr. To Reserves/Net Position	Total - All Funds
ADMINSTRATION							
BOARD OF SUPERVISORS	8,139,002						8,139,002
CLERK OF THE BOARD	3,518,615						3,518,615
COUNTY ADMINISTRATIVE OFFICE	7,433,996						7,433,996
COUNTY ADMINISTRATIVE OFFICE - LITIGATION	591,373						591,373
COUNTY COUNSEL	11,561,178						11,561,178
FINANCE AND ADMINISTRATION	3,331,461					1,035,000	4,366,461
HUMAN RESOURCES	13,666,967	4,488,245					18,155,212
FLEET MANAGEMENT					45,995,674		45,995,674
INFORMATION SERVICES	3,412,683				107,172,529		110,585,212
PURCHASING	2,778,314				10,408,539		13,186,853
RISK MANAGEMENT					145,514,966		145,514,966
LOCAL AGENCY FORMATION COMMISSION	368,499						368,499
COUNTY SCHOOLS	3,152,080						3,152,080
TOTAL ADMINISTRATION	**57,954,168**	**4,488,245**	**0**	**0**	**309,091,708**	**1,035,000**	**372,569,121**
CAPITAL FACILITIES LEASES							
CAPITAL FACILITIES LEASES	7,240,810						7,240,810
TOTAL CAPITAL FACILITIES LEASES	**7,240,810**	**0**	**0**	**0**	**0**	**0**	**7,240,810**
ARROWHEAD REGIONAL MEDICAL CENTER							
ARROWHEAD REGIONAL MEDICAL CENTER*				676,526,936		3,769,944	680,296,880
TOTAL ARROWHEAD REGIONAL MEDICAL CENTER	**0**	**0**	**0**	**676,526,936**	**0**	**3,769,944**	**680,296,880**
COMMUNITY DEVELOPMENT AND HOUSING AGENCY							
COMMUNITY DEVELOPMENT AND HOUSING		33,368,139	20,215,535				53,583,674
OFFICE OF HOMELESS SERVICES	970,647						970,647
TOTAL COMMUNITY DEVELOPMENT AND HOUSING AGENCY	**970,647**	**33,368,139**	**20,215,535**	**0**	**0**	**0**	**54,554,321**
ECONOMIC DEVELOPMENT AGENCY							
ECONOMIC DEVELOPMENT	4,422,567						4,422,567
WORKFORCE DEVELOPMENT		29,101,131				1,122,612	30,223,743
TOTAL ECONOMIC DEVELOPMENT AGENCY	**4,422,567**	**29,101,131**	**0**	**0**	**0**	**1,122,612**	**34,646,310**
FISCAL							
ASSESSOR/RECORDER/COUNTYCLERK	27,450,019	9,143,662					36,593,681
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR	43,411,630	200,000				38,000	43,649,630
TOTAL FISCAL	**70,861,649**	**9,343,662**	**0**	**0**	**0**	**38,000**	**80,243,311**
HUMAN SERVICES							
AGING AND ADULT SERVICES	9,774,694						9,774,694
PUBLIC GUARDIAN	1,400,463						1,400,463
BEHAVIORAL HEALTH	249,741,679	232,200,913					481,942,592
CHILD SUPPORT SERVICES	40,876,745						40,876,745
HEALTH ADMINISTRATION	180,292,684	17,000,000				904,939	198,197,623
HUMAN SERVICES	1,164,868,719	8,289,529					1,173,158,248
PRESCHOOLSERVICES		56,703,384				1,557,106	58,260,490
PUBLIC HEALTH	112,041,237	3,975,773				76,589	116,093,599
VETERANS AFFAIRS	2,668,169						2,668,169
TOTAL HUMAN SERVICES	**1,761,664,390**	**318,169,599**	**0**	**0**	**0**	**2,538,634**	**2,082,372,623**
LAW AND JUSTICE							
COUNTY TRIAL COURTS	38,833,330	2,292,931				4,200	41,130,461
DISTRICT ATTORNEY	81,910,950	9,240,169					91,151,119
LAW AND JUSTICE GROUP ADMINISTRATION	178,313	1,112,123					1,290,436
PROBATION	173,828,583	14,620,553					188,449,136
PUBLIC DEFENDER	42,844,002						42,844,002
SHERIFF/CORONER/PUBLIC ADMINSTRATOR	676,853,920	22,392,090					699,246,010
TOTAL LAW AND JUSTICE	**1,014,449,098**	**49,657,866**	**0**	**0**	**0**	**4,200**	**1,064,111,164**
OPERATIONS AND COMMUNITY SERVICES							
AGRICULTURE/WEIGHTS AND MEASURES	7,788,901	147,865					7,936,766
AIRPORTS	4,694,045	12,379,975					17,074,020
COMMUNITY SERVICES GROUP	297,388						297,388
COUNTY LIBRARY		20,031,064					20,031,064
COUNTY MUSEUM	3,584,791			175,079			3,759,870
LAND USE SERVICES	24,750,456						24,750,456
PUBLIC WORKS	3,305,387	171,784,364		134,039,588			309,129,339
REAL ESTATE SERVICES	44,607,927	5,214,940					49,822,867
REGIONAL PARKS	9,843,328	6,881,269		0			16,724,597
REGISTRAR OF VOTERS	11,192,519						11,192,519
TOTAL OPERATIONS AND COMMUNITY SERVICES	**110,064,742**	**216,439,477**	**0**	**134,214,667**	**0**	**0**	**460,718,886**
CAPITAL IMPROVEMENT PROGRAM							
CAPITAL IMPROVEMENT PROGRAM			316,296,998				316,296,998
TOTAL CAPITAL IMPROVEMENT PROGRAM	**0**	**0**	**316,296,998**	**0**	**0**	**0**	**316,296,998**
OTHER FUNDING							
ALL OTHER FUNDING (E.G. COUNTYWIDE DISCRETIONARY, PROP 172, REALIGNMENT)	295,228,387	871,500				74,700	296,174,587
TOTAL OTHER FUNDING	**295,228,387**	**871,500**	**0**	**0**	**0**	**74,700**	**296,174,587**
SPECIAL DISTRICTS DEPARTMENT/ AIRPORTS SPECIAL DISTRICT							
SPECIAL DISTRICTS DEPARTMENT/ AIRPORTS SPECIAL DISTRICT		24,252,464	24,435,080	42,223,449		2,022,015	92,933,008
TOTAL SPECIAL DISTRICTS DEPARTMENT/ AIRPORTS SPECIAL DISTRICT	**0**	**24,252,464**	**24,435,080**	**42,223,449**	**0**	**2,022,015**	**92,933,008**
FIRE PROTECTION DISTRICT							
FIRE PROTECTION DISTRICT		268,100,012	8,500,000			3,647,332	280,247,344
TOTAL FIRE PROTECTION DISTRICT	**0**	**268,100,012**	**8,500,000**	**0**	**0**	**3,647,332**	**280,247,344**
FLOOD CONTROL DISTRICT							
FLOOD CONTROL DISTRICT		126,113,737			3,203,500	0	129,317,237
TOTAL FLOOD CONTROL DISTRICT	**0**	**126,113,737**	**0**	**0**	**3,203,500**	**0**	**129,317,237**
OTHER AGENCIES							
OTHER AGENCIES		11,152,390		338,528,641		2,166,912	351,847,943
TOTAL OTHER AGENCIES	**0**	**11,152,390**	**0**	**338,528,641**	**0**	**2,166,912**	**351,847,943**
GRAND TOTAL	**3,322,856,458**	**1,091,058,222**	**369,447,613**	**1,191,493,693**	**312,295,208**	**16,419,349**	**6,303,570,543**

* Includes Requirements of $63,095,807 that is budgeted in the Capital Improvement Program budget.

** Includes Requirements associated with the North Etiwanda Trust Reserve Permanent Fund.

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 2016-17 Actual Amount	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Final Budget	Fiscal Year 2018-19 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
Revenue						
Taxes	890,580,266	913,669,674	931,162,299	980,890,524	49,728,225	5.34%
1991 Realignment	250,232,627	288,575,247	291,708,708	316,766,474	25,057,766	8.59%
2011 Realignment	421,052,673	431,530,681	435,580,066	433,071,552	(2,508,514)	-0.58%
State/Fed/Other Government	1,708,454,088	1,865,047,406	1,980,708,949	1,978,301,310	(2,407,639)	-0.12%
Fee/Rate	1,046,942,553	1,017,423,316	1,040,572,211	1,119,218,449	78,646,238	7.56%
Other Revenue	105,592,964	147,006,713	158,748,150	158,827,602	79,452	0.05%
Total Revenue	4,422,855,170	4,663,253,037	4,838,480,383	4,987,075,911	148,595,528	3.07%
Other Funding Sources						
Operating Transfers In	563,770,130	520,614,945	560,022,717	508,794,980	(51,227,737)	-9.15%
Use of Fund Balance/Unrestricted Net Position*	(137,344,438)	524,667,844	560,234,168	649,365,566	89,131,398	15.91%
General Fund Unassigned Fund Balance*	64,005,356	82,042,237	82,042,237	101,778,230	19,735,993	24.06%
Use of General Fund Reserves	0	61,707,750	132,011,703	56,555,856	(75,455,847)	-57.16%
Total Other Funding Sources	490,431,048	1,189,032,776	1,334,310,825	1,316,494,632	(17,816,193)	-1.34%
Total Revenue and Other Funding Sources	4,913,286,218	5,852,285,813	6,172,791,208	6,303,570,543	130,779,335	2.12%

* For 2016-17, the two Fund Balance budget line items represent the actual (increase to)/Use of fund balance/net position.

The revenue and other funding sources schedule above includes all County funds. This schedule includes Operating Transfers In, which are the mechanism for providing funding from one budget unit to another within the County. Additionally, this summary schedule provides the use of fund balance/unrestricted net position for all non-general funds, the general fund unassigned fund balance, as well as the use of general fund and non-general fund reserves. Descriptions of major sources of funding in the 2018-19 Adopted Budget and changes from the 2017-18 Final Budget are included below.

Revenue

Taxes of $980.9 million consist of approximately $622.6 million of Property Tax ($598.0 million) and Sales, Occupancy, and Other Taxes ($24.6 million) that are deposited directly into the Countywide Discretionary General Fund budget unit for allocation by the Board of Supervisors. Additionally, $160.4 million in Property Tax is reported for the County Library ($16.1 million), Fire Protection District ($84.8 million), Flood Control District ($51.0 million), and Board Governed Districts managed by the Special Districts Department and Airports ($8.5 million). Finally, Taxes also consist of Proposition 172 Half-Cent Sales Tax ($192.0 million) and Sales Tax – Measure I Road Operations funds ($5.3 million).

The net increase of $49.7 million is primarily related to an increase of $27.3 million in taxes that are deposited into the Countywide Discretionary General Fund budget unit. This is the result of a projected 5% 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 2018-19 Adopted Budget. Also included in this category is an increase of $5.8 million in taxes for the Fire Protection District as the result of increased property tax estimates and an increase of $7.6 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 $316.8 million are increasing by $25.1 million over the prior year while **2011 Realignment** revenues of $433.1 million are decreasing from the prior year final budget by $2.5 million. Although technically not categorized as the receipt of taxes, this funding is received from the State and is primarily derived from sales taxes to pay for realigned law and justice, mental health, social services and health programs within the County. Because sales tax tends to be much more volatile and quicker to react to changes in the economy,

its usage results in a higher risk of funding decreases in future years. These decreases will likely coincide with an economic downturn when there is an increased need for programs funded with this revenue. For more detail on Realignment funding, refer to the Discretionary General Funding and Restricted Funds section of this budget document.

State, Federal, and Other Government represent the largest revenue source within the County totaling $2.0 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 decrease of $2.4 million from the 2017-18 Final Budget in this revenue category, which represents an decrease of 0.12%.

Notable changes within this revenue source include:

- **ARMC** is decreasing by $20.6 million primarily due to shifts in the way medical services are funded by other government entities. In 2018-19 supplemental cost based payments for services are being replaced by pay for performance (P4P) programs. The Department has chosen a conservative approach to budgeting this revenue in 2018-19. As a result, State revenue associated with these services has been reduced when compared to the prior year.
- **Community Development and Housing** is decreasing by $8.1 million to reflect the required funding for 2018-19 projects and adjustments to budgeting procedures to use fund balance for one-time projects, before drawing entitlement funds, as required by HUD.
- **Operations and Community Services** is increasing by $15.9 million primarily due to increases in Public Works Transportation Consolidated Special Revenue funds that reflects increased State contributions for construction projects.

Fee/Rate includes the following types of revenues: licenses, permits, fines, fees, rates, and other service revenue. Total revenue of $1.1 billion is anticipated to increase from the 2017-18 Final Budget by $78.6 million. A portion of this funding ($242.8 million) is received by internal service fund departments such as Information Services and Risk Management that provide direct services to other County Departments. Other notable departments that receive funding to provide specific services include the Sheriff's Department ($161.5 million), which provides law enforcement services for 14 incorporated county cities, and Public Works Solid Waste Division ($85.1 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 $31.6 million in the Administrative Group primarily due to an increase of $28.1 million in Risk Management Insurance Operations due to higher premiums charged to departments for workers compensation, general liability, and law enforcement liability programs to maintain an 80% confidence level of funding.
- An increase of $12.9 million in ARMC primarily due to an increase in revenue from an MOU with the Department of Behavioral Health and an increase in commercial insurance revenues.
- An increase of $11.7 million in the Operations and Community Services Group which primarily reflects an increase in revenue within Public Works - Solid Waste for additional in-county waste, changes in accounting methodology for revenue abatements, and Cost of Living Adjustments for waste agreements.
- An increase in the Law and Justice Group of $8.8 million which primarily reflects an increase in Fee/Rate revenue within the Sheriff's Department - Law Enforcement Contract budget unit.
- An increase in the County Discretionary budget unit of $5.4 million due to an increase in County overhead (COWCAP) revenue.

Other Revenue of $158.8 million primarily includes interest earnings, rents and concessions, and tobacco settlement funds. This revenue source is anticipated to increase by a net $0.1 million from the 2017-18 Final Budget.

Other Funding Sources

Operating Transfers In of $508.8 million is a funding source that provides a mechanism to transfer funding from one budget unit to another within the County or other entity. In 2018-19 the most notable groups with large Operating Transfers In include the Capital Improvement Program ($71.5 million), Other Agencies ($198.9 million), and ARMC ($59.2 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 ($197.8 million) and reflects the movement of funds within the agency related to the Moving to Work Program. The $59.2 million of Operating Transfers In for ARMC primarily represent one-time funding for capital improvement projects and annual funding of the ARMC Capital Facilities long term lease costs.

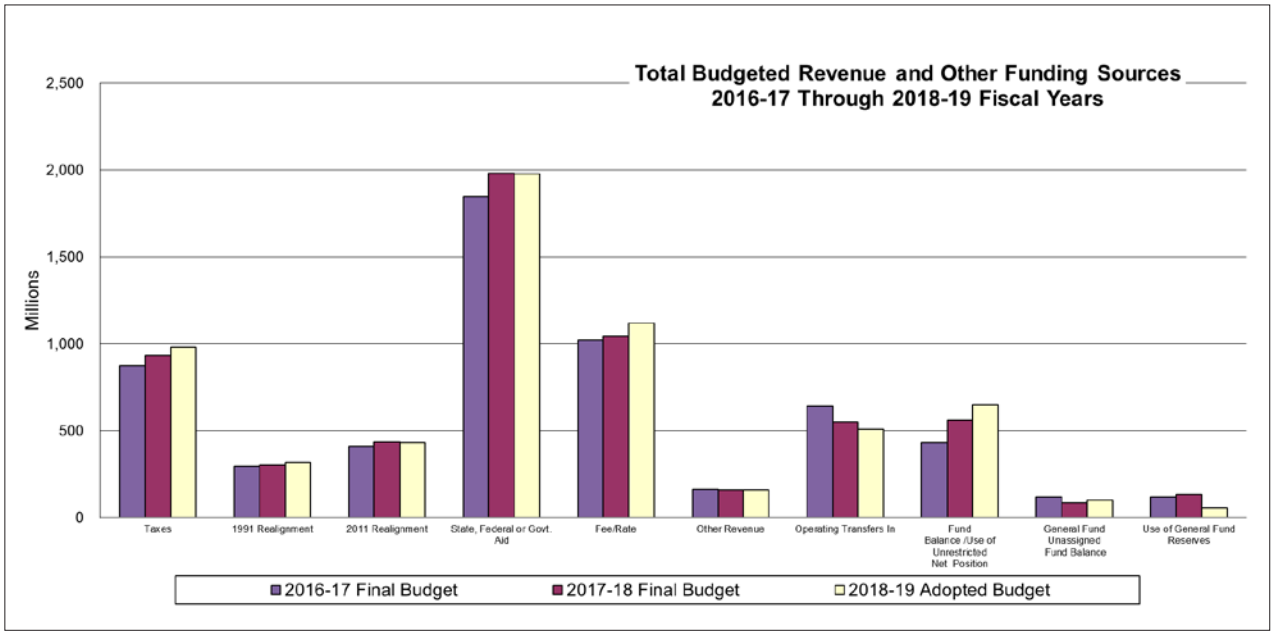
The net decrease in this funding source of $51.2 million is primarily the result of the one-time nature of the majority of Operating Transfers In which varies from year to year based on the availability of one-time sources.

Use of Fund Balance/Unrestricted Net Position of $649.4 million represents unspent funds carried over from prior years that are budgeted in the Restricted General Funds, Special Revenue Funds, and Capital Project funds in the County and the use of unrestricted net position in Internal Service and Enterprise funds. The use of fund balance/net position is increasing from the prior year by $89.1 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 $101.8 million represents unspent general fund balance carried over from 2017-18. This amount, in conjunction with other one-time money, funds one-time costs for department programs, capital improvement projects, transportation projects, contributions to General Fund Reserves, and also funds the County's mandatory 1.5% contingency, which per Board Policy 05-01 is in the general fund to accommodate unanticipated operational changes, legislative impacts, or other economic events affecting County operations that could not have been reasonably anticipated. General Fund Unassigned Fund Balance is increasing by $19.7 million from the prior year.

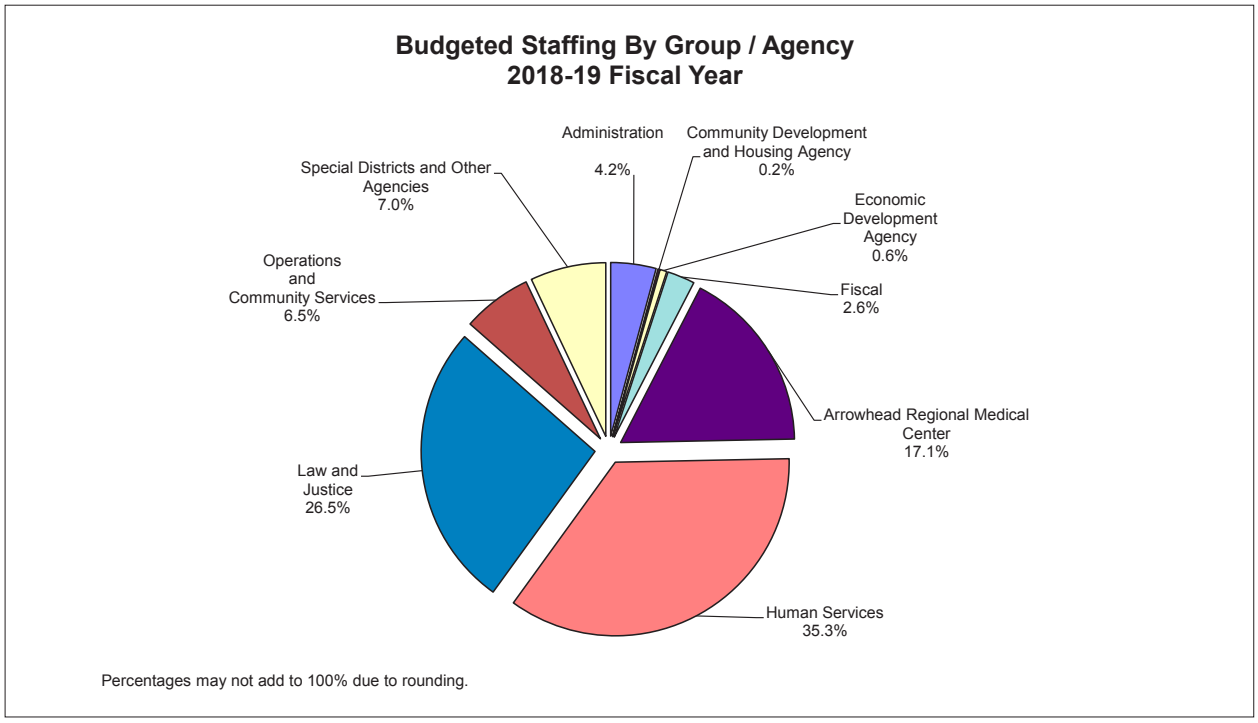
Use of General Fund Reserves of $56.6 million represents the use of the following General Fund Reserves: Asset Replacement ($12.3 million), ARMC Jail Ward ($19.0 million), Rim Forest Drainage ($0.4 million), Agenda Management System ($1.3 million), Assessor-Recorder-Clerk's Enterprise System ($4.9 million), New Financial Accounting System ($2.3 million), Permits System Upgrade ($0.7 million), RESD Construction Management System ($0.2 million), December 2nd Memorial ($0.1 million), Earned Leave ($10.0 million), GIS Enterprise License Agreement ($0.8 million), Land Use Services General Plan/Development Code Amendments ($0.3 million), Litigation Expenses ($0.4 million), MOU – California University of Science and Medicine ($1.0 million), Retirement ($2.7 million), and Strategic Initiatives Reserve ($0.1 million). This represents a $75.5 million decrease from the 2017-18 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 2018-19 Adopted Budget. 2016-17 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.

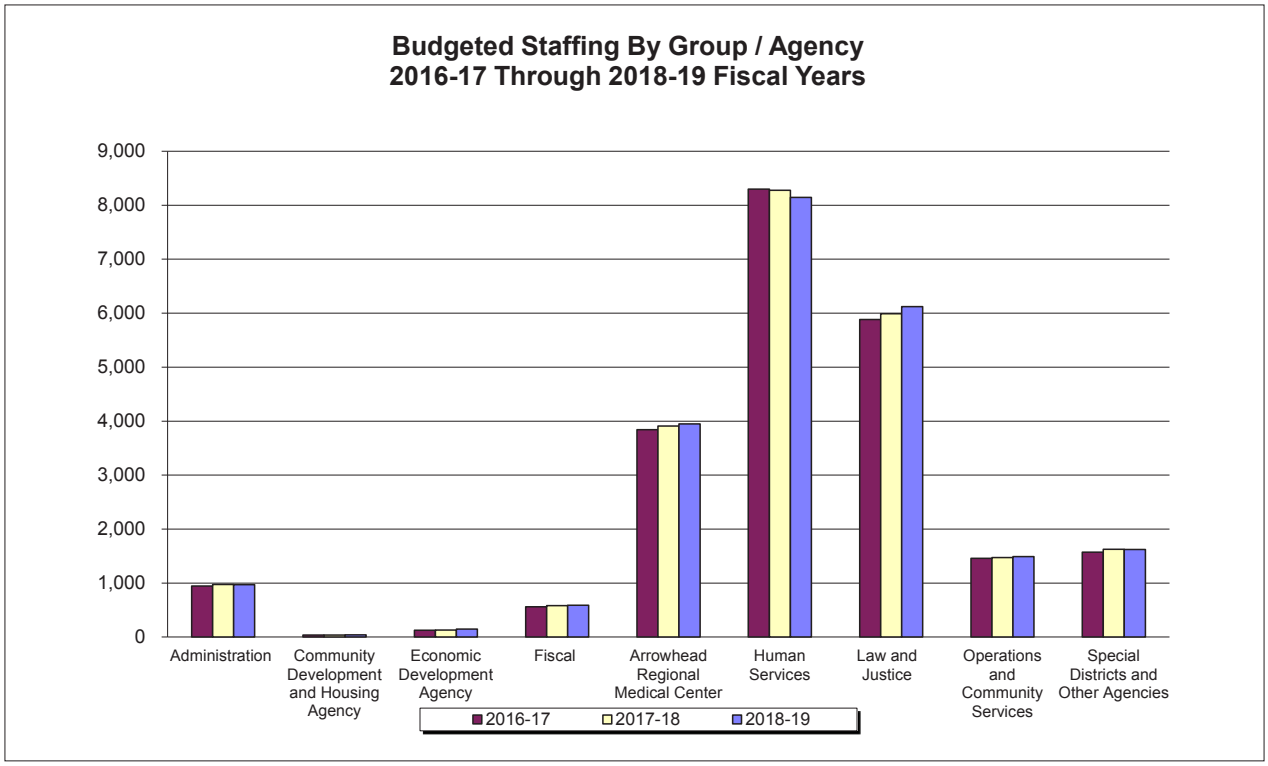


BUDGETED STAFFING SUMMARY

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 2018-19.



The following bar graph illustrates the budgeted staffing for 2018-19 as well as the prior two fiscal years.



	2017-18 Final Budget Staffing	Change from Modified Budget: Caseload Driven/ Grant or Special Funded Programs	Change from Modified Budget: All Other Programs	Change from Modified Budget: Total Change	2018-19 Adopted Budget Staffing	Percentage Change
County - General Fund	14,468	(42)	127	85	14,553	0.6%
County - Other Funds	6,905	(5)	3	(2)	6,903	(0.0%)
Special Districts and Other Agencies	1,627	(3)	-	(3)	1,624	(0.2%)
Total	23,000	(50)	130	80	23,080	0.3%

Budgeted Staffing for caseload driven/grant, or special funded programs, is decreasing by a net 50 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 125 budgeted positions. This includes the addition of 95 positions across its various departments (including 88 in Children and Family Services) but is offset by the deletion of 220 positions, the majority of which are from the Transitional Assistance Department (170). This change in staffing reflects a significant decrease in TAD CalWORKs administrative funding which requires a reduction of eligibility staff.

- The **Department of Behavioral Health** is increasing positions by 31 which includes the addition of 4 positions (9 additional regular positions and 5 deletions of regular positions) in the Behavioral Health budget unit to better align staffing with programmatic needs. The remaining increase of 27 positions reflects changes in the department's Substance Use Disorder and Recovery Services budget unit which is primarily due to the expansion of Substance Use Disorder treatment and recovery services related to the implementation of the Drug Medi-Cal Organized Delivery System (DMC-ODS) for consumers.

- The **Department of Child Support Services** continues to deal with limited increases in state and federal sources, and as a result is recommending a net decrease of 16 positions (1 addition and 17 deletions) to stay within projected allocations for the 2018-19 fiscal year.

- The **Department of Public Health** is recommending the net addition of 21 positions resulting from the addition of 39 new positions offset by the deletion of 18. These changes are needed to address changes in grant funding, operational needs, quality improvement, and to increase efficiency in operations.

- The **California Children's Service's** budget unit (under the Department of Public Health) is requesting the addition of 13 positions to meet state staffing requirements for the provision of case management, diagnosis, and treatment services to individuals who qualify under the program.

- The **Sheriff's Department** is increasing budgeted staffing by 21 positions in the **Detentions** budget unit and includes the following: the addition of 15 Deputy Sheriff positions to meet requirements of additional recreation time for inmates (5) and to address the need for increased security in inmate housing units (10), 5 Correctional Nurse IIs for increased Health Services at the High Desert Detention Center, and 1 Staff Analyst II to improve program funding and tracking for the inmate services division.

- **District Attorney** is increasing budgeted staffing by a net of 25 positions. This includes the addition of 26 positions as follows: 4 positions to provide victim advocate services, 2 District Attorney Senior Investigators to provide protection and security of DA staff members, 3 Office Assistant IIIs to support Proposition 63 compliance, 1 District Attorney IV to prosecute complex white-collar fraud cases, 6 positions for the expansion of the Let's End Truancy Program, and 10 limited term Law Clerk IIs to start a new training and development initiative. This increase is offset by the deletion of 1 limited term position which is no longer needed.

- The remainder of caseload driven/grant, or special funded staffing changes within the General Fund reflect a net decrease of 12 positions including the deletion of 11 limited-term positions within the **Public Defender** and a decrease of 1 position within the **Probation – Administration, Corrections and Detention** budget unit.

County - Other Funds

- **Arrowhead Regional Medical Center** is increasing budgeted staffing by a net of 39 positions to support continued growth at the primary care clinics, expansion of Operative Services due to high census, increased security to ensure patient and employee safety and additional Environmental Services staff to help reduce turnover of positions critical for preventing the spread of infections.

- The **Preschool Services Department** is decreasing budgeted staffing by 55 positions which includes the deletion of 56 limited-term positions resulting from the 2017-18 transition from 9-month to 12-month operations at various locations, which results in the need for fewer positions.

- The **Workforce Development Department** is increasing budgeted staffing by 15 positions which includes an increase of 11 regular and 4 limited term positions. The additional staff will manage contracts and in-house program activities (3), support the adult and youth program expansions (6), improve administrative and financial support (2), and provide mental health students with development training and provide them with the required clinical supervision during their clinical rotation (4).

- The remainder of caseload driven/grant, or special funded staffing changes within Other County Funds reflects a net decrease of 4 positions including minor reductions in the **Department of Public Works Solid Waste** (1), **Assessor Consolidated Special Revenue Funds** (7), and **Printing Services** (4). These decreases are offset by the addition of positions in **Public Works – Transportation** (3),

Community Development and Housing (1), **Information Services Computer Operations** (2), and **Information Services Telecommunications** (2).

Special Districts and Other Agencies

- Special Districts and Other Agencies are decreasing budgeted staffing by a net 3 positions which reflects minor changes in Fire (increase of 4 positions), Special Districts (increase of 3 positions) and Flood Control District (increase of 1 position). These increases are offset by decreases in Other Agencies of 11 positions due to changes within the Housing Authority of The County of San Bernardino (5) which is deleting positions as a result of a restructuring within programs/departments including the Housing Choice Voucher program, which is the Authority's largest program. The remainder of the changes within Other Agencies is due to a decrease of 6 positions within the In-Home Supportive Services Public Authority due to a reduction in federal financial support for this agency.

Budgeted staffing for all other programs in both the general fund and other funds is increasing by a net 130 budgeted positions. Significant changes from the previous year's final budgeted staffing in all other programs include the following:

- **Administration** – Except for the 8 positions discussed in the caseload section above, budgeted staffing within the Administration Group is decreasing by a total of 2 positions. Significant changes within the group include increases in the Purchasing department (2) and Business Solutions Development (3). These are offset by deletions in the Board of Supervisors (1), Automated Systems Development (4), and Information Services (2). The Purchasing department is increasing 2 positions to handle contract workload. The Business Solutions Development budget unit is increasing 3 positions that reflects a reorganization of operations in the overall Information Services Department. The Board of Supervisors is decreasing 1 position to recognize the elimination of limited term contract positions which have been vacated since the 2017-18 First Quarter Budget Report. The Automated Systems Development budget unit is decreasing 4 positions to reflect the transfer of positions to the Auditor-Controller/Treasurer/Tax Collector budget unit. The Information Services GIS & Multimedia budget unit is decreasing 2 positions due to a department reorganization.

- **Community Development and Housing – Office of Homeless Services** – The Agency is adding one limited-term position to assist with data entry in the Homeless Management Information System.

- **Fiscal** – Excluding the previously mentioned decreases, the Fiscal Group is increasing budgeted staffing by a total of 14 positions due to additions within the Auditor-Controller/Treasurer/Tax Collector (3) and the Assessor/Recorder/County Clerk (11). The Auditor-Controller/Treasure/Tax Collector is increasing budgeted staffing by a net of 3 positions which reflects the addition of 10 positions (6 new and 4 transferred from the Automated Systems Development budget unit) to address workload changes, and are offset by a decrease of 7 positions which reflects the deletion of 7 vacant positions which are no longer necessary (5 limited term and 2 regular). The Assessor's general fund budget unit is increasing by a total of 11 regular positions. This includes the transfer of 7 positions from the departments Special Revenue budget unit into the General Fund budget unit. The remaining 4 positions are added to address workload changes, including new duties added to the Recorder's office as a result of the passage of Senate Bill 2.

- **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 increasing by 101 positions all within the Sheriff's Operations budget unit. This increase includes the addition of 90 Deputy trainee positions to accommodate the departments needs for increased capacity in the training academy, 9 Sheriff's Communications Dispatcher Is to improve efficiency in the dispatch center, 1 Sergeant at the Morongo station and 1 Personnel Technician in the Bureau of Administration.

- **Operations and Community Services** – Excluding the previously discussed changes to Public Works (Transportation and Solid Waste divisions), the Operations and Community Services Group is increasing staffing by a net of 16 positions. Departments that are increasing budgeted staffing are: Agriculture/Weights and Measures (2), the Community Services Group (1), Land Use Services – Code Enforcement (3), Regional Parks (10) and Real Estate Services (3, all divisions). These increases are offset by minor decreases in the County Museum (3). Overall the largest change within this group is in Real Estate Services which is reorganizing the department and establishing a new budget unit, Real Estate Services – Administration and Finance that will oversee the administrative and financing operations of all Real Estate divisions. The Administration and Finance division includes an increase of 19 positions that is largely offset by decreases in other budget units which have transferred positions to the newly established unit.

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

BUDGETED STAFFING SUMMARY

Department	2016-17 Final Budget	2017-18 Final Budget	2018-19 Adopted Budget	Change Between 2017-18 & 2018-19
ADMINISTRATION				
GENERAL FUND				
BOARD OF SUPERVISORS	60	57	56	(1)
CLERK OF THE BOARD	13	13	13	-
COUNTY ADMINISTRATIVE OFFICE	27	31	31	-
COUNTY ADMINISTRATIVE OFFICE - AUTOMATED SYSTEMS DEVELOPMENT	14	14	10	(4)
COUNTY COUNSEL	104	102	102	-
FINANCE AND ADMINISTRATION	20	20	20	-
HUMAN RESOURCES	92	94	94	-
HUMAN RESOURCES - CENTER FOR EMPLOYEE HEALTH AND WELLNESS	12	12	12	-
INFORMATION SERVICES	18	18	16	(2)
PURCHASING	26	28	30	2
SUBTOTAL GENERAL FUND	386	389	384	(5)
OTHER FUNDS				
FLEET MANAGEMENT	95	97	97	-
HUMAN RESOURCES - COMMUTER SERVICES	4	3	3	-
HUMAN RESOURCES - EMPLOYEE BENEFITS AND SERVICES	29	30	30	-
INFORMATION SERVICES - BUSINESS SOLUTIONS DEVELOPMENT	89	89	92	3
INFORMATION SERVICES - COMPUTER OPERATIONS	138	150	152	2
INFORMATION SERVICES - TELECOMMUNICATIONS SERVICES	101	105	107	2
PURCHASING - PRINTING SERVICES	18	19	15	(4)
PURCHASING - SURPLUS PROPERTY AND STORAGE OPERATIONS	4	4	4	-
PURCHASING - MAIL/COURIER SERVICES	21	21	21	-
RISK MANAGEMENT - OPERATIONS	62	67	67	-
SUBTOTAL OTHER FUNDS	561	585	588	3
TOTAL ADMINISTRATION	**947**	**974**	**972**	**(2)**
ARROWHEAD REGIONAL MEDICAL CENTER				
OTHER FUNDS				
ARROWHEAD REGIONAL MEDICAL CENTER	3,840	3,910	3,949	39
TOTAL ARROWHEAD REGIONAL MEDICAL CENTER	**3,840**	**3,910**	**3,949**	**39**
ECONOMIC DEVELOPMENT AGENCY				
GENERAL FUND				
ECONOMIC DEVELOPMENT	8	12	12	-
SUBTOTAL GENERAL FUND	8	12	12	-
OTHER FUNDS				
WORKFORCE DEVELOPMENT	117	119	134	15
SUBTOTAL OTHER FUNDS	117	119	134	15
TOTAL ECONOMIC DEVELOPMENT AGENCY	**125**	**131**	**146**	**15**

BUDGETED STAFFING SUMMARY

Department	2016-17 Final Budget	2017-18 Final Budget	2018-19 Adopted Budget	Change Between 2017-18 & 2018-19
COMMUNITY DEVELOPMENT AND HOUSING AGENCY				
GENERAL FUND				
COMMUNITY DEVELOPMENT AND HOUSING - OFFICE OF HOMELESS SERVICES	9	9	10	1
SUBTOTAL GENERAL FUND	9	9	10	1
OTHER FUNDS				
COMMUNITY DEVELOPMENT AND HOUSING	28	28	29	1
SUBTOTAL OTHER FUNDS	28	28	29	1
TOTAL COMMUNITY DEVELOPMENT AND HOUSING AGENCY	**37**	**37**	**39**	**2**
FISCAL				
GENERAL FUND				
ASSESSOR/RECORDER/COUNTY CLERK	235	240	251	11
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR	317	333	336	3
SUBTOTAL GENERAL FUND	552	573	587	14
OTHER FUNDS				
ASSESSOR/RECORDER/COUNTY CLERK - SPECIAL REVENUE FUNDS	10	10	3	(7)
SUBTOTAL OTHER FUNDS	10	10	3	(7)
TOTAL FISCAL	**562**	**583**	**590**	**7**
HUMAN SERVICES				
GENERAL FUND				
AGING AND ADULT SERVICES - AGING PROGRAMS	41	41	41	-
AGING AND ADULT SERVICES - PUBLIC GUARDIAN - CONSERVATOR	24	27	27	-
CHILD SUPPORT SERVICES	425	415	399	(16)
HEALTH ADMINISTRATION	1	-	-	-
BEHAVIORAL HEALTH	584	585	589	4
BEHAVIORAL HEALTH - SUBSTANCE USE DISORDER AND RECOVERY SERVICE	85	88	115	27
PUBLIC HEALTH	751	757	778	21
PUBLIC HEALTH - CALIFORNIA CHILDREN'S SERVICES	179	180	193	13
HUMAN SERVICES - ADMINISTRATIVE CLAIM	4,859	4,660	4,535	(125)
VETERANS AFFAIRS	23	25	25	-
SUBTOTAL GENERAL FUND	6,972	6,778	6,702	(76)
OTHER FUNDS				
HUMAN SERVICES - WRAPAROUND REINVESTMENT FUND	-	-	-	-
BEHAVIORAL HEALTH - MENTAL HEALTH SERVICE ACT	618	655	655	-
PRESCHOOL SERVICES	707	843	788	(55)
SUBTOTAL OTHER FUNDS	1,325	1,498	1,443	(55)
TOTAL HUMAN SERVICES	**8,297**	**8,276**	**8,145**	**(131)**

BUDGETED STAFFING SUMMARY

Department	2016-17 Final Budget	2017-18 Final Budget	2018-19 Adopted Budget	Change Between 2017-18 & 2018-19
LAW AND JUSTICE				
GENERAL FUND				
DISTRICT ATTORNEY - CRIMINAL PROSECUTION	531	542	567	25
LAW AND JUSTICE GROUP ADMINISTRATION	1	2	2	-
PROBATION - ADMINISTRATION, CORRECTIONS & DETENTION	1,269	1,294	1,293	(1)
PROBATION - JUVENILE JUSTICE GRANT PROGRAM	46	49	49	-
PUBLIC DEFENDER	267	283	272	(11)
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	1,745	1,772	1,873	101
SHERIFF - DETENTIONS	1,434	1,451	1,472	21
SHERIFF - LAW ENFORCEMENT CONTRACTS	589	595	595	-
SUBTOTAL GENERAL FUND	5,882	5,988	6,123	135
TOTAL LAW AND JUSTICE	**5,882**	**5,988**	**6,123**	**135**
OPERATIONS AND COMMUNITY SERVICES				
GENERAL FUND				
AGRICULTURE/WEIGHTS AND MEASURES	65	65	67	2
AIRPORTS	21	22	22	-
COMMUNITY SERVICES GROUP	1	3	4	1
COUNTY MUSEUM	22	21	18	(3)
LAND USE SERVICES - ADMINISTRATION	38	41	41	-
LAND USE SERVICES - LAND DEVELOPMENT	8	8	8	-
LAND USE SERVICES - PLANNING	29	30	30	-
LAND USE SERVICES - BUILDING AND SAFETY	23	23	23	-
LAND USE SERVICES - CODE ENFORCEMENT	35	37	40	3
LAND USE SERVICES - FIRE HAZARD ABATEMENT	17	17	17	-
PUBLIC WORKS - SURVEYOR	24	22	22	-
RES - ADMINISTRATION AND FINANCE	-	-	19	19
RES - FACILITIES MANAGEMENT DIVISION	113	118	117	(1)
RES - LEASING AND ACQUISITIONS	26	28	18	(10)
RES - PROJECT MANAGEMENT DIVISION	25	29	24	(5)
RES - UTILITIES	2	2	2	-
REGIONAL PARKS	196	195	205	10
REGISTRAR OF VOTERS	73	58	58	-
SUBTOTAL GENERAL FUND	718	719	735	16
OTHER FUNDS				
COUNTY LIBRARY	298	317	317	-
COUNTY MUSEUM - MUSEUM STORE	3	4	4	-
PUBLIC WORKS - TRANSPORTATION - ROAD OPERATIONS	347	343	346	3
PUBLIC WORKS - SOLID WASTE MANAGEMENT - OPERATIONS	87	91	90	(1)
REGIONAL PARKS - ENTERPRISE FUNDS	4	-	-	-
REGIONAL PARKS - SPECIAL REVENUE FUNDS	-	-	-	-
SUBTOTAL OTHER FUNDS	739	755	757	2
TOTAL OPERATIONS AND COMMUNITY SERVICES	**1,457**	**1,474**	**1,492**	**18**

BUDGETED STAFFING SUMMARY

Department	2016-17 Final Budget	2017-18 Final Budget	2018-19 Adopted Budget	Change Between 2017-18 & 2018-19
TOTAL COUNTY DEPARTMENTS - GENERAL FUND	**14,527**	**14,468**	**14,553**	**85**
TOTAL COUNTY DEPARTMENTS - OTHER FUNDS	**6,620**	**6,905**	**6,903**	**(2)**
COUNTY DEPARTMENTS GRAND TOTAL	**21,147**	**21,373**	**21,456**	**83**
SPECIAL DISTRICTS AND OTHER AGENCIES				
OTHER FUNDS				
SPECIAL DISTRICTS DEPARTMENT	184	181	184	3
FIRE PROTECTION DISTRICT	1,024	1,067	1,071	4
FLOOD CONTROL DISTRICT	174	174	175	1
OTHER AGENCIES	190	205	194	(11)
SUBTOTAL OTHER FUNDS	1,572	1,627	1,624	(3)
TOTAL SPECIAL DISTRICTS AND OTHER AGENCIES	**1,572**	**1,627**	**1,624**	**(3)**
TOTAL ALL COUNTY ENTITIES	**22,719**	**23,000**	**23,080**	**80**

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 2018-19.

Projects Administered by Real Estate Services Department – Project Management Division

CAPITAL PROJECTS FUNDS SUMMARY

Capital Project Funds	Fund CJP	Fund CJV	Sub-Total	ARMC Capital Fund CJE	Total
Requirements					
Services and Supplies	-		-		-
Land	1,743,528		1,743,528		1,743,528
Improvements to Land	31,741,665		31,741,665	31,344,714	63,086,379
Structures and Improvements	344,111,700	899,329	345,011,029	31,751,093	376,762,122
Fixed Assets Transfers Out	166,763		166,763		166,763
Total Requirements	377,763,656	899,329	378,662,985	63,095,807	441,758,792

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

In August 2017, County departments were requested to provide a five-year projection of their capital requirements. The 2018-2023 5-Year Capital Improvement Program Plan was completed in March 2018. 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 (PMD) manages major county projects which include construction and rehabilitation of facilities, and repair projects. The 2018-19 budgets for these projects are summarized in the schedule above. The schedule above does not include Operating Transfers Out or Reimbursements as part of total Requirements. Instead, the schedule represents total budgeted project costs.

PMD projects include $378.7 million in projects managed through Capital Funds and $63.1 million in projects managed through Arrowhead Regional Medical Center Enterprise Funds, for a total project budget of $441.8 million.

The 2018-19 budget includes $95.1 million in new project funding. This includes $51.0 million in projects funded with Discretionary General Funding. Discretionary General Funding allocations include the 800MHz Upgrade Project ($8.3 million), the Chino Airport Groundwater Remedial Project ($10.0 million), ARMC Parking Structure ($19.0 million), District Attorney Rancho Courthouse ADA Restroom ($0.7 million), and the Devore Animal Shelter Repair and Maintenance ($1.0 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 2018-19.

Projects approved in prior years, but not yet completed have carryover balances of $346.6 million. The major multi-year projects with carryover balances are the 800 MHz Upgrade Project, the County Buildings Acquisition and Retrofit Project, 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 document.

Projects Administered by Other County Departments

Transportation and Solid Waste projects are administered by the Department of Public Works. Requirements for these projects are accounted for in special revenue and enterprise funds and budgeted in the respective department(s) budgets. Budgets for both the Transportation and Solid Waste departments are found in the Operations and Community Services section of this budget book. Total projects budgeted in 2018-19 (both new and carryover) for Transportation is $67.4 million, and for Solid Waste is $57.4 million. Transportation project types include major rehabilitation and overlay, and major infrastructure improvements. Solid Waste Management project types include landfill expansion, liner construction, and entrance road and scale house construction.

Also reflected in the Capital Improvement Program are $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 document, specifically Exhibits B, C, and D.

Projects Administered by Flood Control and Special Districts Department

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

Flood Control, found in the Operations and Community Services section of this budget document, has twenty-five major improvement projects budgeted in 2018-19. Requirements for these projects (both new and carryover) total $68.5 million and include right-of-way acquisition expenses, consultants for design or geotechnical services, labor, and construction costs.

Special Districts Department capital projects are found in the Special Districts Department section of this budget document, in the Capital Improvement Program pages. In 2018-19, Requirements for these projects (both new and carryover) total $42.2 million. Requirements include $9.9 million for the Lake Gregory Dam Rehabilitation project, $4.1 million for Big Bear Alpine Zoo Relocation Project, $6.7 million for the Snowdrop Road Project, $2.4 million for the CSA 70 Cedar Glen Water System Improvement project, and $5.2 million for water projects for CSA 70 W-4 Pioneertown.

DISCRETIONARY GENERAL FUNDING AND RESTRICTED FUNDS

County General Fund operations of $3.3 billion are funded with four major types of sources: countywide discretionary revenue, use of reserves; and fund balance ($922.1 million); Proposition 172 revenue ($192.0 million); 1991 and 2011 Realignment revenues ($748.1 million); and departmental revenue ($1.4 billion).

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

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

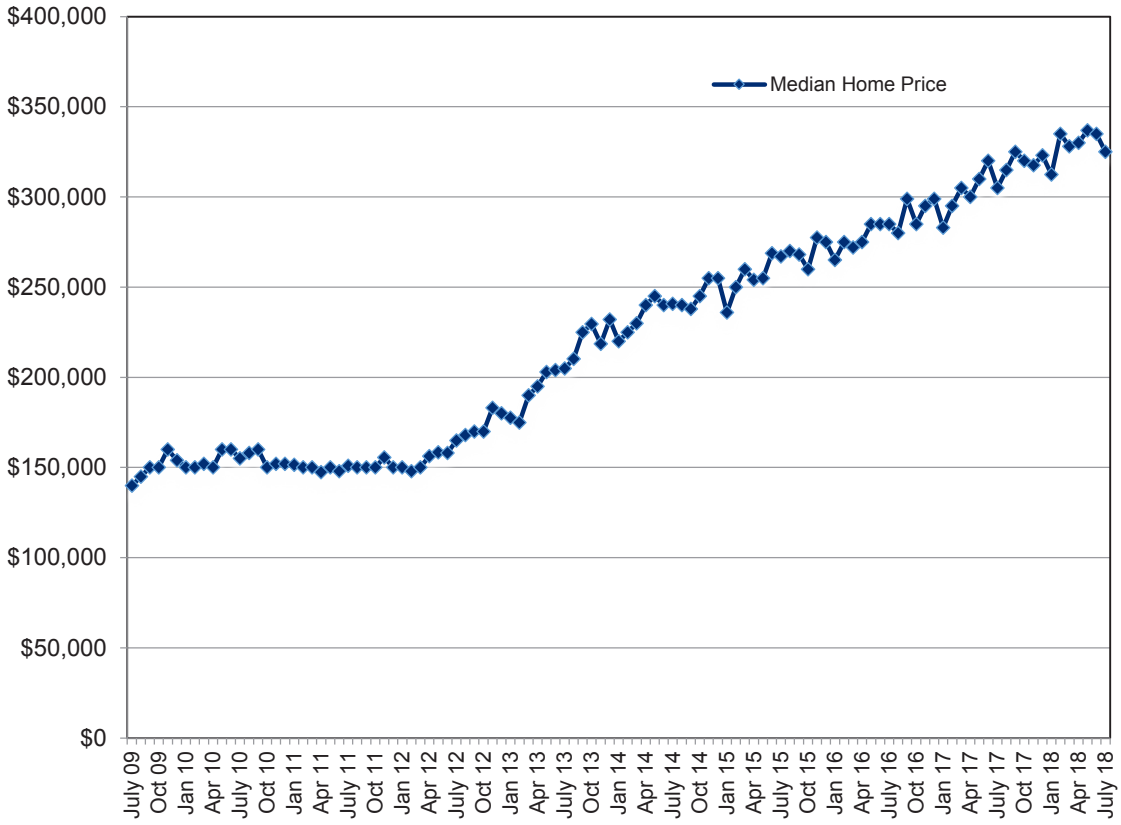
Any countywide discretionary revenue not distributed to departments through their Net County Cost allocation, if not transferred to other funds for specific projects/programs, is contributed to contingencies or reserves. Every year the County of San Bernardino has set aside a prudent dollar amount in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

The following sections provide details of:

- Economic indicators that are factored into the County's fiscal plan.
- 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.

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 $325,000 as of July 2018. 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.

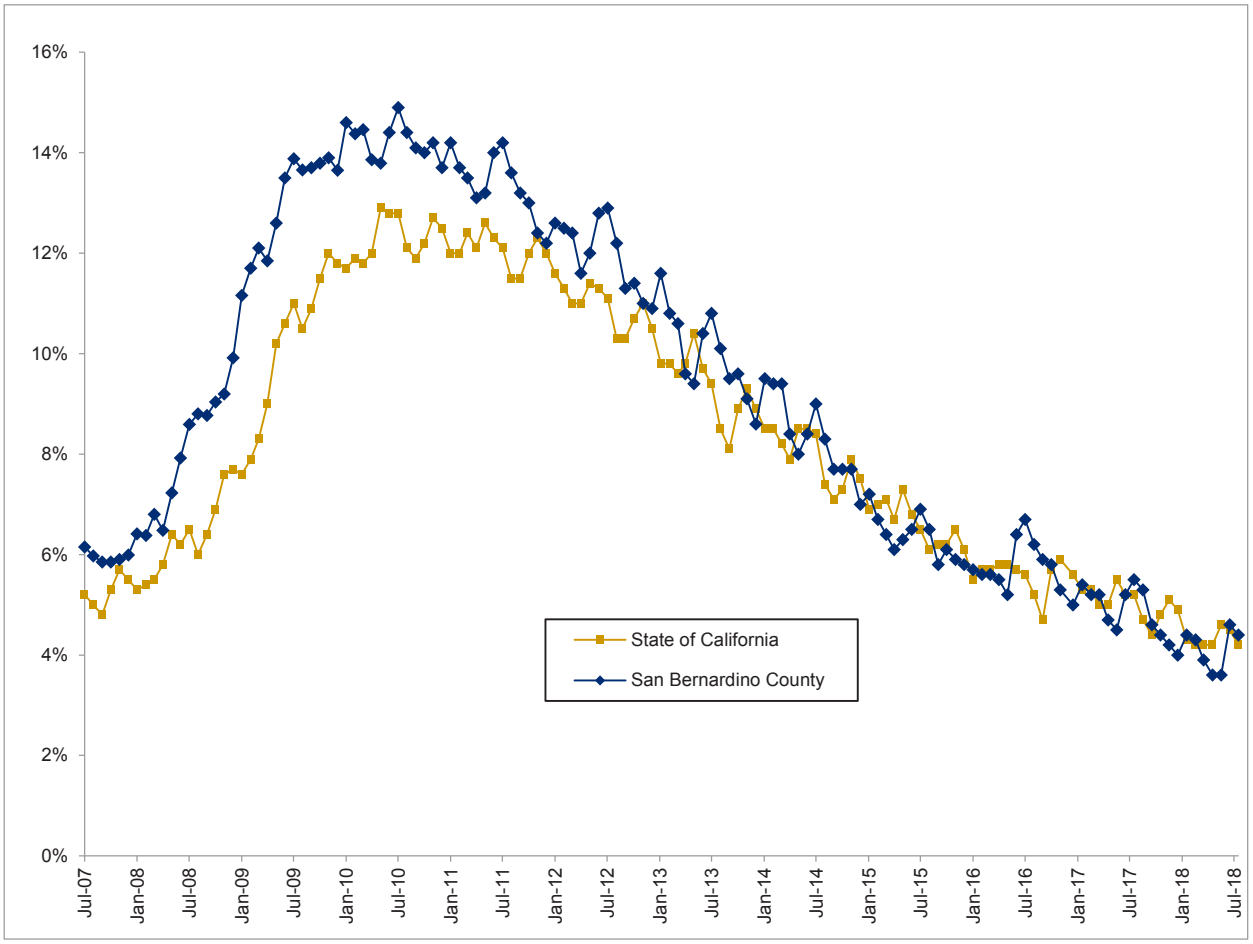
COUNTY OF SAN BERNARDINO
MEDIAN HOME PRICE BY MONTH
JULY 2009 THROUGH JULY 2018



Source: CoreLogic

Unemployment continues to decline, returning to pre-recession levels at 4.4% as of July 2018, which compares to unemployment rates for the State and the United States of America, which were 4.4% and 3.9%, 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 2017, 49,433 jobs were added, and total job gains since 2011 are 300,325, which is 213.52% of the 140,650 jobs lost during the recession. Job growth for 2018 is forecasted at 45,600 jobs, 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 2007 THROUGH JULY 2018



Source: State of California Employment Development Department

GENERAL FUND – FIVE YEAR FORECAST 2018-19 THROUGH 2022-23

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

There is an increase in projected Human Service Program costs totaling $60.8 million through the five-year financial forecast. To the extent available, these programs are paid for with Realignment revenues, which are primarily funded with sales tax. Realignment revenue is not growing at a fast enough rate to cover projected cost increases, which are driven from greater demand in the foster care system and a change in the In-Home Supportive Services (IHSS) Maintenance of Effort (MOE).

Additionally, retirement costs are increasing in 2018-19 by $9.0 million as a result of the Retirement Board's actuarial changes that reduced the assumed rate of return from 7.5% to 7.25% and increased life expectancy assumptions. The forecast also includes an estimated retirement cost increase in 2021-22 related to the potential for another decrease in the assumed rate of return to 7.0% at that time. It is anticipated that the County will reach its peak in retirement costs in 2021-22 due to the final payment on its 1995 Pension Obligation Bonds.

Finally, in April 2017 Senate Bill 1 (SB 1) was passed, which enhanced funding for road projects. It is anticipated that an initiative to repeal the SB 1 program will be placed on the November ballot that, if approved, would negatively impact the Discretionary General Fund by $11.5 million.

TABLE 1
FIVE-YEAR FINANCIAL FORECAST
DISCRETIONARY GENERAL FUNDING
FISCAL YEARS 2018-19 THROUGH 2022-23
(dollars in millions)

	2018-19	Total Change 2018-19 through 2022-23
2017-18 Ongoing Carryover	**$69.3**	**69.3**
Property Tax	$26.6	$102.8
Proposition 172 Sales Tax	4.7	24.6
Other Revenue	6.6	10.0
Total Ongoing Revenue Change	**$37.9**	**$137.4**
Ongoing Cost to Maintain Services:		
Retirement	(9.0)	4.5
MOU Costs	(17.5)	(24.1)
County Fire MOU Costs	(0.2)	(3.6)
Human Services Programs	(7.0)	(60.8)
Insurance and Central Services Increases	(14.8)	(16.7)
Utilities	(0.4)	(4.0)
Other (Costs)/Savings	6.4	18.4
Total Ongoing Costs to Maintain Services	**(42.5)**	**(86.3)**
Recommended Changes to Ongoing Costs	(10.2)	(16.9)
Total Change in Costs	**(52.7)**	**(103.2)**
Yearly Operating Available	**$54.5**	**$103.5**
Future Estimated Ongoing Costs		
High Desert Detention Center Staffing (Phases 2 and 3)	0.0	(27.6)
Projected Memoranda Of Understanding (MOU) Costs	0.0	(83.7)
Projected Indigent Defense Inflationary Costs	0.0	(0.5)
GHRC Possible cost if remodel Jail – SCAs	0.0	(1.0)
Rescind SB1	0.0	(11.5)
Projected Retirement Costs – 7.0% Earnings	0.0	(8.0)
Subtotal Future Estimated Ongoing Costs	**(0.0)**	**(132.3)**
Annual Ongoing (Deficit)/Surplus including Future Estimated Ongoing Costs	**$54.5**	**$(28.8)**

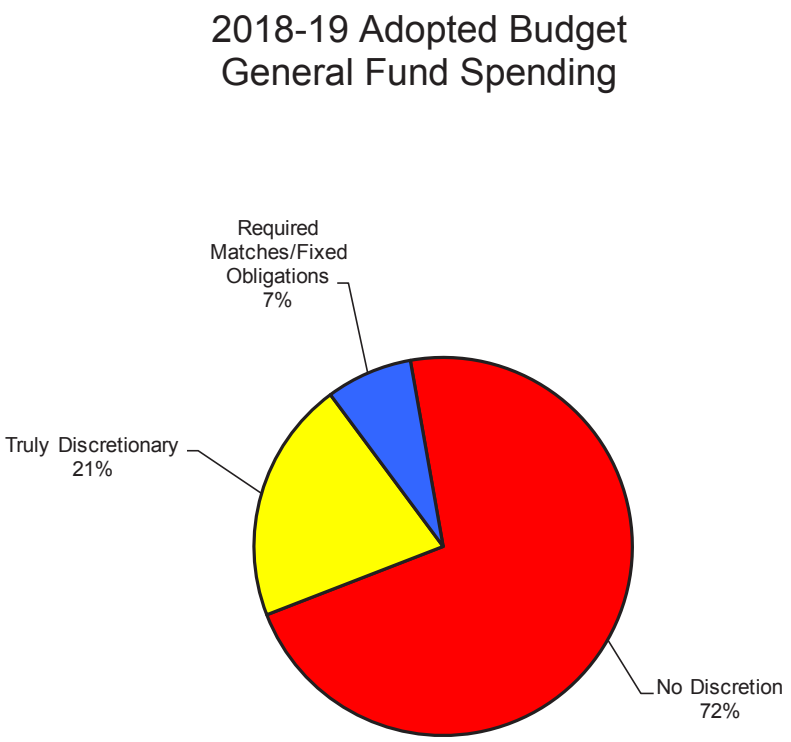
Note: The Five-Year Financial Forecast represents future incremental costs and changes in revenues for the referenced fiscal year.

Table 1 displays the County's 2018-19 financial forecast and summarizes the County's five-year financial forecast. The forecast reflects ongoing expenditures funded with ongoing discretionary revenue in the County's General Fund. The forecast shows that ongoing revenues are increasing due to projected increases in property tax and Proposition 172 sales tax revenue. Ongoing cost changes reflect the Ongoing Cost to Maintain Services at current levels and Recommended Changes to Ongoing Costs which reflects funding for identified departmental needs. After accounting for these changes, the Yearly Operating Available is positive, representing a $103.5 million surplus for the next five fiscal years.

This forecast illustrates the need to exercise fiscal caution over the upcoming period due to Future Estimated Ongoing Costs that the County does not yet have fully funded in the five-year forecast period. This includes staffing of the expanded High Desert Detention Center, projected Memoranda of Understanding (MOU) cost increases, increased Retirement costs related to the potential decrease in the earnings rate, Glen Helen Rehabilitation Center remodel costs, and the potential repeal of SB1. These costs result in a potential deficit through the five-year forecast of $28.8 million.

COUNTYWIDE DISCRETIONARY REVENUE

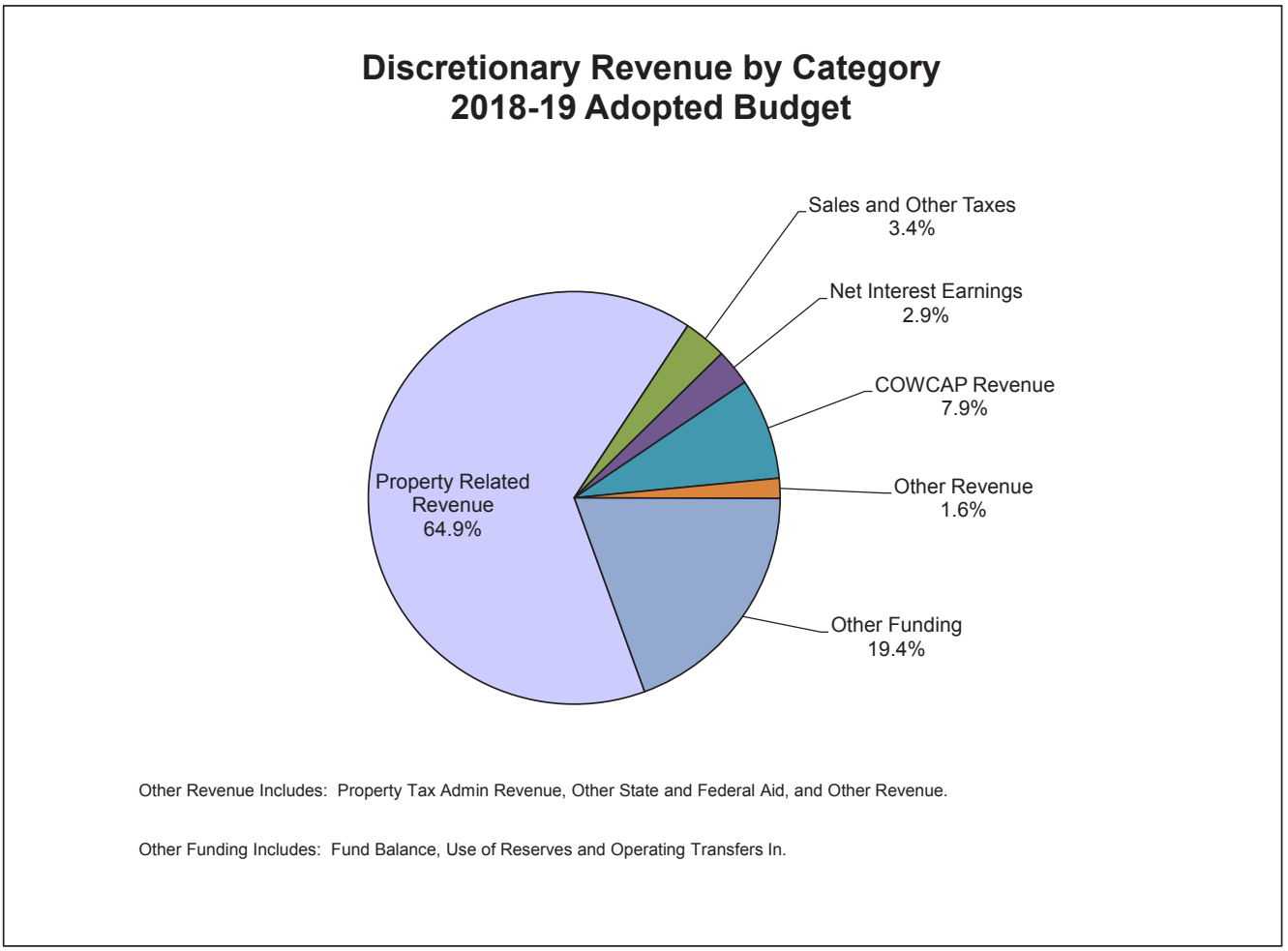
The entire General Fund budget including Operating Transfers In is $3.28 billion. However, only $0.68 billion (or 21.0%) is truly discretionary as seen in the pie chart below.



SPENDING WHERE THERE IS NO DISCRETION. INCLUDES:	**2,358,311,473**
Welfare costs reimbursed by state and federal monies ($1,113.5 million)	
Other program costs funded by program revenues such as user fees ($1,244.8 million)	
REQUIRED HEALTH AND WELFARE MATCHES AND OTHER FIXED OBLIGATIONS:	**242,210,727**
SPENDING WHERE THERE IS DISCRETION. INCLUDES:	**679,856,584**
Law and justice program costs funded by local revenues ($406.1 million)	
All other program costs funded by local revenues ($158.9 million)	
Reserve Contributions ($22.9 million)	
Contingencies Contributions ($91.9 million)	
TOTAL:	**$3,280,378,784**

Countywide discretionary revenue and other funding sources total $922,067,311. These sources are first obligated to pay for required health and welfare matches and other fixed obligations, which total $242,210,727. The remaining amount of $679,856,584 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 $922,067,311 for the 2018-19 Adopted Budget:



Percentage may not add to 100% due to rounding

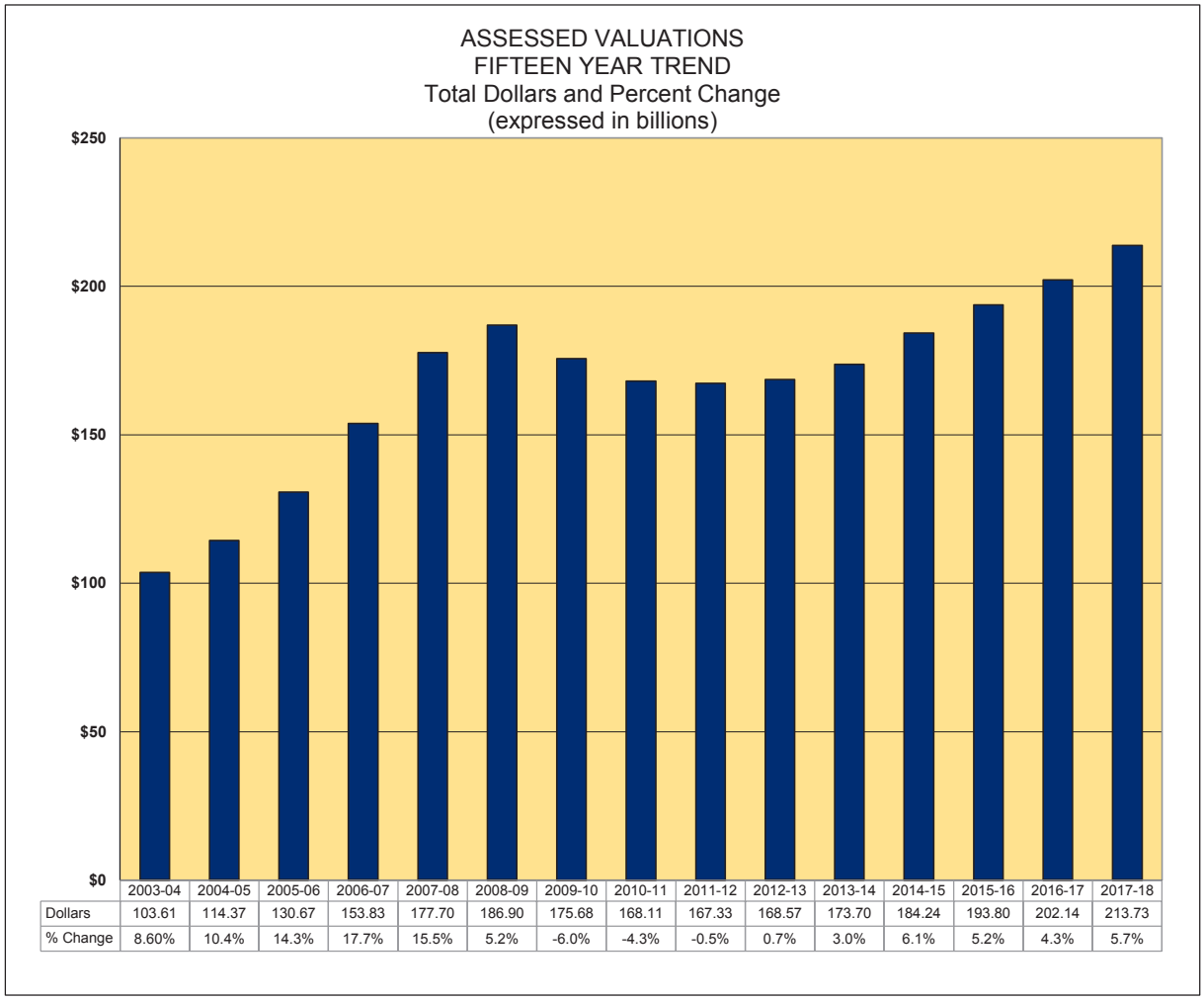
COUNTYWIDE DISCRETIONARY REVENUE WHICH PAYS FOR NET COUNTY COST

2018-19 Discretionary General Funding of $922,067,311 includes Countywide Discretionary Revenue of $743.3 million and Other Funding Sources of $178.8 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 2018-19 Adopted Budget includes a contribution of $11,403,798 to the General Purpose Reserve (1.5% of locally funded appropriation) and brings the funding level to $119,207,852, or 15.7% 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 $11,403,798 for 2018-19.

	2017-18 Adopted Budget	2017-18 Final Budget	2017-18 Actual	2018-19 Adopted Budget
Countywide Discretionary Revenue				
Property Related Revenue:				
Current Secured, Unsecured, Unitary	286,140,695	295,722,820	301,641,356	309,509,917
VLF/Property Tax Swap	251,454,961	256,309,802	256,309,802	269,125,292
Supplemental Property Tax	5,000,000	5,000,000	5,764,108	5,000,000
Property Transfer Tax	8,000,000	10,000,000	12,649,403	10,000,000
Penalty on Current Taxes	2,160,000	2,160,000	1,705,164	2,160,000
Prior Property Taxes, Penalties and Interest	2,200,000	2,200,000	4,247,295	2,200,000
Total Property Related Revenue	554,955,656	571,392,622	582,317,128	597,995,209
Sales and Other Taxes:				
Sales and Use Tax	23,476,125	20,048,553	23,777,794	20,750,252
Franchise Fees	6,645,000	6,645,000	7,106,507	6,645,000
Hotel/Motel Tax	2,400,000	3,125,831	3,125,005	3,125,831
Other Taxes	678,000	678,000	844,479	678,000
Total Sales and Other Taxes	33,199,125	30,497,384	34,853,785	31,199,083
Net Interest Earnings	24,050,000	26,322,081	39,992,023	26,322,081
COWCAP Revenue	67,771,115	67,771,115	67,813,279	73,218,224
Property Tax Admin Revenue	9,464,002	5,764,002	9,118,135	8,965,953
Recording Fee Revenue	-	-	40	-
State and Federal Aid	5,122,675	5,122,675	9,428,635	5,122,675
Other Revenue	430,000	6,230,000	4,419,069	430,000
Total Countywide Discretionary Revenue	**694,992,573**	**713,099,879**	**747,942,094**	**743,253,225**
Other Funding Sources				
Available Fund Balance, beginning	82,042,237	82,042,237	82,042,237	101,778,230
Use of Reserves	61,707,750	132,011,703	132,011,703	56,555,856
Operating Transfers In (One-Time)	3,480,000	3,480,000	6,320,285	3,480,000
Operating Transfers In (Ongoing)	17,000,000	17,000,000	17,000,000	17,000,000
Total Other Funding Sources	**164,229,987**	**234,533,940**	**237,374,225**	**178,814,086**
Total Countywide Discretionary Revenue and Other Funding Sources	**859,222,560**	**947,633,819**	**985,316,319**	**922,067,311**
Locally Funded Appropriation				
Total Countywide Discretionary Revenue	694,992,573	713,099,879	747,942,094	743,253,225
Operating Transfers In (Ongoing)	17,000,000	17,000,000	17,000,000	17,000,000
Locally Funded Appropriation	711,992,573	730,099,879	764,942,094	760,253,225

Countywide Discretionary Revenue

Property Related Revenue accounts for 64.9% 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.



	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	2017-18
Dollars	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	213.73
% Change	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%	5.7%

The 2018-19 Adopted Budget anticipates a 5% 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 previously 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 elimination of Redevelopment Agencies has provided 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 and residual property tax revenue amounts from the dissolved Redevelopment Agencies within the County (see 'Elimination of Redevelopment Agencies' above).

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

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

Current Secured, Unsecured, Unitary (includes pass-through payments, and additional property tax revenue received as a result of Redevelopment Agencies dissolution)

Secured Property Tax Revenue makes up approximately $277.8 million of the $309.5 million in the 2018-19 "Current Secured, Unsecured, Unitary" budgeted revenue number, up from $264.6 million in the 2017-18 Final Budget. This reflects a projected increase in assessed valuation of 5%.

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').

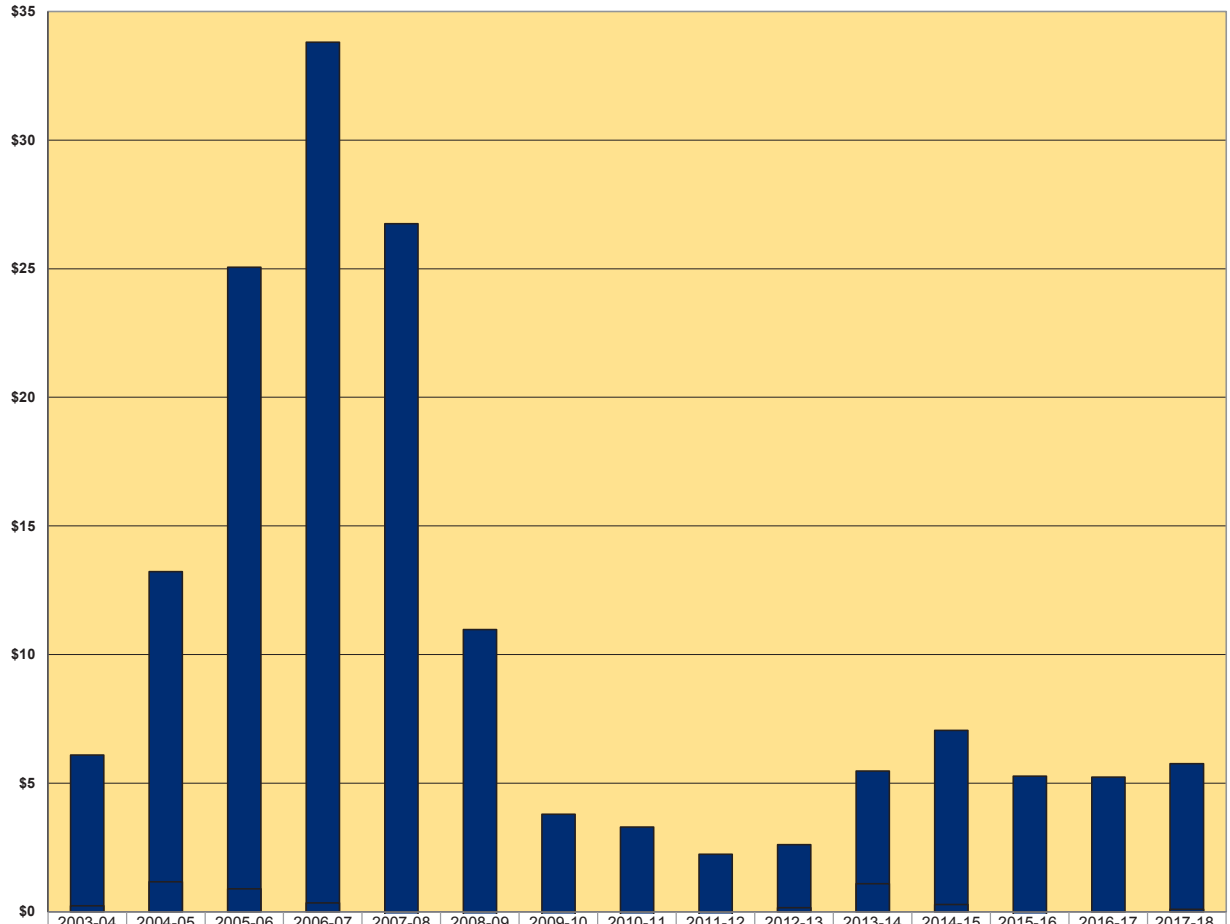
The VLF Backfill was eliminated in the 2004-05 State Budget. In that year, the VLF Backfill to cities and counties was permanently replaced with an equivalent increase in property tax revenues (VLF/Property Tax Swap revenues). This increase was funded by decreases in property tax revenues allocated to 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 2018-19 budgeted amount reflects the projected increase in assessed valuation of 5% as compared to the 2017-18 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 and Percent Change
(expressed in millions)



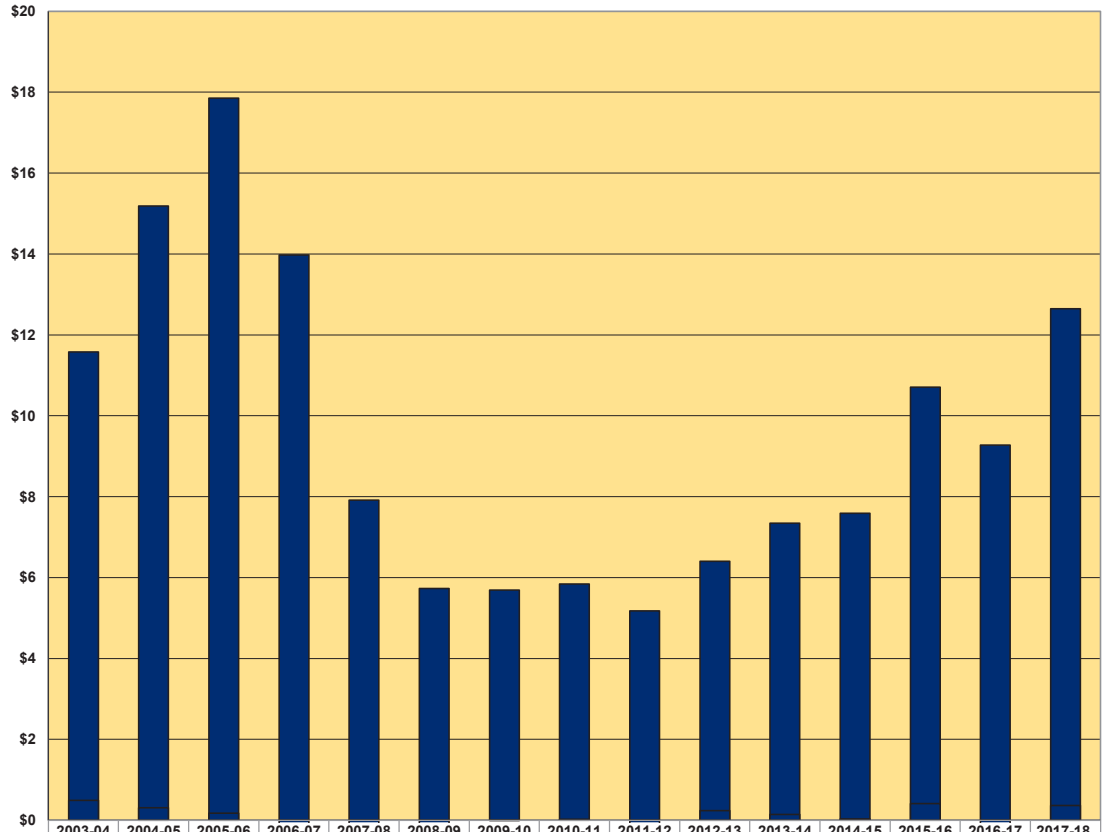
	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Dollars	6.10	13.22	25.05	33.80	26.75	10.97	3.80	3.30	2.23	2.61	5.47	7.05	5.28	5.24	5.76
% Change	23.6%	116.6%	89.5%	34.9%	-20.9%	-59.0%	-65.4%	-13.1%	-32.2%	16.7%	109.7%	28.9%	-25.2%	-0.6%	9.9%

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 2018-19.

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 $10.0 million in 2018-19, consistent with the 2017-18 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 and Percent Change
(expressed in millions)



	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	2017-18
Dollars	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	12.65
% Change	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%	36.4%

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.

2018-19 ongoing sales tax revenue in the unincorporated area is projected to total $26.0 million. However, the County has budgeted only $20.8 million for 2018-19. The sales tax revenue projection of $20.8 million excludes the ongoing amount that will be 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 unincorporated areas that are in 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 2018-19 are projected at $26.3 million and anticipated to remain level when compared to the 2017-18 Final Budget as there are no material changes projected to penalties and interest earned from the Teeter program. For more information see the discussion under the title '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 2018-19 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 will increase by $5.4 million when compared to the 2017-18 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 administration 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 2018-19 Adopted Budget anticipates this revenue will increase by $3.2 million as compared to the 2017-18 Final Budget. The increase is due to a one-time reduction in revenue in 2017-18 due to an audit that determined that the General Fund had been overpaid for the four year period covered by the audit. This resulted in an estimated revenue loss of $3.7 million, a portion of which is ongoing.

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 2017-18 Final Budget.

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.

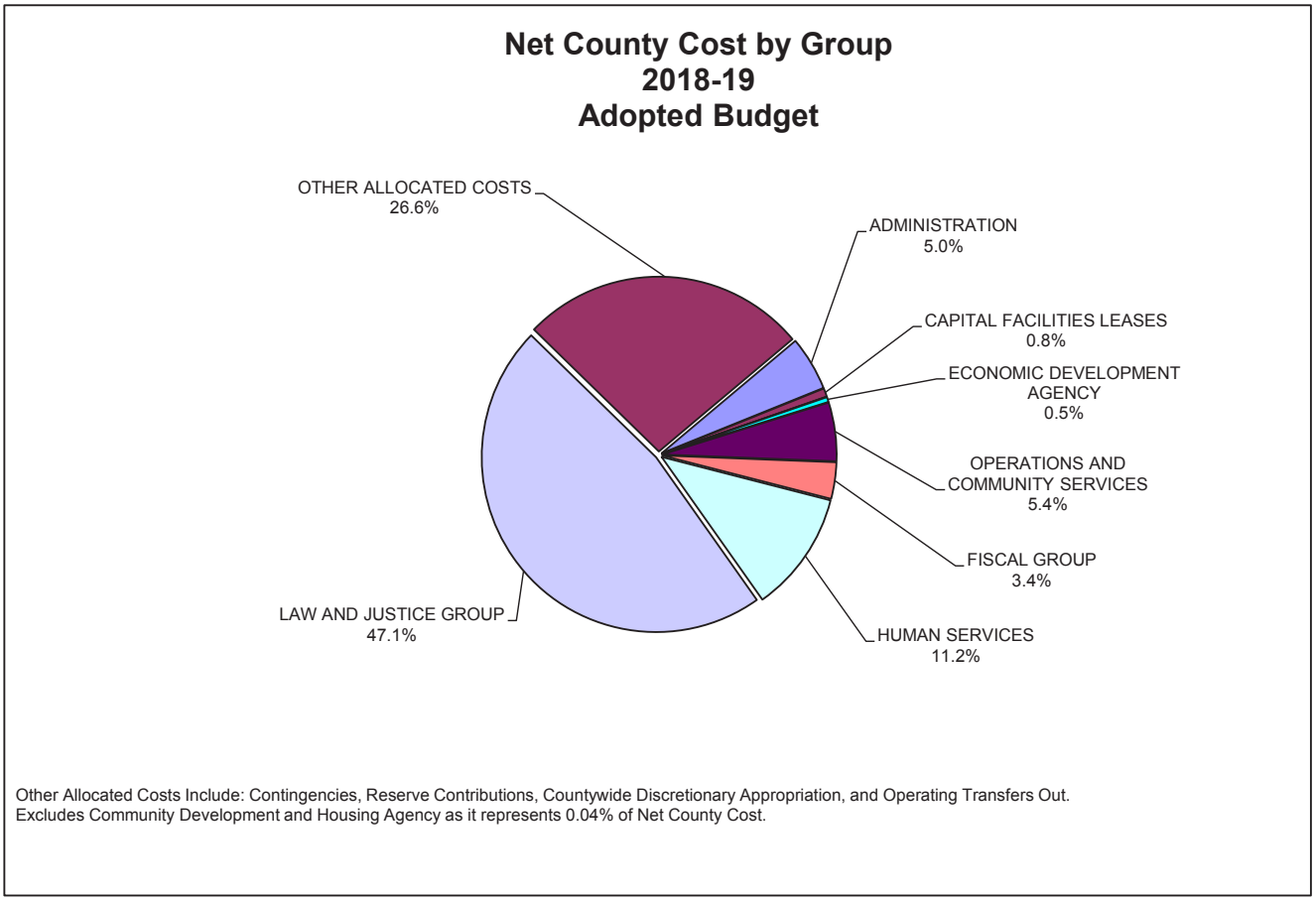
Other Funding Sources

Fund Balance
The 2017-18 year-end Fund Balance for the General Fund is $101.8 million. This reflects Fund Balance that is available for appropriation. Anticipated Fund Balance is a result of unspent General Fund contingencies, departmental cost savings and revenue in excess of budget.

Use of Reserves
The County has set aside specific purpose reserves and the 2018-19 Adopted Budget anticipates the allocation of specific purpose reserves for use on projects. The $56.6 million use of General Fund Reserves is primarily to fund capital projects, the implementation of computer systems, and other one-time needs in 2018-19.

Operating Transfers In
Operating Transfers In includes a $17.0 million ongoing allocation of tobacco settlement funds which primarily fund a portion of the annual debt service ($10.7 million) on the Arrowhead Regional Medical Center and 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 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 2017-18 Final Net County Cost and 2018-19 Adopted Net County Cost allocations 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	2017-18 Final Budget: Requirements	Sources	Net County Cost	2018-19 Adopted Budget: Requirements	Sources	Net County Cost
BOARD OF SUPERVISORS (ALL DISTRICTS)	7,846,973	-	**7,846,973**	8,139,002	-	**8,139,002**
CLERK OF THE BOARD	3,635,241	163,809	**3,471,432**	3,518,615	150,971	**3,367,644**
COUNTY ADMINISTRATIVE OFFICE	7,195,194	-	**7,195,194**	7,433,996	-	**7,433,996**
COUNTY ADMINISTRATIVE OFFICE - LITIGATION	392,127	-	**392,127**	591,373	-	**591,373**
COUNTY COUNSEL	10,693,624	7,201,838	**3,491,786**	11,561,178	7,711,750	**3,849,428**
FINANCE AND ADMINISTRATION	3,193,714	-	**3,193,714**	3,331,461	-	**3,331,461**
HUMAN RESOURCES	13,038,250	712,111	**12,326,139**	7,261,265	373,215	**6,888,050**
HUMAN RESOURCES - UNEMPLOYMENT INSURANCE	4,000,500	-	**4,000,500**	4,000,500	-	**4,000,500**
HUMAN RESOURCES - EMPLOYEE HEALTH AND WELLNESS	2,319,592	2,319,592	-	2,405,202	2,405,202	-
INFORMATION SERVICES - GIS AND MULTI-MEDIA SERVICES	3,325,338	214,732	**3,110,606**	3,412,683	214,732	**3,197,951**
PURCHASING	2,595,326	819,330	**1,775,996**	2,778,314	829,330	**1,948,984**
LOCAL AGENCY FORMATION COMMISSION	336,528	-	**336,528**	368,499	-	**368,499**
COUNTY SCHOOLS	3,059,628	-	**3,059,628**	3,152,080	-	**3,152,080**
ADMINISTRATION SUBTOTAL:	**61,632,035**	**11,431,412**	**50,200,623**	**57,954,168**	**11,685,200**	**46,268,968**
CAPITAL FACILITIES LEASES	7,258,116	-	**7,258,116**	7,240,810	-	**7,240,810**
CAPITAL FACILITIES LEASES SUBTOTAL:	**7,258,116**	**-**	**7,258,116**	**7,240,810**	**-**	**7,240,810**
OFFICE OF HOMELESS SERVICES	945,760	595,760	**350,000**	970,647	599,786	**370,861**
COMMUNITY AND DEVELOPMENT HOUSING AGENCY SUBTOTAL:	**945,760**	**595,760**	**350,000**	**970,647**	**599,786**	**370,861**
ECONOMIC DEVELOPMENT	4,211,528	300,000	**3,911,528**	4,422,567	200,000	**4,222,567**
ECONOMIC DEVELOPMENT AGENCY SUBTOTAL:	**4,211,528**	**300,000**	**3,911,528**	**4,422,567**	**200,000**	**4,222,567**
ASSESSOR/RECORDER/COUNTY CLERK	25,840,069	11,046,901	**14,793,168**	27,450,019	11,435,233	**16,014,786**
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR	42,764,083	27,919,132	**14,844,951**	43,411,630	28,276,333	**15,135,297**
FISCAL SUBTOTAL:	**68,604,152**	**38,966,033**	**29,638,119**	**70,861,649**	**39,711,566**	**31,150,083**
HEALTH ADMINISTRATION	180,367,772	165,367,772	**15,000,000**	180,292,684	165,292,684	**15,000,000**
BEHAVIORAL HEALTH/SUBSTANCE USE DISORDER AND RECOVERY SERVICES	233,234,068	231,241,857	**1,992,211**	249,741,679	247,749,468	**1,992,211**
PUBLIC HEALTH	86,588,460	81,051,390	**5,537,070**	86,413,553	80,713,032	**5,700,521**
PUBLIC HEALTH - CALIFORNIA CHILDREN'S SERVICES	22,760,505	18,292,112	**4,468,393**	25,155,183	19,914,391	**5,240,792**
PUBLIC HEALTH - INDIGENT AMBULANCE	472,501	-	**472,501**	472,501	-	**472,501**
AGING AND ADULT SERVICES	9,671,269	9,671,269	-	9,774,694	9,774,694	-
AGING AND ADULT SERVICES - PUBLIC GUARDIAN-CONSERVATOR	1,443,824	555,000	**888,824**	1,400,463	465,000	**935,463**
CHILD SUPPORT SERVICES	40,553,859	40,553,859	-	40,876,745	40,876,745	-
HUMAN SERVICES - ADMINISTRATIVE CLAIM	568,232,816	542,264,435	**25,968,381**	589,449,186	556,691,927	**32,757,259**
DOMESTIC VIOLENCE/CHILD ABUSE SERVICES	531,812	531,812	-	531,812	531,812	-
ENTITLEMENT PAYMENTS (CHILDCARE)	23,755,598	23,755,598	-	22,595,464	22,595,464	-
OUT-OF-HOME CHILD CARE	1,860,566	-	**1,860,566**	2,269,890	-	**2,269,890**
AID TO ADOPTIVE CHILDREN	80,607,393	77,957,393	**2,650,000**	85,900,500	82,901,209	**2,999,291**
AFDC - FOSTER CARE	180,249,850	157,137,775	**23,112,075**	182,483,240	156,905,240	**25,578,000**
REFUGEE CASH ASSISTANCE	150,000	150,000	-	150,000	150,000	-
CASH ASSISTANCE FOR IMMIGRANTS	2,521,954	2,521,954	-	2,521,954	2,521,954	-
CALWORKS - ALL OTHER FAMILIES	233,805,787	229,448,945	**4,356,842**	223,157,502	218,993,220	**4,164,282**
KINSHIP GUARDIANSHIP ASSISTANCE PROGRAM	17,766,960	15,710,528	**2,056,432**	21,582,578	18,828,802	**2,753,776**
SERIOUSLY EMOTIONALLY DISTURBED	-	-	-	-	-	-
CALWORKS - 2 PARENT FAMILIES	36,192,356	35,486,780	**705,576**	33,206,593	32,508,014	**698,579**
AID TO INDIGENTS (GENERAL RELIEF)	1,247,820	300,000	**947,820**	1,020,000	300,000	**720,000**
VETERANS AFFAIRS	2,512,498	602,000	**1,910,498**	2,668,169	645,000	**2,023,169**
HUMAN SERVICES SUBTOTAL:	**1,724,527,668**	**1,632,600,479**	**91,927,189**	**1,761,664,390**	**1,658,358,656**	**103,305,734**
COUNTY TRIAL COURTS - DRUG COURT PROGRAMS	-	-	-	-	-	-
COUNTY TRIAL COURTS - GRAND JURY	619,567	-	**619,567**	643,293	-	**643,293**
COUNTY TRIAL COURTS - INDIGENT DEFENSE PROGRAM	9,659,342	32,000	**9,627,342**	10,581,033	-	**10,581,033**
COUNTY TRIAL COURTS - COURT FACILITIES/JUDICIAL BENEFITS	1,084,425	-	**1,084,425**	958,202	-	**958,202**
COUNTY TRIAL COURTS - COURT FACILITIES PAYMENTS	2,676,349	-	**2,676,349**	2,676,349	-	**2,676,349**
COUNTY TRIAL COURTS - FUNDING OF MAINTENANCE OF EFFORT	25,031,757	12,226,316	**12,805,441**	23,974,453	10,701,500	**13,272,953**
DISTRICT ATTORNEY - CRIMINAL PROSECUTION	79,436,764	42,588,087	**36,848,677**	81,910,950	44,980,956	**36,929,994**
LAW & JUSTICE GROUP ADMINISTRATION	171,113	171,113	-	178,313	178,313	-
PROBATION - ADMINISTRATION, CORRECTIONS AND DETENTION	168,941,903	88,064,075	**80,877,828**	173,828,583	88,829,955	**84,998,628**
PROBATION - JUVENILE JUSTICE GRANT PROGRAM	24,147	-	**24,147**	-	-	-
PUBLIC DEFENDER	41,404,652	4,666,262	**36,738,390**	42,844,002	4,811,552	**38,032,450**
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	258,958,364	179,075,374	**79,882,990**	274,213,193	183,854,630	**90,358,563**
SHERIFF - DETENTIONS	226,916,936	78,786,464	**148,130,472**	241,135,201	85,365,084	**155,770,117**
SHERIFF - CONTRACTS	152,011,947	152,011,947	-	161,505,526	161,505,526	-
LAW AND JUSTICE SUBTOTAL:	**966,937,266**	**557,621,638**	**409,315,628**	**1,014,449,098**	**580,227,516**	**434,221,582**
AGRICULTURE/WEIGHTS AND MEASURES	7,745,580	6,099,645	**1,645,935**	7,788,901	6,007,633	**1,781,268**
AIRPORTS	3,653,170	3,653,170	-	4,694,045	4,694,045	-
COMMUNITY SERVICES GROUP - ADMIN	280,553	-	**280,553**	297,388	-	**297,388**
COUNTY MUSEUM	3,560,393	413,945	**3,146,448**	3,584,791	386,988	**3,197,803**
LAND USE SERVICES - ADMINISTRATION	1,776,990	-	**1,776,990**	1,189,908	-	**1,189,908**
LAND USE SERVICES - PLANNING	6,643,237	1,902,000	**4,741,237**	6,540,973	1,814,555	**4,726,418**
LAND USE SERVICES - LAND DEVELOPMENT	979,023	295,000	**684,023**	997,893	274,650	**723,243**
LAND USE SERVICES - BUILDING AND SAFETY	6,339,104	5,683,000	**656,104**	6,608,187	5,810,000	**798,187**
LAND USE SERVICES - CODE ENFORCEMENT	6,068,956	1,363,500	**4,705,456**	6,658,515	1,253,500	**5,405,015**
LAND USE SERVICES - FIRE HAZARD ABATEMENT	2,692,130	2,372,273	**319,857**	2,754,980	2,370,872	**384,108**
PUBLIC WORKS-SURVEYOR	3,265,173	2,540,375	**724,798**	3,305,387	2,654,989	**650,398**
RES - ADMINISTRATION AND FINANCE	-	-	-	1,602,450	1,602,450	-
RES - LEASING AND ACQUISITION SERVICES	1,564,264	1,564,264	-	-	-	-
RES - FACILITIES MANAGEMENT	19,106,118	18,631,118	**475,000**	20,274,196	19,799,196	**475,000**
RES - PROJECT MANAGEMENT DIVISION	-	-	-	229,000	-	**229,000**
RES - UTILITIES	19,050,390	327,050	**18,723,340**	19,639,967	492,765	**19,147,202**
RES - RENTS AND LEASES	1,238,735	1,238,735	-	1,218,700	1,218,700	-
RES - COURTS PROPERTY MANAGEMENT	1,605,237	1,605,237	-	1,643,614	1,643,614	-
REGIONAL PARKS	10,428,402	7,529,494	**2,898,908**	9,843,328	7,534,150	**2,309,178**
REGISTRAR OF VOTERS	9,801,026	1,526,776	**8,274,250**	11,192,519	2,470,642	**8,721,877**
OPERATIONS AND COMMUNITY SERVICES SUBTOTAL:	**105,798,481**	**56,745,582**	**49,052,899**	**110,064,742**	**60,028,749**	**50,035,993**
GENERAL FUND DEPARTMENT SUBTOTAL:	**2,939,915,006**	**2,298,260,904**	**641,654,102**	**3,027,628,071**	**2,350,811,473**	**676,816,598**
CONTINGENCIES	27,994,561	-	**27,994,561**	103,319,396	-	**103,319,396**
RESERVE CONTRIBUTIONS	130,607,237	-	**130,607,237**	34,349,597	-	**34,349,597**
BOARD DISCRETIONARY FUND	-	-	-	-	-	-
NON DEPARTMENTAL APPROPRIATION	7,500,000	7,500,000	-	8,500,000	7,500,000	**1,000,000**
OPERATING TRANSFERS OUT	147,377,919	-	**147,377,919**	106,581,720	-	**106,581,720**
TOTAL COUNTYWIDE ALLOCATED COSTS:	**313,479,717**	**7,500,000**	**305,979,717**	**252,750,713**	**7,500,000**	**245,250,713**
GRAND TOTAL:	**3,253,394,723**	**2,305,760,904**	**947,633,819**	**3,280,378,784**	**2,358,311,473**	**922,067,311**

NOTE: Total countywide allocated costs on this schedule include 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

	2017-18 Adopted Budget	2017-18 Final Budget	2017-18 Actual	2018-19 Adopted Budget
Services & Supplies	1,000,000	1,000,000	577,093	1,000,000
Other Charges	6,500,000	6,500,000	40,506	7,500,000
Total Expenditure Authority	7,500,000	7,500,000	617,599	8,500,000

Non-departmental expenditure authority pays for Countywide expenditures not allocable to a specific department, interest expense on the County's Tax and Revenue Anticipation Notes, if applicable, and unanticipated costs such as settlements. In 2018-19, non-departmental expenditure authority is increasing by $1.0 million as compared to the 2017-18 Final Budget, which reflects a payment to the California University of Science and Medicine for collaboration in clinical research studies, education, and in the delivery and improvement of healthcare services at Arrowhead Regional Medical Center.

The amount budgeted is 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' has been reduced by these expenditures, with the exception of the $1.0 million payment discussed in the paragraph above, which is funded with Net County Cost.

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

	2017-18 Adopted Budget	2017-18 Final Budget	2017-18 Actual	2018-19 Adopted Budget
One-Time				
Assessor-Recorder - Recording System Replacement		125,000	125,000	4,875,000
Capital Improvement Fund				
Arrowhead Regional Medical Center Parking Structure				19,000,000
Asistencia Historical Site		400,000	400,000	
Chino Airport Groundwater Remedial Project		5,000,000	5,000,000	10,000,000
County Buildings Acquisition and Retrofit Project	37,700,000	37,700,000	37,700,000	
County Government Center Central Plant Generator		1,481,850	1,481,850	
County Government Center Remodel		905,000	905,000	
County Government Center Campus Improvements		7,000,000	7,000,000	
Cucamonga-Guasti Regional Park Playground Resurfacing		88,800	88,800	
Devore Animal Shelter Repair and Maintenance		383,040	383,040	1,000,000
John's Rain's House Historical Site		325,000	325,000	
Mojave Narrows Regional Park Playground Resurfacing		121,300	121,300	
Prado Regional Park Electrical Infrastructure Project		517,400	517,400	
District Attorney ADA restrooms				700,000
Valley Dispatch Center	2,200,000	2,200,000	2,200,000	
West Valley Detention Center - Ice Banks Replacement		3,120,000	3,120,000	
Yucca Valley Animal Shelter Demo		23,300	23,300	
Yucaipa Regional Park Entry		70,000	70,000	
Yucaipa Regional Park Playground Resurfacing		55,600	55,600	
Community Development and Housing - RDA Dissolution		150,000	150,000	100,000
Community Development and Housing - Bloomington Community Improvement		350,000	350,000	
County Fire Protection District MOU (One-Time)				5,248,775
Enterprise Financial System Project	5,500,000	5,995,874	5,995,874	2,296,343
Flood Control District - Rimforest Drainage Project	1,200,000	1,200,000	1,200,000	400,000
Public Works - Transportation Projects	7,553,082	7,553,082	7,553,082	10,320,000
Special Districts - Allocation from Labor Reserve		3,388	3,388	
Special Districts Green Valley Lake - LAFCO Study		25,000	25,000	
Special Districts - Lake Gregory Dam		8,213,000	8,213,000	2,697,000
Special Districts - CSA 120 Gate Coverage				65,000
Special Districts - Chino Sewer Survey				500
Special Districts - Water improvement at Calico Ghost Town		1,200,000	1,200,000	
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	8,255,765
County Fire Protection District MOU				
Administration	5,452,227	5,452,227	5,452,227	4,520,342
Office of Emergency Services	2,084,688	2,441,688	2,441,688	2,410,648
North Desert Zone	10,582,188	10,582,188	10,582,188	9,960,715
South Desert Zone	5,018,244	5,018,244	4,718,244	3,394,244
Valley Zone	-	-	-	-
Mountain Zone	2,439,686	2,439,686	2,439,686	2,031,588
Court Settlement POB Payment	1,078,180	1,078,180	1,389,163	1,278,180
County Successor Agency to fund Sales Tax Sharing Agreement	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	2,670,000	2,670,000	2,670,000
Special Districts - Water/Wastewater System for Regional Parks	1,000,000	1,000,000	1,000,000	1,000,000
Total Operating Transfers Out	128,491,652	147,377,919	147,138,902	106,581,720

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.

	2017-18 Adopted Budget	2017-18 Approved Contributions/ (Uses)	2018-19 Approved Contributions/ (Uses)	2018-19 Adopted Budget
Contingencies				
Mandatory Contingencies (1.5%) of Locally Funded Appropriation	10,679,889		723,909	11,403,798
Uncertainties Contingencies	45,061,156	(27,746,484)	74,600,926	91,915,598
Total Contingencies	55,741,045	(27,746,484)	75,324,835	103,319,396

2017-18 Changes to Uncertainties Contingencies

In 2017-18, there was a net use of $27,746,484. The major adjustments are as follows:

- A contribution to Contingencies of $11,104,946, which represents the release of the IHSS MOE Discontinuance Reserve that was not required to fund 2017-18 costs.
- An allocation of $1,006,000 to the County Administrative Office for consulting services, two Business Systems Analyst III positions to assist with information technology needs, and two new Deputy Executive Officer positions as part of a structural reorganization of the office.
- An allocation of $2,105,701 to Human Resources to continue the upgrade of the EMACS payroll and benefits system to version 9.2, funded with an allocation of Net County Cost that remained unspent at the end of 2016-17.
- An allocation of $477,692 to Public Health to contract for temporary staffing for Environmental Health, funded with an allocation of Net County Cost that remained unspent at the end of 2016-17.
- An allocation of $100,000 to Public Health for the costs of permits issued to non-profits for temporary events and snack bars for youth sporting events.
- An allocation of $219,846 to Human Services Administrative Claim for the CalFresh Waiver, funded with an allocation of Net County Cost that remained unspent at the end of 2016-17.
- An allocation of $22,977 to County Museum to support the Victor Valley Museum Coordinator, funded with an allocation of Net County Cost that remained unspent at the end of 2016-17.

- An allocation of $211,908 for Land Use Services to enhance Planning's efforts to develop phase II of the EZ Online Permitting System and to create opportunities for individuals pursuing a career in planning.
- An allocation of $28,730 to Regional Parks to reimburse the concessionaire for discounted entrance and waterslide/splash island combination fees at Lake Gregory Regional Park to promote the park and offset the negative impacts of the lowered water level due to construction issues at the Lake Gregory Dam.
- An allocation of $144,341 to the Registrar of Voters to fund one Staff Aide position and one personnel technician to coordinate election records, reference materials, assist with the analysis of the election process, and coordinate personnel processes.
- An allocation of $11,309,440 for various Countywide Capital Improvement Program projects.
- An allocation of $29,166,114 to fund increases to or establish the following reserves:
    - December 2nd Memorial Reserve in the amount of $1,000,000
    - Retirement Reserve in the amount of $9,000,000
    - MOU-California University of Science and Medicine in the amount of $4,000,000
    - Asset Replacement in the amount of $3,000,000
    - RESD Construction Management System of $229,000
    - Valley Dispatch Reserve in the amount of $11,937,114
- A contribution to Contingencies of $6,139,906 as a result of an increase in budgeted discretionary revenue.
- An allocation of $100,000 to the County Administrative Office to fund services related to the Give BIG San Bernardino County one-day online giving event.
- An allocation of $98,587 to the Office of Emergency Services to fund increased costs related to responding to multi-agency and multi-jurisdictional emergencies and disaster events, replacement of computer hardware and software, and vehicle maintenance.

2018-19 Mandatory Contingencies

The base allocation to the mandatory contingencies is $11,403,798, the amount required pursuant to Board policy, based on projected locally funded appropriation of $760.3 million.

2018-19 Uncertainties Contingencies

All available General Fund sources not appropriated in the Adopted Budget or contributed to General Fund Reserves are reflected in the Adopted Uncertain Contingencies of $91.9 million

RESERVES

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

2018-19 Contributions and Uses

The Fund Balance and Reserve Policy calls for a General Purpose Reserve targeted at 20% of locally funded appropriation. The 2018-19 Adopted contribution to the General Purpose Reserve brings the balance in the General Purpose Reserve to 15.7% 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 2018-19 contributions to Specific Purpose reserves include amounts set-aside in the Earned Leave Reserve, the Asset Replacement Reserve, and a reserve for Countywide Crime Suppression and Pilot Programs. The following tables show information on County General Fund Reserves.

Total Reserves

	6/30/17 Ending Balance	Approved 2017-18 Contributions	Approved 2017-18 Uses	6/30/18 Ending Balance	Adopted 2018-19 Contributions	Adopted 2018-19 Uses	6/30/19 Estimated Balance
General Purpose Reserve	**97,124,165**	**10,679,889**		**107,804,054**	**11,403,798**		**119,207,852**
Specific Purpose Reserves							
Asset Replacement	26,643,874	3,000,000	(6,000,000)	23,643,874	15,803,251	(12,254,052)	27,193,073
CalFresh Waiver Discontinuance	1,488,599		(1,488,599)	-			-
Capital Projects							
Animal Shelter	10,000,000			10,000,000			10,000,000
Archives Acquisition		4,300,000		4,300,000			4,300,000
ARMC Jail Ward	20,000,000		(1,000,000)	19,000,000		(19,000,000)	-
Big Bear Alpine Zoo	1,700,000			1,700,000			1,700,000
County Buildings Acquisition and Retrofit Project	31,000,000		(31,000,000)	-			-
CGC Board Chambers		2,155,000	(905,000)	1,250,000			1,250,000
ISD Building Acquisition		23,000,000		23,000,000			23,000,000
Juvenile Dependency Court Building		1,650,000		1,650,000			1,650,000
Lake Gregory Dam	8,213,000		(8,213,000)	-			-
Rim Forest Drainage	4,375,902		(1,200,000)	3,175,902		(400,000)	2,775,902
Valley Dispatch Center	27,105,784	11,937,114	(2,200,000)	36,842,898			36,842,898
Capital Projects	6,700,000		(6,700,000)	-			-
Chino Airport Development Plan Reserve	250,000			250,000			250,000
Computer Systems							
Agenda Management Systems		1,762,732		1,762,732		(1,334,836)	427,896
Assessor-Recorder-Clerk's Enterprise System	1,000,000	4,000,000	(125,000)	4,875,000		(4,875,000)	-
EMACS Upgrade	3,741,942		(3,741,942)	-			-
New Property Tax System	3,000,000			3,000,000			3,000,000
New Financial Accounting System	9,500,000		(5,995,874)	3,504,126		(2,296,343)	1,207,783
Permit Systems Upgrade	2,045,044		(1,221,575)	823,469		(743,283)	80,186
RESD Construction Management System		229,000		229,000		(229,000)	-
County Fire - Fire Training Center	820,000			820,000			820,000
Countywide Crime Suppression and Pilot Program					2,000,000		2,000,000
Countywide Crime Sweep		1,000,000	(885,921)	114,079			114,079
December 2nd Memorial		1,000,000	(100,000)	900,000		(75,000)	825,000
Earned Leave	19,512,019	7,945,799	(4,962,256)	22,495,562	5,142,548	(10,000,000)	17,638,110
Enterprise Financial System Post Implementation Costs		6,000,000	(2,147,222)	3,852,778			3,852,778
GIS Enterprise License Agreement	1,678,590		(839,295)	839,295		(839,295)	-
Give BIG San Bernardino County	100,000		(100,000)	-			-
IHSS MOE Discontinuance		34,800,000	(32,183,000)	2,617,000			2,617,000
Indigent Defense Costs		500,000		500,000			500,000
Insurance	3,000,000		(3,000,000)	-			-
Jail Upgrades							
Adelanto Detention Center	7,719,361		(2,938,250)	4,781,111			4,781,111
Glen Helen Rehabilitation Center 512 Bed Step Housing Program	74,500			74,500			74,500
West Valley Detention Center ADA Improvements	6,597,500			6,597,500			6,597,500
Labor	10,374,046	283,459	(2,813,799)	7,843,706			7,843,706
Land Use Services General Plan/Development Code Amendments	2,055,730		(360,126)	1,695,604		(295,723)	1,399,881
Litigation Expenses	17,000,000			17,000,000		(370,000)	16,630,000
Litigation	385,350		(385,350)	-			-
Medical Center Debt Service	32,074,905			32,074,905			32,074,905
MOU - California University of Science and Medicine		5,000,000		5,000,000		(1,000,000)	4,000,000
Redevelopment Agency Overpayment	3,800,000		(3,800,000)	-			-
Retirement	8,500,000	11,364,244		19,864,244		(2,712,756)	17,151,488
Strategic Initiatives Reserve	590,653		(152,412)	438,241		(130,568)	307,673
Transportation Projects							
Cedar Avenue Interchange	8,095,000		(1,372,000)	6,723,000			6,723,000
Glen Helen Parkway Bridge Replacement/Widening Construction	2,038,995		(373,494)	1,665,501			1,665,501
National Trails Highway	9,727,500		(5,807,588)	3,919,912			3,919,912
Rock Springs Bridge Replacement/Widening Construction	2,037,000			2,037,000			2,037,000
Stanfield Cutoff Road Repair and Bridge Replacement	405,000			405,000			405,000
Total Specific Purpose	**293,350,294**			**281,265,939**			**247,655,882**
Total Reserves	**390,474,459**			**389,069,993**			**366,863,734**

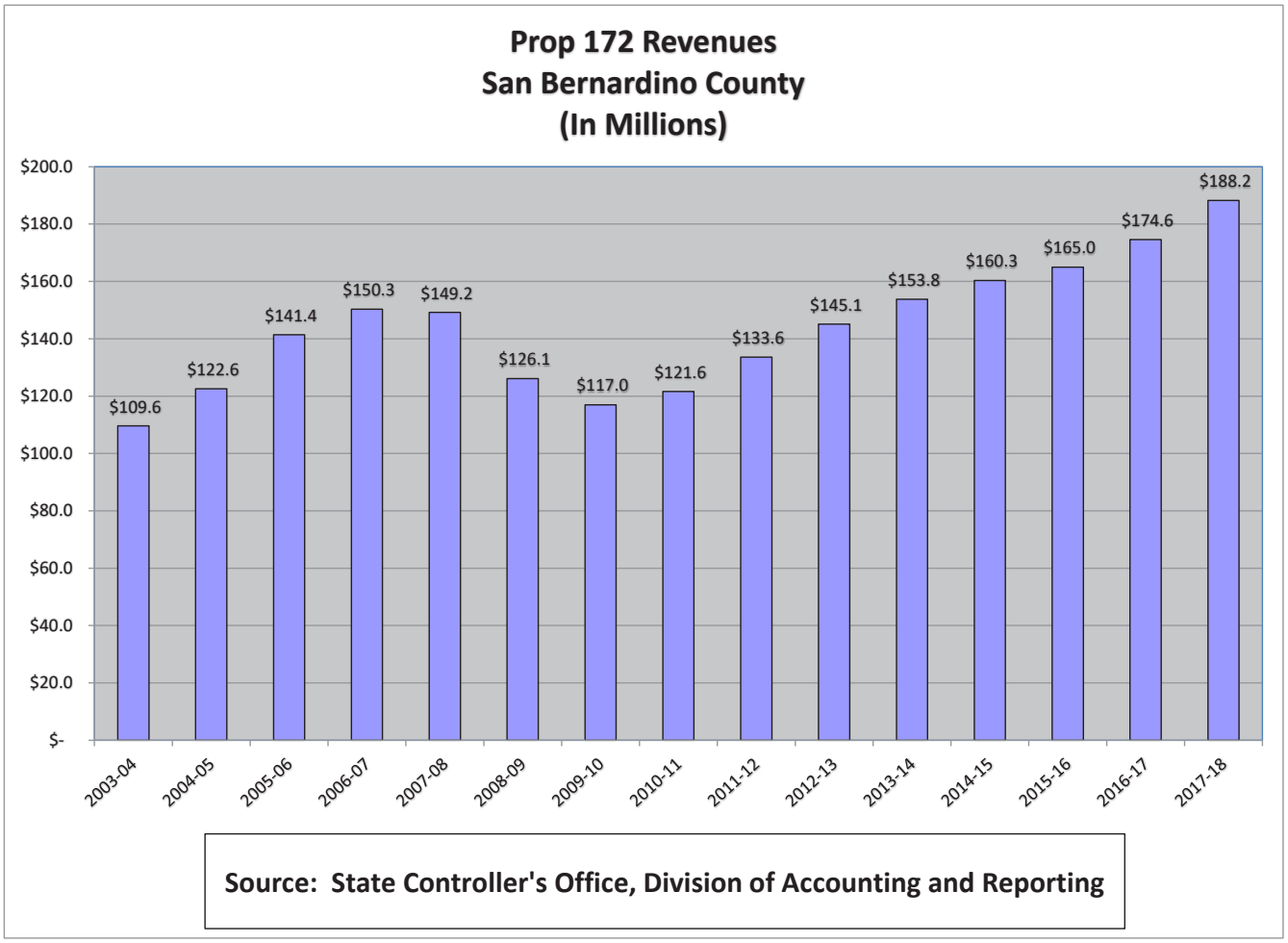
	Year End Actual Balance					
	2013-14	2014-15	2015-16	2016-17	2017-18	Adopted 2018-19
General Purpose	$ 82.4	$ 82.4	$ 88.8	$ 97.1	$ 107.8	$ 119.2
Specific Purpose						
Asset Replacement	-	1.9	23.1	26.6	23.6	27.2
Cal Fresh Waiver Discontinuance	5.0	5.0	3.7	1.5	-	-
Capital Projects:					-	-
Animal Shelter	10.0	10.0	10.0	10.0	10.0	10.0
Archives Acquisition	-	-	-	-	4.3	4.3
ARMC Jail Ward Reserve	-	-	22.5	20.0	19.0	-
Big Bear Alpine Zoo	-	-	-	1.7	1.7	1.7
303 Building Upgrades	4.0	-	-	-	-	-
County Buildings and Acquisition Retrofit Project	4.0	4.0	44.0	31.0	-	-
CGC Board Chambers	-	-	-	-	1.3	1.3
ISD Building Acquisition	-	-	-	-	23.0	23.0
Juvenile Dependency Court Building	-	-	-	-	1.7	1.7
Lake Gregory Dam	-	5.0	6.7	8.2	-	-
Public Defender - Victorville and Rancho Court Remodel	-	0.4	0.4	-	-	-
Rancho Court Remodel - District Attorney	-	0.3	-	-	-	-
Rim Forest Drainage	5.9	5.9	5.0	4.4	3.2	2.8
Valley Dispatch Center	-	-	-	27.1	36.8	36.8
Capital Projects	-	-	6.7	6.7	-	-
Cash Flow Deficit	-	-	9.1	-	-	-
Chino Airport Development Plan Reserve	-	-	0.3	0.3	0.3	0.3
Computer Systems						
Agenda Management Systems	-	-	-	-	1.8	0.4
Assessor-Recorder-Clerk's Enterprise System	-	-	-	1.0	4.9	-
EMACS Upgrade	-	-	-	3.7	-	-
New Property Tax System	20.0	20.0	25.0	3.0	3.0	3.0
New Financial Accounting System	13.0	13.0	13.0	9.5	3.5	1.2
Permit Systems Upgrade	2.0	2.4	1.4	2.0	0.8	0.1
RESD Construction Management Systems	-	-	-	-	0.2	-
County Fire - Fire Training Center	-	-	0.8	0.8	0.8	0.8
Countywide Crime Suppression and Pilot Program	-	-	-	-	-	2.0
Countywide Crime Sweep	-	-	-	-	0.1	0.1
December 2nd Memorial	-	-	-	-	0.9	0.8
Earned Leave	10.6	13.7	16.5	19.5	22.5	17.6
Enterprise Financial System Post Implementation Costs	-	-	-	-	3.9	3.9
GIS Enterprise License Agreement	-	-	-	1.7	0.8	-
Give BIG San Bernardino County	-	-	0.2	0.1	-	-
IHSS MOE Discontinuance	-	-	-	-	2.6	2.6
Indigent Defense Costs	-	-	-	-	0.5	0.5
Insurance	3.0	3.0	3.0	3.0	-	-
Jail Upgrades:						
Adelanto Detention Center	10.0	10.0	10.0	7.7	4.8	4.8
Glen Helen Rehabilitation Center 512 Bed Step Housing Program	22.5	22.5	22.5	0.1	0.1	0.1
West Valley Detention Center ADA Improvements	7.0	7.0	7.0	6.6	6.6	6.6
Labor	-	4.7	9.6	10.4	7.8	7.8
Land Use Services General Plan/Development Code Amendments	5.4	1.6	2.1	2.1	1.7	1.4
Litigation Expenses	-	-	3.0	17.0	17.0	16.6
Litigation	-	-	0.4	0.4	-	-
Medical Center Debt Service	32.1	32.1	32.1	32.1	32.1	32.1
MOU - California University of Science and Medicine	-	-	-	-	5.0	4.0
Redevelopment Agency Overpayment	3.8	3.8	3.8	3.8	-	-
Restitution	1.5	1.5	1.5	-	-	-
Retirement	8.5	8.5	8.5	8.5	19.9	17.2
Strategic Initiatives	-	-	-	0.6	0.4	0.3
Transportation Projects						
Cedar Avenue Interchange	-	-	8.2	8.1	6.7	6.7
Glen Helen Grade Separation	5.3	-	-	-	-	-
Glen Helen Parkway Bridge Replacement/Widening Construction	-	1.8	2.0	2.0	1.7	1.7
Green Tree Boulevard Connection	-	-	0.8	-	-	-
National Trails Highway	-	5.0	7.9	9.7	3.9	3.9
Rock Springs Bridge Replacement/Widening Construction	-	2.1	2.0	2.0	2.0	2.0
Stanfield Cutoff Road Repair and Bridge Replacement	-	-	0.4	0.4	0.4	0.4
Workers Compensation Rebate	16.7	-	-	-	-	-
Total Specific Purpose	190.4	185.1	313.3	293.4	281.3	247.7
Total Reserves [1]	**$272.8**	**$267.6**	**$402.1**	**$390.5**	**$389.1**	**$366.9**

[1] Totals may not be exact due to rounding

PROPOSITION 172

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

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



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

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

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

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

The chart below illustrates the beginning and estimated ending fund balances of the Prop 172 restricted general fund, budgeted revenue and departmental usage for 2018-19, the required 10% contingency target, and the amount above that target.

	Beginning Fund Balance	2018-19 Budgeted Revenue (1)	2018-19 Budgeted Usage	Estimated Ending Fund Balance	10% Contingency	Amount Above Required Contingency
Sheriff/Coroner	24,238,473	134,540,000	(134,400,000)	24,378,473	13,454,000	10,924,473
District Attorney	6,917,605	33,640,000	(33,600,000)	6,957,605	3,364,000	3,593,605
Probation	5,060,336	24,020,000	(24,000,000)	5,080,336	2,402,000	2,678,336
Total	**36,216,414**	**192,200,000**	**(192,000,000)**	**36,416,414**	**19,220,000**	**17,196,414**

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

REALIGNMENT FUNDS

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

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

1991 Realignment

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

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

In addition to these program responsibility shifts, a number of programs had changes made to their cost sharing ratios. For example, prior to 1991 Realignment, Foster Care non-federal reimbursable costs were funded by 95% State resources and 5% County resources. As a realigned program, Foster Care 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 five subaccounts: 1) Community Corrections; 2) Juvenile Justice (administered by Probation); 3) Local Innovation; 4) Parole Revocation - District Attorney/Public Defender (which share the funds equally); and 5) Trial Court Security (administered by the Sheriff/Coroner/Public Administrator's department). The Community Corrections subaccount is administered by the Local Community Corrections Partnership which consists of a membership defined by Penal Code Section 1230 (including the Chief Probation Officer, the Sheriff/Coroner/Public Administrator, the District Attorney, the Public Defender, and Social Services Executives). As established by State law, the County's Local Community Corrections Partnership (CCP) has authority over the allocation of revenue from the Community Corrections subaccount. Historically, additional subaccount revenue has been used to cover the cost of new Public Safety Realignment programs. The CCP has also allocated additional estimated revenue from the subaccount to fund existing Public Safety Realignment program inflationary costs (e.g., retirement increases, negotiated employee cost increases).

The Support Services budget unit has two subaccounts: Behavioral Health and Protective Services. The Department of Behavioral Health allocates the subaccount funding to Specialty Mental Health, Drug Court, and the Drug Medi-Cal substance use disorder treatment programs while Human Services allocates the Protective Services subaccount to the appropriate social service programs. The 2011 Realignment legislation allows counties to allocate up to 10% between the Behavioral Health and Protective Services subaccounts on a one-time basis. The 10% is based on the amount deposited in the previous year in the subaccount with the lowest

balance. The County is not budgeting a transfer between subaccounts in this fiscal year. In the event that such transfer is needed, Board of Supervisors approval is required. The Board of Supervisors also has the discretion to establish a Support Services Reserve Subaccount of up to five-percent (5%) from each subaccount's previous year's deposits.

Other Realignment

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

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

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

MENTAL HEALTH

	ACTUAL 2016-17	FINAL BUDGET 2017-18	ACTUAL 2017-18	ADOPTED BUDGET 2018-19
Beginning Fund Balance	58,690,498	73,219,966	73,219,966	93,599,416
Revenue	60,335,325	56,280,019	65,055,664	62,639,274
Prior Year Growth Revenue	2,303,949	-	-	-
Departmental Usage	48,109,806	57,290,677	44,676,214	57,129,785
10% Transfers	-	-	-	-
Ending Fund Balance	73,219,966	72,209,308	93,599,416	99,108,905
Change in Fund Balance	14,529,468	(1,010,658)	20,379,450	5,509,489

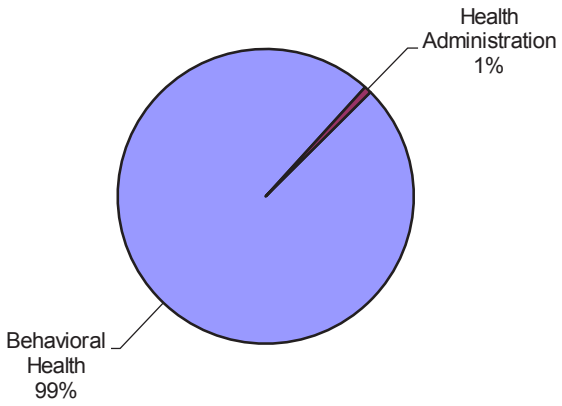
Mental Health funding comes in the form of a defined monthly amount. Revenues exceeded departmental usage in 2017-18 which resulted in an increase in fund balance of $20.4 million. Behavioral Health used less realignment funding as more clients are receiving Medi-Cal revenue as a result of expanded eligibility as the result of the implementation of the Affordable Care Act. Fund balance is budgeted to increase by $5.5 million in 2018-19 as departmental usage is projected to be less than adopted revenue.

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

DEPARTMENTAL USAGE OF MENTAL HEALTH 1991 REALIGNMENT

	ACTUAL 2016-17	FINAL BUDGET 2017-18	ACTUAL 2017-18	ADOPTED BUDGET 2018-19
Behavioral Health	47,668,750	56,842,753	44,218,997	56,663,619
Health Administration	441,056	447,924	457,217	466,166
Total Departmental Usage	48,109,806	57,290,677	44,676,214	57,129,785

2018-19 Adopted



SOCIAL SERVICES

	ACTUAL 2016-17	FINAL BUDGET 2017-18	ACTUAL 2017-18	ADOPTED BUDGET 2018-19
Beginning Fund Balance	76,878,688	84,963,943	84,963,943	98,763,435
Revenue	105,805,648	109,213,283	121,167,036	132,188,014
Prior Year Growth Revenue	5,206,635	-	12,960,674	5,511,331
Departmental Usage	102,927,028	116,424,455	120,328,218	153,865,160
10% Transfers	-	-	-	-
Ending Fund Balance	84,963,943	77,752,771	98,763,435	82,597,620
Change in Fund Balance	8,085,255	(7,211,172)	13,799,492	(16,165,815)

Revenue exceeded departmental usage in 2017-18 primarily due to the shift of growth funds from Health and Mental Health and accelerated IHSS growth. Departmental usage is budgeted to exceed revenue in 2018-19 due to the structural change in the IHSS MOE, addition of positions in Children and Family Services to cover increased caseload levels, and caseload and Cost Necessities Index (CNI) growth in Foster Care payments, Kinship Guardianship Assistance, and Adoptions Assistance, resulting in a decrease in fund balance of $16.2 million. Based on this increased need in departmental usage, Discretionary General Funding will be needed in the future.

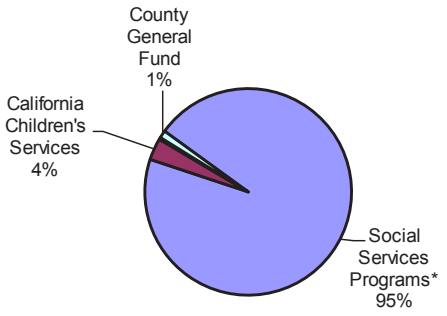
Social Services has priority claim on any 1991 Realignment sales tax growth received. Prior year growth revenue of $13.0 million was received in 2017-18. Departmental usage will continue to be monitored closely to ensure that fund balance is maintained at adequate levels to mitigate potential operational impacts of sales tax fluctuations.

DEPARTMENTAL USAGE OF SOCIAL SERVICES 1991 REALIGNMENT

	ACTUAL 2016-17	FINAL BUDGET 2017-18	ACTUAL 2017-18	ADOPTED BUDGET 2018-19
Social Services Programs*	95,988,823	107,456,432	113,102,271	146,325,368
California Children's Services	2,438,575	4,468,393	2,726,317	5,240,792
Probation	2,700,630	2,700,630	2,700,630	500,000
County General Fund	1,799,000	1,799,000	1,799,000	1,799,000
Total Departmental Usage	102,927,028	116,424,455	120,328,218	153,865,160

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

2018-19 Adopted



HEALTH

	ACTUAL 2016-17	FINAL BUDGET 2017-18	ACTUAL 2017-18	ADOPTED BUDGET 2018-19
Beginning Fund Balance	111,165,387	138,499,823	138,499,823	124,292,230
Revenue	44,787,600	25,292,526	25,109,521	24,951,901
Prior Year Growth Revenue	616,180	-	-	-
Departmental Usage	18,069,344	22,073,973	39,317,114	21,430,643
10% Transfers	-	-	-	-
Ending Fund Balance	138,499,823	141,718,376	124,292,230	127,813,488
Change in Fund Balance	27,334,436	3,218,553	(14,207,593)	3,521,258

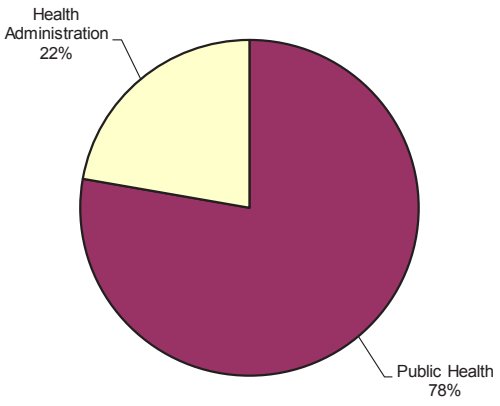
Departmental usage exceeded revenue in 2017-18, resulting in a decrease in fund balance of $14.2 million, primarily due to a transfer to the family support subaccount as a result of the implementation of the Affordable Care Act. Revenues are projected to decrease in 2018-19 as a result of Assembly Bill 85 legislation which redirects health realignment to the State to fund social services programs due to the passage of the Affordable Care Act. Revenues are expected to exceed departmental usage in 2018-19 as there is no planned usage by ARMC, resulting in an increase in fund balance of $3.5 million.

Prior year growth revenue of $616,180 was received in 2016-17, which is available to fund one-time needs. Prior year growth revenue was not received in 2017-18 and is not expected to be received through 2019-20 due to the redirection of funds for IHSS. Departmental usage will continue to be monitored closely to ensure that fund balance is maintained at adequate levels to mitigate potential operational impacts of sales tax fluctuations.

DEPARTMENTAL USAGE OF HEALTH 1991 REALIGNMENT

	ACTUAL 2016-17	FINAL BUDGET 2017-18	ACTUAL 2017-18	ADOPTED BUDGET 2018-19
Assembly Bill 85 (AB85) true up	-	-	26,383,990	-
Public Health	13,898,416	17,215,115	13,988,086	16,665,115
Health Administration	4,170,928	4,858,858	(1,054,962)	4,765,528
Total Departmental Usage	18,069,344	22,073,973	39,317,114	21,430,643

2018-19 Adopted



LAW ENFORCEMENT SERVICES

	ACTUAL 2016-17	FINAL BUDGET 2017-18	ACTUAL 2017-18	ADOPTED BUDGET 2018-19
Beginning Fund Balance	56,771,745	60,052,071	60,052,071	68,334,783
Revenue	130,464,357	135,322,502	137,480,389	142,098,316
Prior Year Growth Revenue	5,960,694	0	7,245,822	0
Departmental Usage	133,144,725	144,007,103	136,443,499	147,486,955
Ending Fund Balance	60,052,071	51,367,470	68,334,783	62,946,144
Change in Fund Balance	3,280,326	(8,684,601)	8,282,712	(5,388,639)

Revenues exceeded departmental usage in 2017-18, resulting in an increase in fund balance of $8.3 million primarily due to prior year growth revenue received that has not yet been allocated to departments. Departmental usage is budgeted to exceed revenues in 2018-19 due to the funding of various one-time needs, resulting in a decrease in fund balance of $5.4 million.

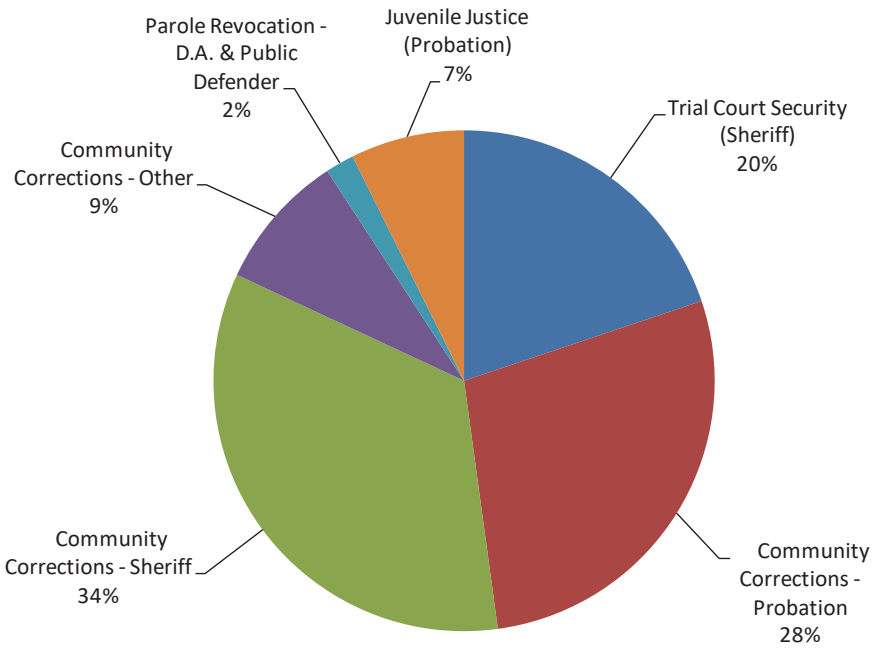
Prior year growth revenue of $7.2 million was received in 2017-18, which is available to fund one-time needs. Although prior year growth revenue is expected to be received in 2018-19, it has not been included in the budget at this time due to the uncertainty of the amount. Departmental usage will continue to be monitored closely to ensure that fund balance is at adequate levels. Fund balance will be used for one-time needs and to establish reserves for sales tax volatility.

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

DEPARTMENTAL USAGE OF LAW ENFORCEMENT SERVICES 2011 REALIGNMENT

	ACTUAL 2016-17	FINAL BUDGET 2017-18	ACTUAL 2017-18	ADOPTED BUDGET 2018-19
Community Corrections:				
Probation	37,077,312	40,938,499	35,251,425	41,299,415
Sheriff/Coroner/Public Administrator	42,597,598	47,289,984	46,711,870	50,297,756
District Attorney	3,327,400	3,562,198	3,562,198	3,716,598
Public Defender	2,551,581	2,731,634	2,731,634	2,850,034
Public Health	48,846	106,359	310,113	0
Law and Justice Group Administration	0	166,113	55,459	173,313
Behavioral Health	5,040,677	4,607,158	5,111,430	4,965,517
Alcohol and Drug Services	1,100,433	1,100,433	1,100,433	1,100,433
Workforce Development	346,565	249,170	203,028	259,969
Human Resources	52,833	0	0	0
Subtotal Community Corrections	92,143,245	100,751,548	95,037,590	104,663,035
Juvenile Justice (Probation):				
Youthful Offender Block Grant	8,495,195	11,449,370	9,711,362	10,657,302
Juvenile Reentry	145,000	145,000	119,827	166,552
Subtotal Juvenile Justice	8,640,195	11,594,370	9,831,189	10,823,854
Local Innovation:				
Sheriff/Coroner/Public Administrator	0	497,000	410,535	0
Subtotal Local Innovation	0	497,000	410,535	0
Parole Revocation:				
District Attorney	1,190,116	1,147,281	1,147,281	1,368,477
Public Defender	1,017,385	1,068,254	1,068,254	1,368,476
Subtotal Parole Revocation	2,207,501	2,215,535	2,215,535	2,736,953
Trial Court Security (Sheriff)	30,153,784	28,948,650	28,948,650	29,263,113
Total Departmental Usage	133,144,725	144,007,103	136,443,499	147,486,955

2018-19 Adopted



SUPPORT SERVICES

	ACTUAL 2016-17	FINAL BUDGET 2017-18	ACTUAL 2017-18	ADOPTED BUDGET 2018-19
Beginning Fund Balance	25,110,616	15,410,485	15,410,485	0
Revenue	166,496,449	177,893,132	173,551,658	182,657,423
Prior Year Growth Revenue	9,935,234	0	13,655,216	10,397,776
Departmental Usage	186,131,814	191,127,376	202,617,359	191,850,844
Ending Fund Balance	15,410,485	2,176,241	0	1,204,355
Change in Fund Balance	(9,700,131)	(13,234,244)	(15,410,485)	1,204,355

Departmental usage exceeded revenues in 2017-18, primarily due to the addition of positions in Children and Family Services to cover increased caseload levels, and caseload and Cost Necessities Index (CNI) growth in Foster Care payments, Kinship Guardianship Assistance, and Adoptions Assistance. This resulted in a decrease in fund balance of $15.4 million. Revenue is projected to slightly exceed departmental usage in 2018-19 due to the inclusion of prior year growth for Behavioral Health and Protective Services, resulting in an increase in fund balance of $1.2 million.

Prior year growth revenue of $10.4 million is expected to be received in 2018-19.

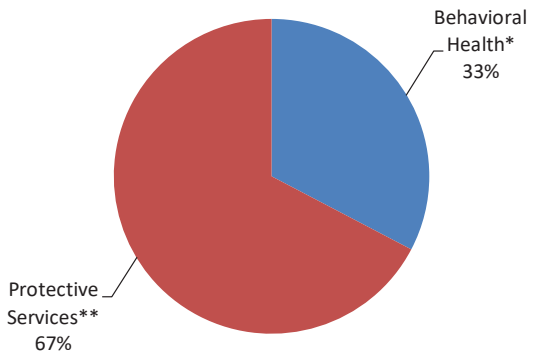
DEPARTMENTAL USAGE OF SUPPORT SERVICES 2011 REALIGNMENT

	ACTUAL 2016-17	FINAL BUDGET 2017-18	ACTUAL 2017-18	ADOPTED BUDGET 2018-19
Behavioral Health*	60,445,194	53,377,740	61,632,296	62,711,098
Protective Services**	125,686,620	137,749,636	140,985,063	129,139,746
Total Departmental Usage	186,131,814	191,127,376	202,617,359	191,850,844

*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.

2018-19 Adopted



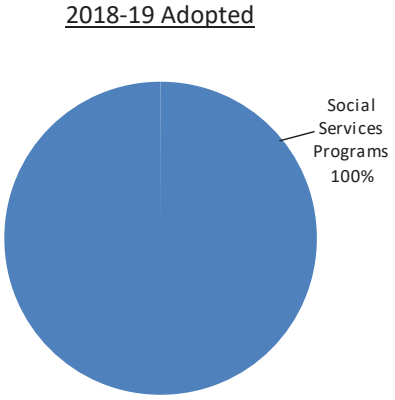
CalWORKs MOE

	ACTUAL 2016-17	FINAL BUDGET 2017-18	ACTUAL 2017-18	ADOPTED BUDGET 2018-19
Beginning Fund Balance	10,068,727	10,305,645	10,305,645	10,889,582
Revenue	102,931,890	108,154,663	104,332,043	101,837,311
Prior Year Growth Revenue	0	0	0	0
Departmental Usage	102,694,972	97,295,587	103,748,106	93,755,306
Ending Fund Balance	10,305,645	21,164,721	10,889,582	18,971,587
Change in Fund Balance	236,918	10,859,076	583,937	8,082,005

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. Revenues exceeded departmental usage in 2017-18 primarily due to an ongoing decline in caseload in the CalWORKs program. This resulted in an increase in fund balance of $583,937. Fund balance is budgeted to increase by $8.1 million in 2018-19 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 2016-17	FINAL BUDGET 2017-18	ACTUAL 2017-18	ADOPTED BUDGET 2018-19
Social Services Programs	102,694,972	97,295,587	103,748,106	93,755,306
Total Departmental Usage	102,694,972	97,295,587	103,748,106	93,755,306



FAMILY SUPPORT

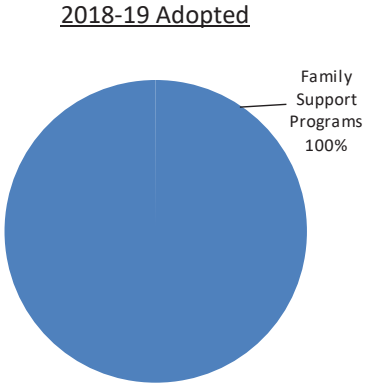
	ACTUAL 2016-17	FINAL BUDGET 2017-18	ACTUAL 2017-18	ADOPTED BUDGET 2018-19
Beginning Fund Balance	7,028,306	9,193,040	9,193,040	10,394,547
Revenue	73,406,130	83,197,899	107,977,178	83,163,206
Prior Year Growth Revenue	7,070,092	0	6,207,544	3,526,243
Departmental Usage	78,311,488	82,286,142	112,983,215	84,340,886
Ending Fund Balance	9,193,040	10,104,797	10,394,547	12,743,110
Change in Fund Balance	2,164,734	911,757	1,201,507	2,348,563

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.

Revenues exceeded departmental usage in 2017-18 due to a transfer from Health 1991 Realignment to Family Support for the Assembly Bill 85 (AB85) true up. This resulted in an increase in fund balance of $1.2 million. Prior year growth revenue of $6.2 million was received in 2017-18, which is available to fund future caseload and expenditure growth. Revenues are budgeted to exceed departmental usage in 2018-19 due to budgeting prior year growth revenue of $3.5 million to fund the increased CalWORKs expenditures.

DEPARTMENTAL USAGE OF FAMILY SUPPORT REALIGNMENT

	ACTUAL 2016-17	FINAL BUDGET 2017-18	ACTUAL 2017-18	ADOPTED BUDGET 2018-19
Family Support Programs	78,311,488	82,286,142	112,983,215	84,340,886
Total Departmental Usage	78,311,488	82,286,142	112,983,215	84,340,886



AUTOMATED SYSTEMS DEVELOPMENT

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

The new FAS project is a countywide collaborative effort to replace the existing financial accounting system that was implemented over 20 years ago. In 2011-12, the Board of Supervisors approved a $12.0 million allocation of Discretionary General Funding to fund this project. In 2013-14, the Board approved an additional $13.0 million for this project, which was added as a General Fund Reserve (New Financial Accounting System Reserve).

In April 2016, the Board of Supervisors approved contracts with SAP Public Services, Inc. (SAP) for financial software licensing, maintenance and support, and Labyrinth Solutions, Inc. for SAP Enterprise Financial Management System implementation consulting services. Implementation of the new system commenced in May 2016. Wave 1, consisting of the Financial Accounting modules, went live on October 1, 2017. 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 2018-19:

GROUP: Fiscal
DEPARTMENT: Auditor-Controller/Treasurer/Tax Collector
FUND: Restricted General
MAJOR FUND CENTER: 116 1042
FUNCTION: General
ACTIVITY: Finance

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	1,626,001	1,728,912	1,592,575	1,404,913	**(323,999)**
Operating Expenses	130,450	642,082	3,426,560	5,110,436	2,624,955	2,303,900	**(2,806,536)**
Capital Expenditures	0	2,489,704	3,754,466	2,525,375	2,378,222	1,925,926	**(599,449)**
Total Exp Authority	130,450	3,131,786	8,807,027	9,364,723	6,595,752	5,634,739	**(3,729,984)**
Reimbursements	0	0	0	0	(24,607)	0	**0**
Total Appropriation	130,450	3,131,786	8,807,027	9,364,723	6,571,146	5,634,739	**(3,729,984)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	130,450	3,131,786	8,807,027	9,364,723	6,571,146	5,634,739	**(3,729,984)**
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	3,500,000	5,995,874	5,995,874	2,296,343	**(3,699,531)**
Total Financing Sources	0	0	3,500,000	5,995,874	5,995,874	2,296,343	**(3,699,531)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	130,450	3,131,786	5,307,027	3,368,849	575,272	3,338,396	**(30,453)**
Available Reserves				0		0	**0**
Total Fund Balance				3,368,849		3,338,396	**(30,453)**
Budgeted Staffing*	0	12	14	14	14	10	**(4)**

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

MAJOR REQUIREMENTS AND SOURCES IN THE 2018-19 ADOPTED BUDGET

Requirements of $5.6 million represent staffing, operating and application development costs. Staffing Expenses of $1.4 million fund 10 positions to assist the Auditor-Controller/Treasurer/Tax Collector, Finance and Administration, Human Resources, and Information Services (ISD) in the implementation of waves 2 and 3 of the project. Operating Expenses of $2.3 million include contracted services, and reimbursement to ISD for

Application Development and staffing costs and to Purchasing for staffing costs. Capital Expenditures of $1.9 million reflect a decrease of $599,449 in contract implementation costs in 2018-19.

Operating Transfers In reflect a $2.3 million allocation from the New Financial Accounting System Reserve established in 2013-14 for this project. After the $2.3 million allocation in 2018-19, $1.2 million will remain in the reserve.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Planning and Implementation	14	0	-4	0	10	3	7
Total	0	0	0	0	0	0	0

*Detailed classification listing available in Appendix D.

Staffing Expenses for 10 positions include:

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

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $1.4 million fund 7 budgeted regular positions and 3 limited term positions. All positions are funded at full annual Salary and Benefit cost to support project implementation activities throughout the year for waves 2 and 3. Staffing changes include a net decrease of 4 positions to better reflect the skillset needed for the next waves of the project. The staffing requirements for the project were reassessed and determined that 1 Auditor-Controller Division Chief, 1 Business Systems Analyst III, 1 Systems Accountant I, and 1 Systems Accountant III are not needed for implementation of waves 2 and 3. As a result, these 4 positions are deleted from this budget unit and returned to the Auditor-Controller/Treasurer/Tax Collector.

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 expansion and remodel of the Sheriff's Crime Lab.
- 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 Valley Dispatch Center (in progress).
- The cash funding of the 800 MHz Upgrade Project (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 capital projects, computer systems, and Transportation projects. Current projects are either in progress or forthcoming in the near future and include:

- ISD Building Acquisition
- Valley Dispatch Center
- National Trails Highway

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 normally 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.

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, 2018, 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 2008 Pension Obligation Bonds $160,900,000 Principal	Pension Obligation Bonds 2008 Pension Obligation Bonds $160,900,000 Interest	Pension Obligation Bonds 2004 Pension Obligation Bonds[1] $463,895,000 Principal	Pension Obligation Bonds 2004 Pension Obligation Bonds[1] $463,895,000 Interest	Pension Obligation Bonds 1995 Pension Obligation Bonds $386,265,591 Principal	Pension Obligation Bonds 1995 Pension Obligation Bonds $386,265,591 Interest	Private Placement 2012 WVDC Refunding[2] $51,585,000 Principal	Private Placement 2012 WVDC Refunding[2] $51,585,000 Interest	Total Outstanding General Fund Debt	Fiscal Year Ending June 30
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	152,765,000	31,900,131	141,235,000	28,396,936	42,106,249	219,218,751	7,940,000	102,994	623,665,061	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 2018-19.
(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 1994 $213,605,000 Principal	County Medical Center Series 1994 $213,605,000 Interest	Total Outstanding Enterprise Fund Debt	Fiscal Year Ending June 30
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	205,855,000	49,113,714	61,385,000	28,768,375	92,835,000	31,891,550	469,848,639	Totals

Debt Service Budget Information: The 1994, 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, 2018, 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
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	27,993,249	18,260,000	852,698	7,265,000	766,750	92,432,697	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 35% as a result of the scheduled maturity of the 2007 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, 2018, 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

	General Obligation Bonds		Notes Payable			
	CSA 70 - Zone W-1 (EES)		CSA 70 - Zone J			
Fiscal Year Ending	Landers Water		Oak Hills		Total Outstanding	Fiscal Year Ending
	1979 Issue		2003 Issue		District	
	$1,540,000		$2,269,521			
June 30	Principal	Interest	Principal	Interest	Debt	June 30
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	95,000	4,750	1,380,612	368,770	1,849,132	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 4674).

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, 2017, the HACSB's fiscal year-end, HACSB's long-term debt obligations, due to entities outside of the County, are $37.5 million with $30.2 million representing principal and $7.3 million representing interest. Debt service payments of $2.0 million are due in the Agency's fiscal year ending September 30, 2018 and $2.0 million in fiscal year ending September 30, 2019. 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, 2017, 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
2016-17	200,360,174	2,504,502	335	2,504,167

Amounts in thousands
Source: San Bernardino County Comprehensive Annual Financial Report for the year ended June 30, 2017

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
2016-17	$0	289,805	417,864	-	-	$707,669

	Business Type Activities				
Fiscal Year	Certificates of Participation	General Obligation Bonds	Notes	Capital Lease Obligation	Total Business Type Activities
2016-17	$380,782	335	32,338	3,962	$417,417

	Total Outstanding Debt					
Fiscal Year	Certificates of Participation	Bonds	Notes	Capital Lease Obligation	Other Long Term Liabilities	Total Outstanding Debt
2016-17	$380,782	290,140	450,202	3,962	-	$1,125,086

	Debt Per Capita		
Fiscal Year	Total Outstanding Debt	Population	Debt Per Capita
2016-17	$1,125,086	2,160	$521

Amounts in thousands (except per capita)
Source: San Bernardino County Comprehensive Annual Financial Report for the year ended June 30, 2017

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 2018-19 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 for the County Administrative Office 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 expenditure or a liability but merely a reserve of 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 lead 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 2 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.

SAN BERNARDINO COUNTY

ADMINISTRATION







ADMINISTRATION SUMMARY

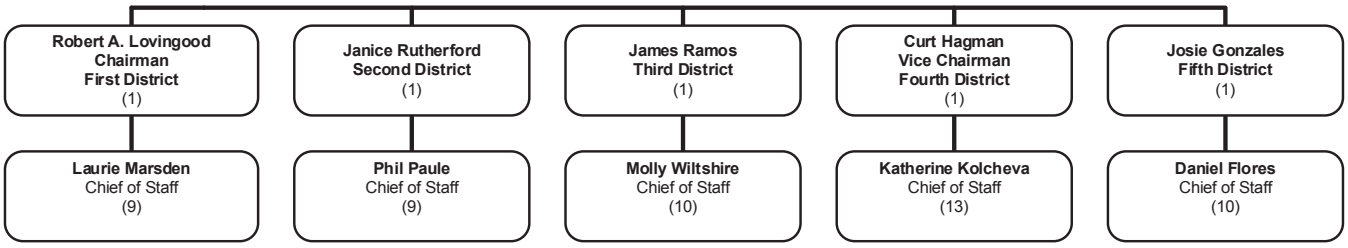
	Page #	Requirements	Sources	Net County Cost	Staffing
GENERAL FUND					
BOARD OF SUPERVISORS	118				
BOARD OF SUPERVISORS	119	8,139,002	0	8,139,002	56
CLERK OF THE BOARD	122	3,518,615	150,971	3,367,644	13
COUNTY ADMINISTRATIVE OFFICE	127				
COUNTY ADMINISTRATIVE OFFICE	131	7,433,996	0	7,433,996	31
LITIGATION	134	591,373	0	591,373	0
COUNTY COUNSEL	136	11,561,178	7,711,750	3,849,428	102
FINANCE AND ADMINISTRATION	141				
FINANCE AND ADMINISTRATION	143	3,331,461	0	3,331,461	20
HUMAN RESOURCES	155				
HUMAN RESOURCES	158	7,261,265	373,215	6,888,050	94
THE CENTER FOR EMPLOYEE HEALTH AND WELLNESS	161	2,405,202	2,405,202	0	12
UNEMPLOYMENT INSURANCE	164	4,000,500	0	4,000,500	0
INFORMATION SERVICES	172				
GIS AND MULTI-MEDIA SERVICES	175	3,412,683	214,732	3,197,951	16
PURCHASING	187				
PURCHASING	190	2,778,314	829,330	1,948,984	30
LOCAL AGENCY FORMATION COMMISSION	211	368,499	0	368,499	0
COUNTY SCHOOLS	214	3,152,080	0	3,152,080	0
TOTAL GENERAL FUND		57,954,168	11,685,200	46,268,968	374
CAPITAL FACILITIES LEASES	146	7,240,810	0	7,240,810	0

	Page #	Requirements	Sources	Use of (Contribution to) Fund Balance	Staffing
SPECIAL REVENUE FUNDS					
FINANCE AND ADMINISTRATION:					
DISASTER RECOVERY FUND	148	0	1,035,000	(1,035,000)	0
HUMAN RESOURCES:					
COMMUTER SERVICES	166	736,232	535,772	200,460	3
EMPLOYEE BENEFITS AND SERVICES	169	3,752,013	3,639,081	112,932	30
TOTAL SPECIAL REVENUE FUNDS		4,488,245	5,209,853	(721,608)	33

INTERNAL SERVICES FUNDS	Page #	Requirements	Sources	Use of (Contribution to) Net Position	Staffing
FLEET MANAGEMENT	150	45,995,674	32,139,480	13,856,194	97
INFORMATION SERVICES:					
COMPUTER OPERATIONS	178	42,607,040	40,860,547	1,746,493	152
TELECOMMUNICATION SERVICES	181	48,854,376	35,268,681	13,585,695	107
BUSINESS SOLUTIONS DEVELOPMENT	184	15,711,113	15,050,847	660,266	92
PURCHASING:					
PRINTING SERVICES	193	3,472,900	3,472,900	0	15
SURPLUS PROPERTY AND STORAGE OPERATIONS	196	1,356,909	1,191,510	165,399	4
MAIL/COURIER SERVICES	199	5,578,730	5,482,753	95,977	21
RISK MANAGEMENT	202				
OPERATIONS	205	102,000	102,000	0	67
INSURANCE PROGRAMS	208	145,412,966	118,317,104	27,095,862	0
TOTAL INTERNAL SERVICE FUNDS		309,091,708	251,885,822	57,205,886	555

BOARD OF SUPERVISORS
Robert A. Lovingood, Chairman

ORGANIZATIONAL CHART



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Board of Supervisors	8,139,002	0	8,139,002			56
Total General Fund	8,139,002	0	8,139,002	0	0	56
Total - All Funds	8,139,002	0	8,139,002	0	0	56

Board of Supervisors

DESCRIPTION OF MAJOR SERVICES

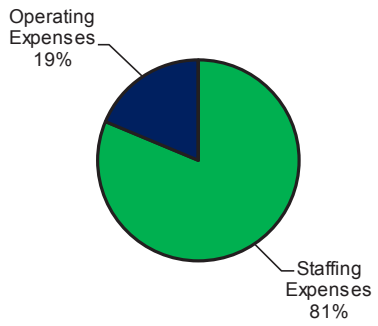
The Board of Supervisors is the governing body of the County government and Board-governed special districts. The Board of Supervisors establishes policy and exercises supervision over the official conduct of all County officers, Board-governed districts and special commissions. The Board of Supervisors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

Budget at a Glance

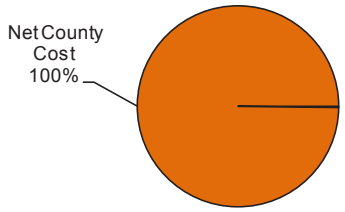
Total Requirements (Excl. Reimb.)	$8,155,474
Total Sources (Incl. Reimb.)	$16,472
Net County Cost	$8,139,002
Total Staff	56
Funded by Net County Cost	100%

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Board of Supervisors
FUND: General

BUDGET UNIT: 100 1000
FUNCTION: General
ACTIVITY: Legislative and Administrative

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	5,467,523	5,830,923	5,993,570	6,387,599	5,687,815	6,630,991	**243,392**
Operating Expenses	1,137,769	1,404,651	1,319,671	1,473,538	1,306,705	1,524,483	**50,945**
Capital Expenditures	11,444	0	0	0	0	0	**0**
Total Exp Authority	6,616,736	7,235,574	7,313,241	7,861,137	6,994,520	8,155,474	**294,337**
Reimbursements	(429)	(170)	(21,805)	(14,164)	(12,143)	(16,472)	**(2,308)**
Total Appropriation	6,616,307	7,235,404	7,291,436	7,846,973	6,982,377	8,139,002	**292,029**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	6,616,307	7,235,404	7,291,436	7,846,973	6,982,377	8,139,002	**292,029**
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	2,922	5,470	2,496	0	0	0	**0**
Total Revenue	2,922	5,470	2,496	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	2,922	5,470	2,496	0	0	0	**0**
Net County Cost	6,613,385	7,229,934	7,288,940	7,846,973	6,982,377	8,139,002	**292,029**
Budgeted Staffing*	48	51	60	57	57	56	**(1)**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Staffing Expenses of $6.6 million make up the majority of the Board of Supervisors' (Board) expenditures within this budget unit. Operating Expenses of $1.5 million include COWCAP, phone services, office expenses, courier and printing charges, facilities management basic services, and travel related expenses.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $292,029 primarily due to an increase in Staffing Expenses of $243,392 resulting from negotiated salary increases, and an increase in Operating Expenses of $50,945 due to increases in COWCAP, vehicle charges, printing and courier charges, and Information Services Department charges.

For 2018-19, each district will receive an equal allocation of $1.58 million in Net County Cost, totaling $7.9 million across all five districts. In addition to the allocation of Net County Cost, each district will receive a share of augmentation funding based on the Board's augmentation plan which was adopted as part of the 2012-13 Budget Hearing and directed that $214,257 be allocated among each district budget based on the percentage of unincorporated population. The 2018-19 budget allocates the augmentation funding under the same methodology as in 2017-18 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.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
First District	9	1	0	0	10	9	1
Second District	10	0	0	0	10	9	1
Third District	12	1	-2	0	11	10	1
Fourth District	14	1	-1	0	14	13	1
Fifth District	12	0	-1	0	11	10	1
Total	57	3	-4	0	56	51	5

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $6.6 million fund 56 budgeted positions of which 5 are regular positions and 51 are limited term positions. Supervisorial Districts make staffing adjustments to limited term positions through separate board agenda items; however, it is through the annual budget process that these positions are added into the budget. There is a net decrease of 1 position in this budget unit. This decrease represents the net change resulting from staff added by separate board agenda items throughout 2017-18 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 4 deletions and 3 additions, for a net decrease of 1 budgeted position:

Deletions

- 1 Executive Aide I (Third District)
- 1 Intern Staff Assistant (Third District)
- 1 Policy Advisor I (Fourth District)
- 1 Communications Advisor I (Fifth District)

Additions

- 1 Deputy Chief of Staff (First District)
- 1 Intern Staff Assistant (Third District)
- 1 Intern Staff Assistant I (Fourth District)

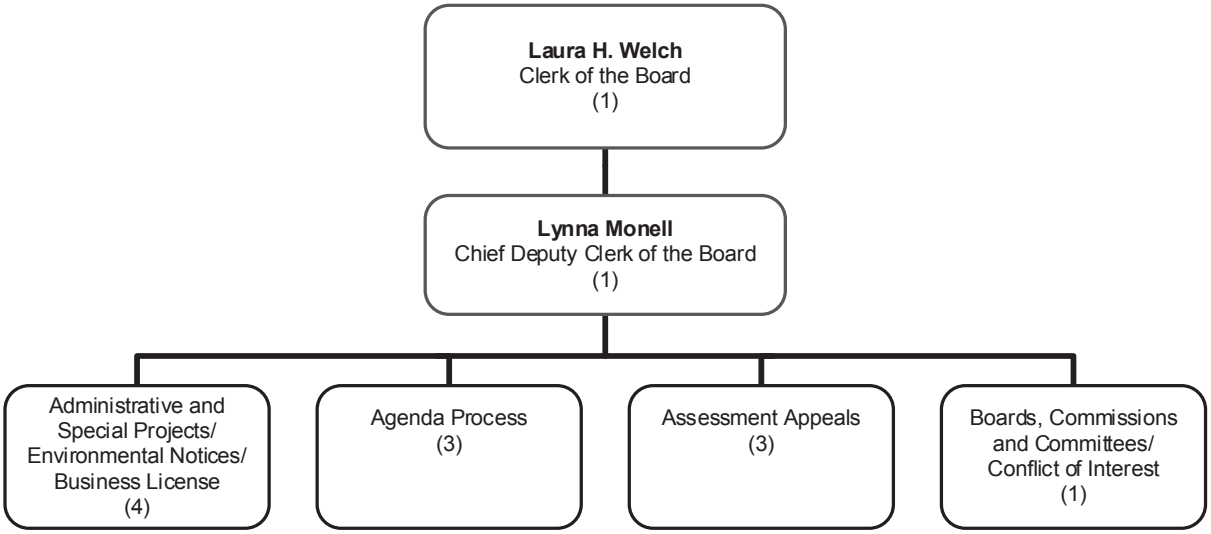
CLERK OF THE BOARD
Laura H. Welch

DEPARTMENT MISSION STATEMENT

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



ORGANIZATIONAL CHART



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Clerk of the Board	3,518,615	150,971	3,367,644			13
Total General Fund	3,518,615	150,971	3,367,644	0	0	13
Total - All Funds	3,518,615	150,971	3,367,644	0	0	13

2017-18 MAJOR ACCOMPLISHMENTS

- Released the RFP for the Enterprise Board Management System and hosted the pre-proposal conference and vendor presentations.
- Collaborated with the County Administrative Office and Auditor-Controller/Treasurer/Tax Collector to develop new contract cover sheets for all Board approved contracts due to the SAP implementation.
- Reached disposition or two-year waivers filed for all 3,150 2015-16 Assessment Appeals applications, which met the November 30, 2017 statutory deadline.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 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.	26.12%	27%	30%	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**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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.	9 days	3 days	2 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**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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.	8 days	3 days	2 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.)	$3,518,615
Total Sources (Incl. Reimb.)	$150,971
Net County Cost	$3,367,644
Total Staff	13
Funded by Net County Cost	96%

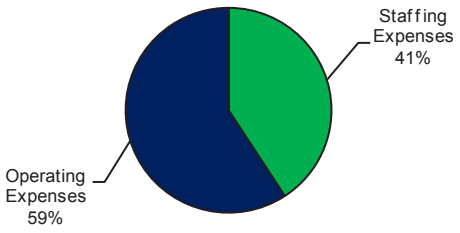
The Clerk of the Board (COB) provides legislative and administrative support services to the Board of Supervisors (BOS). The COB coordinates, prepares and maintains minutes, ordinances, resolutions, contracts, agreements and other official records and documents related to meetings conducted by the BOS.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

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

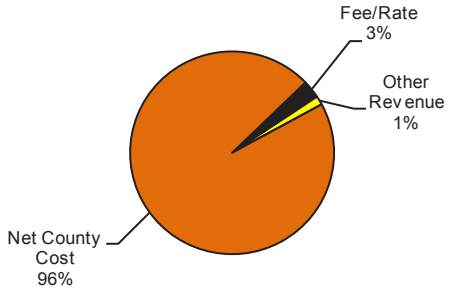
The County requires certain businesses operating in unincorporated areas obtain and maintain a valid business license. The COB receives, reviews, and processes business license applications and issues licenses for approved businesses. The COB also receives, posts and files environmental California Environmental Quality Act (CEQA) notices in accordance with State Department of Fish and Game requirements; accepts summonses, complaints, 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.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

BUDGET UNIT: 160 1000
FUNCTION: General
ACTIVITY: Legislative and Administrative

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	1,162,842	1,210,729	1,131,671	1,297,394	1,147,663	1,435,715	**138,321**
Operating Expenses	934,739	751,894	704,915	2,337,847	1,026,718	2,082,900	**(254,947)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	2,097,581	1,962,623	1,836,586	3,635,241	2,174,381	3,518,615	**(116,626)**
Reimbursements	0	(5,171)	(3,544)	0	(3,750)	0	**0**
Total Appropriation	2,097,581	1,957,453	1,833,042	3,635,241	2,170,631	3,518,615	**(116,626)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,097,581	1,957,453	1,833,042	3,635,241	2,170,631	3,518,615	**(116,626)**
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	185,421	176,727	146,477	117,684	96,534	101,646	**(16,038)**
Other Revenue	47,953	39,400	42,925	46,125	41,275	49,325	**3,200**
Total Revenue	233,374	216,127	189,402	163,809	137,809	150,971	**(12,838)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	233,374	216,127	189,402	163,809	137,809	150,971	**(12,838)**
Net County Cost	1,864,207	1,741,325	1,643,640	3,471,432	2,032,822	3,367,644	**(103,788)**
Budgeted Staffing*	14	13	13	13	13	13	**0**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Staffing Expenses of $1.4 million represent 13 budgeted positions that support functions of the Board of Supervisors and Assessment Appeals processing. Operating Expenses of $2.1 million include costs related to the implementation of the new Enterprise Board Management System, office expenses, vendor service contracts, maintenance and support costs, transfers, and Assessment Appeals costs.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $116,626. This reflects a decrease of $254,947 in Operating Expenses primarily due to a decrease in budgeted expenditures for the Enterprise Board Management System project as compared to 2017-18. These decreased costs are offset by an increase of $138,321 in Staffing Expenses due to negotiated salary increases and the cost of 1 new limited term contract position for the implementation of the new Enterprise Board Services System. Sources are decreasing by $12,838 primarily due to an anticipated reduction in the number of Assessment Appeal application submissions and a decline in the number of business licenses.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Administrative and Special Projects/ Environmental							
Notices/Business License	5	0	0	1	6	0	6
Agenda Process	4	0	0	-1	3	0	3
Assessment Appeals	3	0	0	0	3	0	3
Boards, Commissions and Committees/Conflict of Interest	1	0	0	0	1	0	1
Total	13	0	0	0	13	0	13

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $1.4 million fund 13 budgeted positions and includes funding for the addition of a contract Board Services Specialist (limited term) position which will backfill the subject matter expert during the implementation of the new Enterprise Board Management System. The department will seek Board approval of the employment contract at a later date.



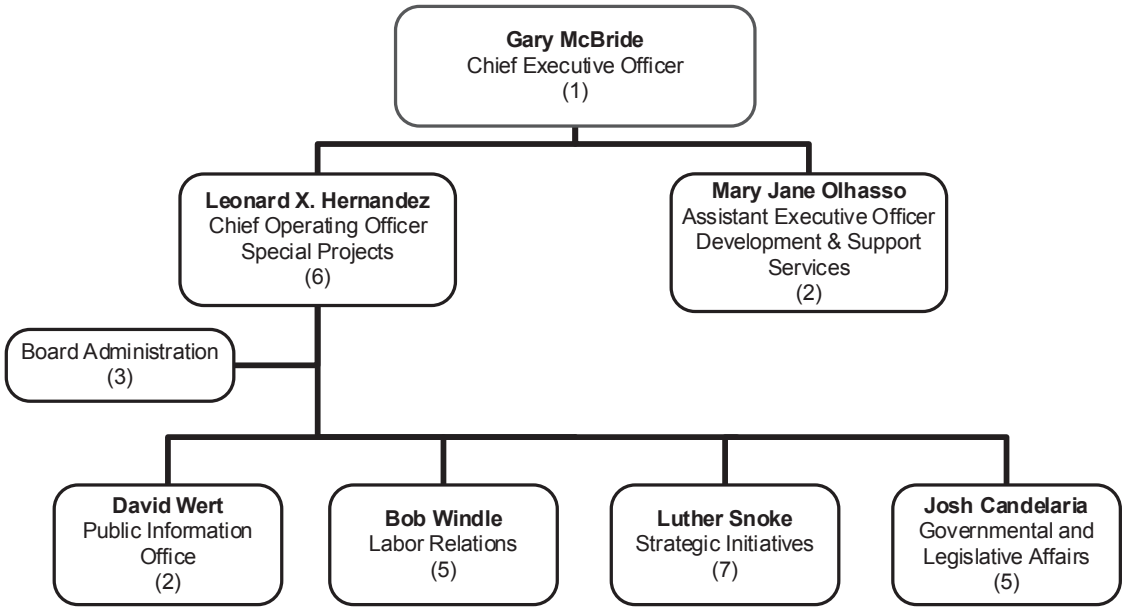
COUNTY ADMINISTRATIVE OFFICE
Gary McBride

DEPARTMENT MISSION STATEMENT

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



ORGANIZATIONAL CHART



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
County Administrative Office	7,433,996	0	7,433,996			31
Litigation	591,373	0	591,373			0
Total General Fund	8,025,369	0	8,025,369	0	0	31
Total - All Funds	8,025,369	0	8,025,369	0	0	31

2017-18 MAJOR ACCOMPLISHMENTS

- Coordinated the recovery and documentation efforts following the December 2, 2015, Terrorist Attack.
- Supported the launch of the SB Safe Employee Alert System, which allows the County to instantaneously notify and provide direction to employees during an emergency, and of the SB Safe online employee safety training program.
- 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 "Vision2BActive" campaign by the Wellness Element/Community Vital Signs.
- Successfully advocated against legislation that would have negatively impacted County Discretionary General Funding, for increased state and federal funding opportunities for County programs and services, and for addressing regional parity by revising antiquated state and federal funding formulas.
- Maintained the "Government Works" feature on CountyWire to highlight innovation and efficiencies by County agencies.
- Published the 2017 Community Indicators Report (8th annual).
- Coordinated Policy Review Committee's ongoing efforts to review and update County Policies and Standard Practices.
- Coordinated the Phase I launch of the EZ Online Permitting (EZOP) system for building permit related activities, as well as launched the EZOP website and Technical Support Hotline.
- Successfully completed the negotiation of three MOUs and one MOU extension for six bargaining units covering 2,500 employees, and currently leading the negotiation of numerous meet and confers and potential MOU extensions.
- Continued to work with Arrowhead Regional Medical Center on its recruitment and retention needs by successfully negotiating targeted compensation increases and staffing reorganizations to elevate the County hospital's competitiveness in the market.
- Continued to improve the County's competitiveness in the market by negotiating an enhancement and expansion of the Modified Benefit Option that provides an alternative benefit and compensation package to approximately 2,900 employees in 164 classifications.

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 or support 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	Continue to identify opportunities to improve efficiency and customer service, as well as public perception, as related to land development activities and coordinate implementation efforts with related departments.
STRATEGY	Continue to negotiate labor contracts with competitive total compensation packages, that reflect the needs of County employees, foster growth and development, and promote positive relations between the County and employees.
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER	
OBJECTIVE	**Develop a long-term budget plan which brings County operations into both fiscal and programmatic balance, including full funding of reserves for infrastructure and operating system maintenance and replacement.**
OBJECTIVE	**Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.**
STRATEGY	Continue to refine budget planning, reporting and forecasting systems to achieve financial and programmatic balance and more fully inform policy development by the Board of Supervisors.
STRATEGY	Continued oversight of implementation of enterprise financial accounting and permitting systems through use of information management best practices.

DEPARTMENT PERFORMANCE MEASURES CONTINUED

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



County Administrative Office

DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance

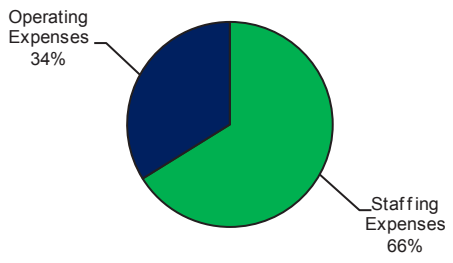
Total Requirements (Excl. Reimb.)	$8,888,414
Total Sources (Incl. Reimb.)	$1,454,418
Net County Cost	$7,433,996
Total Staff	31
Funded by Net County Cost	84%

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.

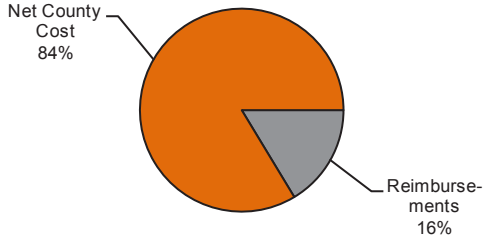
On September 13, 2016, the Board approved personnel actions related to the creation of the Strategic Initiatives Unit and the transfer of the Labor Relations Unit from the Human Resources department. The Labor Relations Unit develops and implements the County's labor relations goals, policies and priorities 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 Unit manages and oversees centralized fiscal functions for the departments involved in land development services and coordinates administrative, operational, and technological process improvement.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: County Administrative Office
FUND: General

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

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	3,139,500	3,149,917	4,489,398	5,346,292	3,930,683	5,879,429	**533,137**
Operating Expenses	1,923,177	2,161,362	2,731,262	3,127,784	2,735,332	3,008,985	**(118,799)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	5,062,677	5,311,279	7,220,660	8,474,076	6,666,015	8,888,414	**414,338**
Reimbursements	(543,226)	(516,152)	(1,082,430)	(1,278,882)	(1,183,517)	(1,454,418)	**(175,536)**
Total Appropriation	4,519,451	4,795,127	6,138,230	7,195,194	5,482,498	7,433,996	**238,802**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	4,519,451	4,795,127	6,138,230	7,195,194	5,482,498	7,433,996	**238,802**
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	(9)	0	0	0	0	**0**
Other Revenue	4,477	5,419	227	0	29,248	0	**0**
Total Revenue	4,477	5,410	227	0	29,248	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	4,477	5,410	227	0	29,248	0	**0**
Net County Cost	4,514,974	4,789,717	6,138,003	7,195,194	5,453,250	7,433,996	**238,802**
Budgeted Staffing*	17	17	27	31	31	31	**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 $440,681 which represents the County Administrative Office's share of costs of other central service departments, such as Human Resources.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Staffing Expenses of $5.9 million represent the majority of expenditures and fund 31 budgeted positions. Operating Expenses of $3.0 million include the Fair Political Practices Commission contract, federal and state lobbyist contracts, and consulting contracts. Operating Expenses also include $100,000 to fund pilot technology projects recommended by the Technology Improvements Committee to enhance County service delivery. This represents the allocation approved by the Board of Supervisors on 8/8/17 (Item No. 50) which has been carried forward from 2017-18. Reimbursements of $1.5 million are received from other departments for services provided. These Reimbursements fund a portion of Operating Expenses for legislative services and Staffing Expenses primarily for the Labor Relations Unit and the Strategic Initiatives Unit.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $238,802 primarily due to increased Staffing Expenses of $533,137 resulting from the addition of 1 Assistant Executive Officer – Finance and Administration position and negotiated salary increases, which is partially offset by an increase in Reimbursements resulting from negotiated salary increases for the positions providing support to other departments.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
County Administrative Office	1	0	0	0	1	0	1
Board Administration	3	0	0	0	3	0	3
Special Projects	5	0	0	1	6	0	6
Development & Support Services	2	1	-1	0	2	0	2
Public Information Office	2	0	0	0	2	0	2
Governmental & Legislative Affairs	5	0	0	0	5	1	4
Labor Relations	6	0	0	-1	5	0	5
Strategic Initiatives	7	0	0	0	7	0	7
Total	31	1	-1	0	31	1	30

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $5.9 million fund 31 budgeted positions of which 30 are regular positions and 1 is a limited term position. There is no net change to the number of positions. Staffing changes include the addition of 1 Assistant Executive Officer – Finance and Administration position, which is transferred from the Finance and Administration budget unit, and the deletion of 1 Deputy Executive Officer which is transferred to the Finance and Administration budget unit to reflect a reorganization. An Executive Secretary III position is transferred from the Labor Relations Unit to the Special Projects division to assist the division with clerical and administrative duties.

Litigation

DESCRIPTION OF MAJOR SERVICES

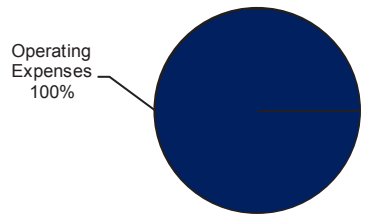
This budget unit funds external attorney services and other litigation related expenses. The Board of Supervisors approved the establishment of this budget unit in 2001-02. The use of additional Discretionary General Funding (Net County Cost) may be required during the fiscal year for any new major contracts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

Budget at a Glance

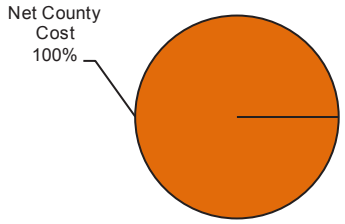
Total Requirements (Excl. Reimb.)	$591,373
Total Sources (Incl. Reimb.)	$0
Net County Cost	$591,373
Total Staff	0
Funded by Net County Cost	100%

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: County Administrative Office
FUND: General

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

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	639,407	389,711	312,772	392,127	281,701	591,373	**199,246**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	639,407	389,711	312,772	392,127	281,701	591,373	**199,246**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	639,407	389,711	312,772	392,127	281,701	591,373	**199,246**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	639,407	389,711	312,772	392,127	281,701	591,373	**199,246**
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	639,407	389,711	312,772	392,127	281,701	591,373	**199,246**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Requirements of $591,373 represent costs for outside legal counsel and other litigation related expenses.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $199,246 to reflect one-time funding for legal services related to the Chino Airport Groundwater Remedial Project, offset by a decrease in COWCAP charges.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

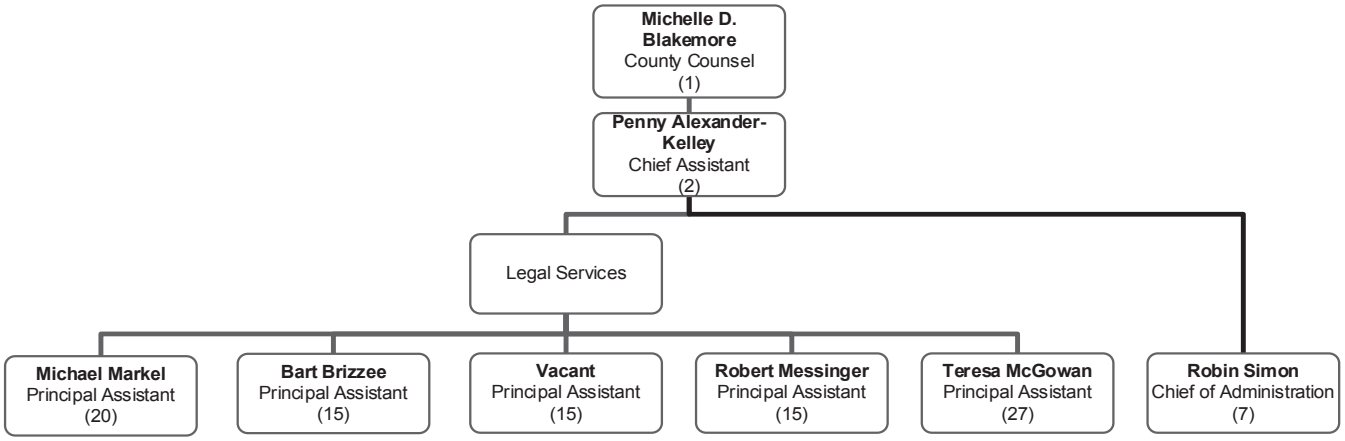
COUNTY COUNSEL
Michelle D. Blakemore

DEPARTMENT MISSION STATEMENT

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



ORGANIZATIONAL CHART



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
County Counsel	11,561,178	7,711,750	3,849,428			102
Total General Fund	11,561,178	7,711,750	3,849,428	0	0	102
Total - All Funds	11,561,178	7,711,750	3,849,428	0	0	102

2017-18 MAJOR ACCOMPLISHMENTS

- Directed legal efforts on behalf of Land Use Services in bankruptcy court to ensure a large mine within the County was not liquidated and maintained operations until a new purchaser was located, saving hundreds of jobs and recovering the legal and administrative costs the County incurred during this process.
- Trained County's Planning Commission and Land Use Services on various land use subjects.
- Drafted various complex land use ordinances.
- Resolved California Environmental Quality Act (CEQA) litigation allowing conditionally approved projects to begin development and occupancy.
- Advised the HIPAA subcommittee for the Office of Compliance and Ethics through the creation and implementation of a countywide HIPAA training.
- Resolved litigation and recovered funds against the Architect of record for the construction of the Adelanto Detention Center Expansion Project.
- Advised and assisted the Department of Public Works response to the emergency on National Trails Highway (bridges washed out due to storm events in July of 2017). This office has continued legal assistance to the Department of Public Works on the County's efforts to replace the 1930s-era timber bridges on National Trails Highway.
- Represented the County on 1,399 new juvenile dependency matters and 119 appeals and writs.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 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**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Number of training hours provided to County staff.	516	300	596.1	300
STRATEGY	Increase training to County departments to reduce potential exposure.					

County Counsel

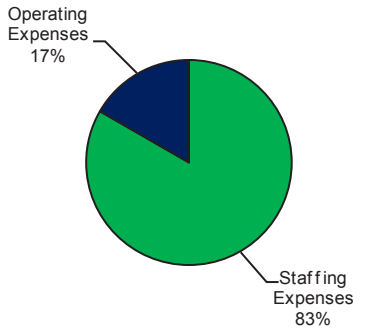
DESCRIPTION OF MAJOR SERVICES

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

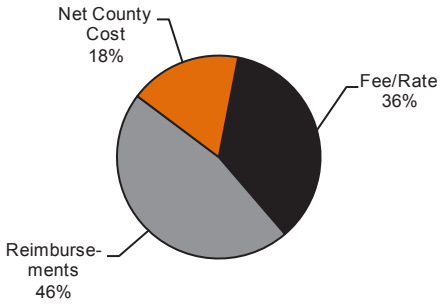
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$21,621,016
Total Sources (Incl. Reimb.)	$17,771,588
Net County Cost	$3,849,428
Total Staff	102
Funded by Net County Cost	18%

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: County Counsel
FUND: General

BUDGET UNIT: 171 1000
FUNCTION: General
ACTIVITY: Counsel

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	12,904,532	13,942,950	14,214,785	16,980,643	16,216,342	18,015,898	**1,035,255**
Operating Expenses	1,442,823	2,090,904	2,317,971	2,916,581	2,435,382	3,605,118	**688,537**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	14,347,355	16,033,854	16,532,756	19,897,224	18,651,724	21,621,016	**1,723,792**
Reimbursements	(6,356,151)	(7,809,736)	(8,449,412)	(9,203,600)	(9,102,588)	(10,059,838)	**(856,238)**
Total Appropriation	7,991,204	8,224,118	8,083,344	10,693,624	9,549,136	11,561,178	**867,554**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	7,991,204	8,224,118	8,083,344	10,693,624	9,549,136	11,561,178	**867,554**
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	4,837,470	5,538,440	5,840,510	7,201,088	6,132,447	7,711,000	**509,912**
Other Revenue	20,164	2,565	1,593	750	1,227	750	**0**
Total Revenue	4,857,634	5,541,005	5,842,103	7,201,838	6,133,674	7,711,750	**509,912**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	4,857,634	5,541,005	5,842,103	7,201,838	6,133,674	7,711,750	**509,912**
Net County Cost	3,133,570	2,683,113	2,241,241	3,491,786	3,415,462	3,849,428	**357,642**
Budgeted Staffing*	86	93	104	102	102	102	**0**

*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 $139,288, which represents County Counsel's share of costs of other central service departments, such as Human Resources.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Staffing Expenses of $18.0 million represent a majority of the Requirements in this budget unit. Operating Expenses of $3.6 million include professional services, publications, travel/training, computer charges and facility costs. These expenses are primarily funded through Reimbursements of $10.1 million from other County departments and Fee/Rate revenue of $7.7 million received for providing legal services to clients.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $867,554. Staffing Expenses are increasing by $1.0 million primarily due to negotiated salary increases and retirement costs. Operating Expenses are increasing by $688,537 reflecting an anticipated increase in outside legal services. These increases are partially offset by an increase in Reimbursements from departments for services provided.

Sources are increasing by $509,912 due to additional revenue generated from an anticipated increase in overall caseloads, and the addition of three positions in the Juvenile Dependency division that were approved in the 2017-18 First Quarter Budget Report.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Administration/Fiscal	10	0	0	0	10	0	10
Legal Services	92	0	0	0	92	2	90
Total	102	0	0	0	102	2	100

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $18.0 million fund 102 budgeted positions of which 100 are regular positions and 2 are limited term positions. There are no staffing changes associated with this budget unit.

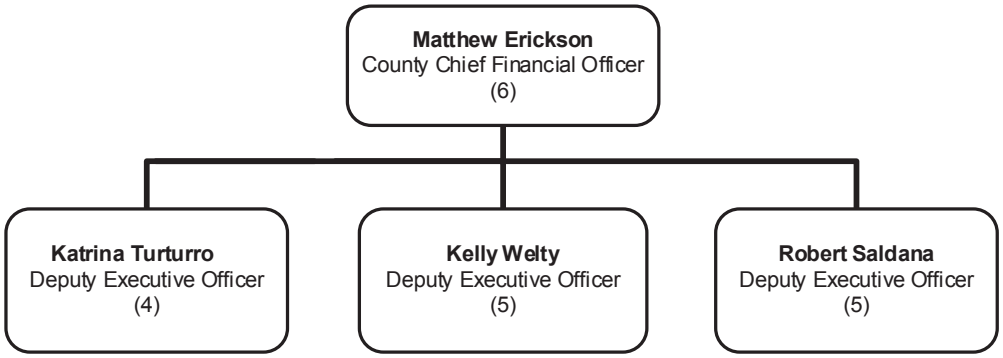
FINANCE AND ADMINISTRATION
Matthew Erickson

DEPARTMENT MISSION STATEMENT

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



ORGANIZATIONAL CHART



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Finance and Administration	3,331,461	0	3,331,461			20
Capital Facilities Leases	7,240,810	0	7,240,810			0
Total General Fund	10,572,271	0	10,572,271	0	0	20
Special Revenue Funds						
Disaster Recovery Fund	0	1,035,000		(1,035,000)		0
Total Special Revenue Funds	0	1,035,000	0	(1,035,000)	0	0
Total - All Funds	10,572,271	1,035,000	10,572,271	(1,035,000)	0	20

2017-18 MAJOR ACCOMPLISHMENTS

- Issued the 2018-23 Five-Year Capital Improvement Plan book.
- Developed a balanced budget for the coming year addressing the most pressing countywide needs.
- Initiated the development of a new budget preparation system for the second phase of SAP implementation.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 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**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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.	28	14	14	14
STRATEGY	Ensure Board of Supervisors has sufficient review time for recommended fee ordinance documents.					



Finance and Administration

DESCRIPTION OF MAJOR SERVICES

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

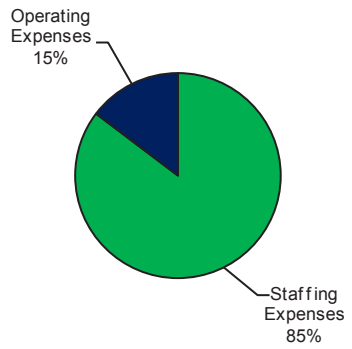
Budget at a Glance

Total Requirements (Excl. Reimb.)	$4,550,623
Total Sources (Incl. Reimb.)	$1,219,162
Net County Cost	$3,331,461
Total Staff	20
Funded by Net County Cost	73%

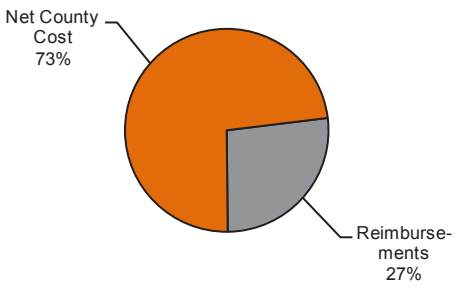
Finance and Administration is responsible for the preparation and administration of the County budget and annual fee review process, including development of the five-year forecast and annual strategic plan; the administration and monitoring of the County General Fund long-term debt portfolio, which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

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Finance and Administration
FUND: General

BUDGET UNIT: 112 1000
FUNCTION: General
ACTIVITY: Finance

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	3,101,470	3,316,758	3,165,439	3,637,215	3,279,912	3,882,653	**245,438**
Operating Expenses	434,658	346,258	325,908	529,720	472,653	667,970	**138,250**
Capital Expenditures	9,127	0	0	0	0	0	**0**
Total Exp Authority	3,545,255	3,663,016	3,491,347	4,166,935	3,752,565	4,550,623	**383,688**
Reimbursements	(753,222)	(946,137)	(969,395)	(973,221)	(1,036,985)	(1,219,162)	**(245,941)**
Total Appropriation	2,792,033	2,716,879	2,521,952	3,193,714	2,715,580	3,331,461	**137,747**
Operating Transfers Out	0	0	37,820	0	0	0	**0**
Total Requirements	2,792,033	2,716,879	2,559,772	3,193,714	2,715,580	3,331,461	**137,747**
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	227	0	0	0	0	0	**0**
Total Revenue	227	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	227	0	0	0	0	0	**0**
Net County Cost	2,791,806	2,716,879	2,559,772	3,193,714	2,715,580	3,331,461	**137,747**
Budgeted Staffing*	18	20	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 $23,239 which represents Finance and Administration's share of costs of other central service departments, such as Human Resources.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Staffing Expenses of $3.9 million fund 20 budgeted positions. Reimbursements of $1.2 million fund administrative oversight for Health Administration, County Fire, Special Districts, and Indigent Defense.

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing Expenses are increasing by $245,438 as a result of the addition of a Deputy Executive Officer position from the County Administrative Office budget unit and negotiated salary increases, offset by the transfer of the Assistant Executive Officer – Finance and Administration position to the County Administrative Office budget unit. An increase of $138,250 in Operating Expenses is primarily due to an increase in transfers to the Law and Justice Group for its Administrative Analyst II position which will offset a projected reduction in grant funds that partially funded this position in prior years.

Reimbursements are increasing $245,941 to fund negotiated salary increases for the positions providing administrative oversight.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Finance and Administration	20	2	-2	0	20	2	18
Total	20	2	-2	0	20	2	18

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $3.9 million fund 20 budgeted positions of which 18 are regular positions and 2 are limited term positions. Changes include the deletions of 1 Assistant Executive Officer – Finance and Administration position which was transferred to the County Administrative Office as a result of a reorganization, and 1 vacant Public Service Employee (PSE) position which was no longer needed. These deletions are offset by the addition of 1 Deputy Executive Officer which was transferred from the County Administrative Office as a result of a reorganization, and 1 Contract Enterprise EFMS Implementation Data Analyst position that will assist with the implementation of the SAP budget module.

Capital Facilities Leases

DESCRIPTION OF MAJOR SERVICES

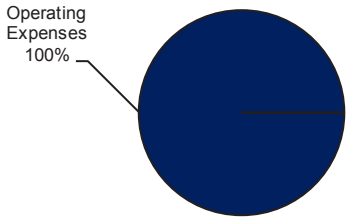
This budget unit funds the cost of long-term capital lease payments for the major County facilities financed by the General Fund. The only facility currently being financed by the General Fund is the West Valley Detention Center.

Budget at a Glance

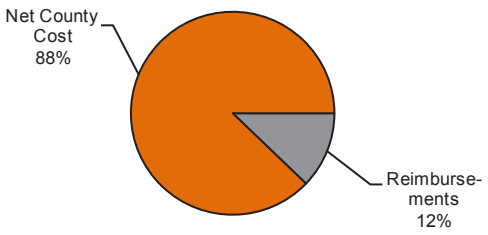
Total Requirements (Excl. Reimb.)	$8,245,852
Total Sources (Incl. Reimb.)	$1,005,042
Net County Cost	$7,240,810
Total Staff	0
Funded by Net County Cost	88%

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

BUDGET UNIT: 133 1000
FUNCTION: General
ACTIVITY: Plant Acquisition

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	14,735,530	14,652,212	8,148,194	8,343,908	8,132,346	8,245,852	**(98,056)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	14,735,530	14,652,212	8,148,194	8,343,908	8,132,346	8,245,852	**(98,056)**
Reimbursements	(1,437,542)	(1,595,319)	(1,084,856)	(1,085,792)	(1,079,215)	(1,005,042)	**80,750**
Total Appropriation	13,297,988	13,056,893	7,063,338	7,258,116	7,053,131	7,240,810	**(17,306)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	13,297,988	13,056,893	7,063,338	7,258,116	7,053,131	7,240,810	**(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	0	0	0	0	114,824	0	**0**
Total Revenue	0	0	0	0	114,824	0	**0**
Operating Transfers In	0	6,616,480	0	0	0	0	**0**
Total Financing Sources	0	6,616,480	0	0	114,824	0	**0**
Net County Cost	13,297,988	6,440,413	7,063,338	7,258,116	6,938,307	7,240,810	**(17,306)**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Operating Expenses of $8.2 million represent lease payments and related fees for the West Valley Detention Center, and administrative costs. Administrative costs include fees for Trustee services, auditing and other tax compliance services.

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

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $17,306 due to a decrease in COWCAP charges. A decrease in Requirements, offset by a decrease in Reimbursements, both in the amount of $80,750, reflects the final lease payment from Preschool Services, which was made in 2017-18.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Disaster Recovery Fund

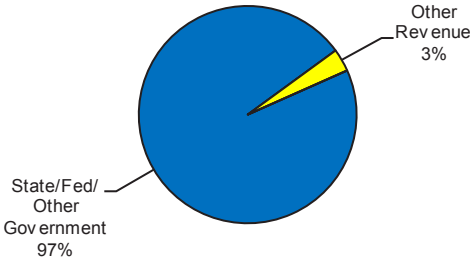
DESCRIPTION OF MAJOR SERVICES

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.)	$1,035,000
Use of/ (Contribution to) Fund Balance	($1,035,000)
Total Staff	0

2018-19 ADOPTED BUDGET

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

ANALYSIS OF 2018-19 ADOPTED BUDGET

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

BUDGET UNIT: 110 2726
FUNCTION: Public Protection
ACTIVITY: Other Protection

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 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	253,250	204,590	0	1,155,800	1,000,000	**1,000,000**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	9,179	12,050	24,618	7,530	41,159	35,000	**27,470**
Total Revenue	9,179	265,300	229,208	7,530	1,196,959	1,035,000	**1,027,470**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	9,179	265,300	229,208	7,530	1,196,959	1,035,000	**1,027,470**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(9,179)	(265,300)	(229,208)	(7,530)	(1,196,959)	(1,035,000)	**(1,027,470)**
Available Reserves				3,266,112		5,490,541	**2,224,429**
Total Fund Balance				3,258,582		4,455,541	**1,196,959**
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 2018-19 ADOPTED BUDGET

Sources include anticipated payments from state and federal agencies for reimbursable incidents, and anticipated interest earnings on the cash balance of the fund.

BUDGET CHANGES AND OPERATIONAL IMPACT

This budget unit is currently used as a suspense account to track payments by state and federal agencies for reimbursable disaster recovery efforts that are then distributed to County departments. Sources are increasing by $1.0 million due to anticipated payments from state and federal agencies ($1.0 million), and an increase in Other Revenue ($27,470) to reflect anticipated interest earnings as a result of higher interest rates.

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 from the state and federal governments that will be paid 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.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

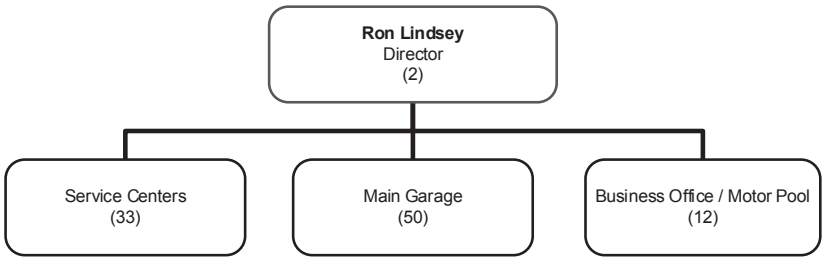
FLEET MANAGEMENT
Ron Lindsey

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



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Internal Service Funds						
Fleet Management	45,995,674	32,139,480			13,856,194	97
Total Internal Service Funds	45,995,674	32,139,480	0	0	13,856,194	97
Total - All Funds	45,995,674	32,139,480	0	0	13,856,194	97

2017-18 MAJOR ACCOMPLISHMENTS

- Achieved recognition as the number one Fleet in the nation by Government Fleet Magazine 2017.
- Named number 24 in the 100 Best Fleets in the Americas contest for 2017.
- Completed construction of four strategic fuel sites.
- Achieved Automotive Service Excellence (ASE) Blue Seal Status for Fleet Management's Service Center. ASE is the most highly recognized industry standard for Technician Certification.
- Commenced construction of the High Desert Service Center in Victorville which enabled the department to relocate to a needs-based location with the necessary space to accommodate service growth.
- Received a NACo award for the Vehicle Maintenance and Light Repair Program, a partnership with Inland Career Education Center and the Career Institute, having 19 graduates complete the program.



DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 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.	96%	96%	97%	96%
STRATEGY	Monitor employee productivity levels.					
STRATEGY	Coordinate with customers to reduce peak/lull times in the shop.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of Motor Pool vehicles receiving required annual preventative maintenance service (three services per year).	98%	95%	96%	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**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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.	1.4	1.4	1.47	1.4
STRATEGY	Improve coordination with part suppliers to reduce part wait times.					
STRATEGY	Improve and monitor employee productivity.					
STRATEGY	Monitor staffing requirements at all facilities.					
STRATEGY	Coordinate with customers to reduce peak/lull times in the shop.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		**Measure** **NEW**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.**	Percentage of parts inventory turned over four times per year.	N/A	N/A	N/A	89%
OBJECTIVE	**Eliminate silos and consolidate and centralize administrative functions, including financial management and oversight.**					
STRATEGY	Manage inventory to better meet demand.					
STRATEGY	Review and eliminate stagnant inventory.					
STRATEGY	Evaluate parts sites/storerooms for consolidation or reduction, excluding seasonal parts.					

Fleet Management

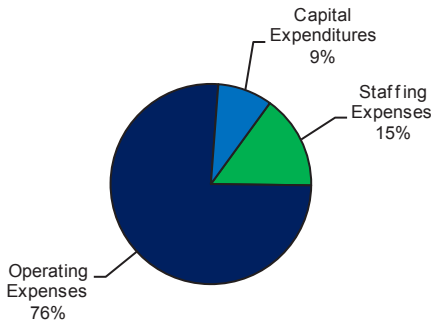
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$57,018,670
Total Sources (Incl. Reimb.)	$43,162,476
Use of / (Contribution To) Net Position	$13,856,194
Total Staff	97

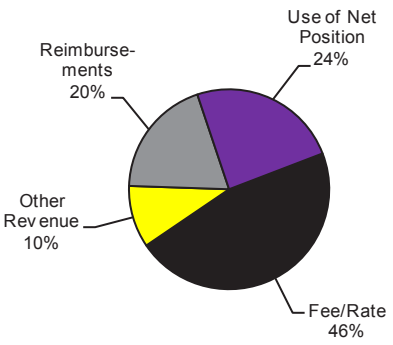
Fleet Management provides acquisition, maintenance, repair, modification, and disposal services for the majority of County vehicles and equipment. Fleet Management's main garage in San Bernardino includes four shops: automotive, heavy duty, welding/metal fabrication, and generator services, as well as 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 64 strategically located fueling sites. Additionally, Fleet Management operates a motor pool which has ownership and/or maintenance and replacement responsibility for approximately 2,100 vehicles or equipment assigned to or used by County departments. The department also provides Department of Motor Vehicle registration services and security lock-up services.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Fleet Management
FUND: Fleet Management

BUDGET UNIT: 791 4064
FUNCTION: General
ACTIVITY: Other General

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	7,013,958	7,420,582	7,397,234	8,499,239	7,828,664	8,670,718	**171,479**
Operating Expenses	29,121,491	29,028,868	31,791,633	36,345,715	30,368,159	43,321,729	**6,976,014**
Capital Expenditures	4,775,312	4,953,222	6,381,015	3,905,225	3,030,236	5,026,223	**1,120,998**
Total Exp Authority	40,910,761	41,402,672	45,569,882	48,750,179	41,227,059	57,018,670	**8,268,491**
Reimbursements	(8,449,730)	(8,184,787)	(8,650,170)	(10,142,230)	(10,505,050)	(11,022,996)	**(880,766)**
Total Appropriation	32,461,031	33,217,885	36,919,712	38,607,949	30,722,009	45,995,674	**7,387,725**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	32,461,031	33,217,885	36,919,712	38,607,949	30,722,009	45,995,674	**7,387,725**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	1,933	0	61,922	0	0	0	**0**
Fee/Rate	28,910,498	27,897,781	31,361,089	28,578,397	26,819,074	26,412,700	**(2,165,697)**
Other Revenue	4,546,845	4,393,207	5,403,930	4,773,797	4,742,034	5,726,780	**952,983**
Total Revenue	33,459,276	32,290,988	36,826,941	33,352,194	31,561,108	32,139,480	**(1,212,714)**
Operating Transfers In	0	0	489,600	456,825	245,329	0	**(456,825)**
Total Financing Sources	33,459,276	32,290,988	37,316,541	33,809,019	31,806,437	32,139,480	**(1,669,539)**
Net Position							
Use of/ (Contribution to) Net Position**	(998,245)	926,897	(396,828)	4,798,930	(1,084,428)	13,856,194	**9,057,264**
Est. Net Position Available						1,337,143	
Total Est. Unrestricted Net Position						15,193,337	
Budgeted Staffing*	87	93	95	97	97	97	**0**

*Data represents final budgeted staffing.
**Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.

Note: The 2017-18 Final Budget and 2017-18 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 2018-19 ADOPTED BUDGET

Requirements of $46.0 million include $8.7 million in Staffing Expenses, $43.3 million in Operating Expenses, and $5.0 million in Capital Expenditures. Major operating expenses are repair parts, fuel, sublets and specialized services. Reimbursements include internal cost allocations and transfers out for capital improvement projects.

Sources of $32.1 million include $26.4 million in Fee/Rate revenue that includes Motor Pool mileage and monthly charges, fuel revenue, labor charges from light and heavy-duty shops, parts sales, and sublet charges.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by 7.4 million primarily due to the construction of the Victorville High Desert Service Center, which has a project budget of $8.0 million.

Sources are decreasing by $1.7 million primarily due the elimination of countywide automobile liability insurance revenue. This revenue was previously collected from departments by Fleet. Risk Management now directly charges departments with assigned vehicles.

ANALYSIS OF NET POSITION

Fleet's budget includes a Use of Net Position of $13.9 million in 2018-19. The Use of Net Position for 2018-19 is due to one-time expenditures related to capital projects carried over from 2017-18 and new projects for 2018-19. The capital projects include the construction of the High Desert Service Center in Victorville, fuel tank replacements throughout the County, car wash replacement, and a security kiosk for the Lena Road facility in San Bernardino. Rates are reviewed annually to ensure that Net Position is maintained at an adequate level.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Administration	2	0	0	0	2	0	2
Business Office/Motor Pool	12	0	0	0	12	0	12
Service Centers	33	0	0	0	33	2	31
Main Garage	50	0	0	0	50	3	47
Total	97	0	0	0	97	5	92

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $8.7 million fund 97 budgeted positions of which 92 are regular positions and 5 are limited term positions. There are no budgeted staffing changes.



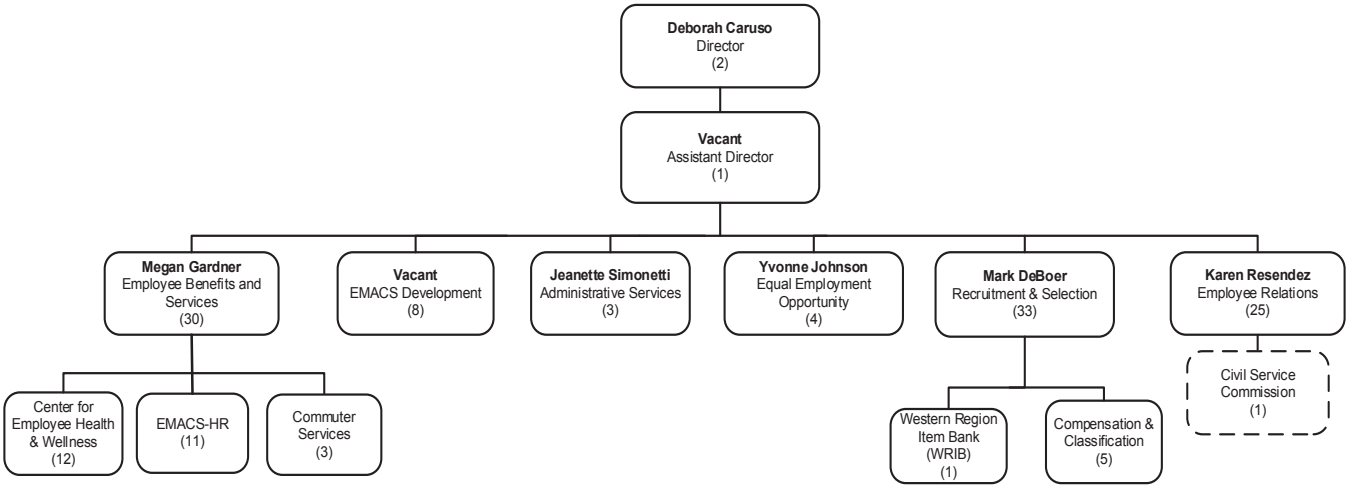
HUMAN RESOURCES
Deborah Caruso

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



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Human Resources	7,261,265	373,215	6,888,050			94
The Center for Employee Health and Wellness	2,405,202	2,405,202	0			12
Unemployment Insurance	4,000,500	0	4,000,500			0
Total General Fund	13,666,967	2,778,417	10,888,550	0	0	106
Special Revenue Funds						
Commuter Services	736,232	535,772		200,460		3
Employee Benefits and Services	3,752,013	3,639,081		112,932		30
Total Special Revenue Funds	4,488,245	4,174,853	0	313,392	0	33
Total - All Funds	18,155,212	6,953,270	10,888,550	313,392	0	139

2017-18 MAJOR ACCOMPLISHMENTS

- Implemented a self-service portal for the computerized test bank for a more user-friendly experience.
- Expanded the candidate pipeline by collaborating with additional local colleges to increase internship agreements, provide more outreach to graduate students, coordinate additional hiring events, and increase attendance at career/job fairs.
- Continued online pre-employment assessments to reduce overall applicant attrition and increase the candidate pool for law enforcement vacancies.
- Continued development and enhancement of first-line leader training to better prepare supervisors and managers to support our employees.
- Collaborated with departments to develop and deliver new, customized training on topics such as organizational culture, leadership values and employee retention.
- Negotiated the renewal of County-paid vision premium rates resulting in a savings of $371,000 over a 5-year contract term.
- Successfully validated and processed approximately 22,310 IRS health insurance coverage forms 1095-C, as required by federal compliance regulations.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 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.	99.90%	99%	99.83%	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** **NEW**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Number of trainings conducted.	N/A	N/A	N/A	7
STRATEGY	In accordance with the Countywide Vision, increase awareness and support of diversity through educational and training activities.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure** **NEW**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Number of hiring events.	N/A	N/A	N/A	4
STRATEGY	Identify departments or job groups that would benefit from hiring events; conduct a minimum of 3 hiring events during the fiscal year targeting hard to recruit areas; event scale, resources and process (e.g., on the spot job offers, multiple days) will be tailored to the targeted applicant pool and the specific needs of the department(s).					

Human Resources

DESCRIPTION OF MAJOR SERVICES

The Human Resources Department administers the County's human resources and people programs to meet the needs of County departments. Responsibilities include strategic staffing, reemployment assessment, certification of eligible candidates; management of County employee classification and compensation systems including program administration for the Employee Management and Compensation System (EMACS); and the Equal Employment Opportunity Office. Human Resources also shares responsibility, through a partnership with Human Services, for countywide organizational employee development.

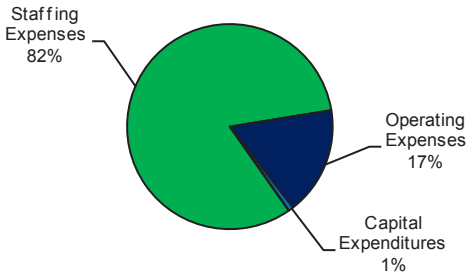
Budget at a Glance

Total Requirements (Excl. Reimb.)	$14,185,894
Total Sources (Incl. Reimb.)	$7,297,844
Net County Cost	$6,888,050
Total Staff	94
Funded by Net County Cost	48%

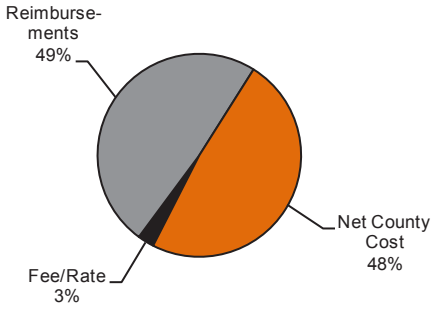
Finally, the department is responsible for the management of the Western Region Item Bank (WRIB), a cooperative, computer-based test question bank used by 103 public agencies to develop employment tests.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Human Resources
FUND: General

BUDGET UNIT: 720 1000
FUNCTION: General
ACTIVITY: Personnel

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	9,051,613	9,644,962	9,727,095	10,819,136	9,954,832	11,654,687	**835,551**
Operating Expenses	2,804,598	2,020,492	3,853,895	7,005,512	4,093,025	2,421,007	**(4,584,505)**
Capital Expenditures	0	5,510	382,452	1,679,600	1,655,605	110,200	**(1,569,400)**
Total Exp Authority	11,856,211	11,670,964	13,963,442	19,504,248	15,703,462	14,185,894	**(5,318,354)**
Reimbursements	(4,360,515)	(5,215,339)	(6,001,764)	(6,465,998)	(6,934,954)	(6,924,629)	**(458,631)**
Total Appropriation	7,495,696	6,455,625	7,961,678	13,038,250	8,768,508	7,261,265	**(5,776,985)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	7,495,696	6,455,625	7,961,678	13,038,250	8,768,508	7,261,265	**(5,776,985)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	119,391	133,760	52,833	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	418,154	325,198	367,426	409,812	251,203	366,515	**(43,297)**
Other Revenue	196,251	243,769	159,750	302,299	113,287	6,700	**(295,599)**
Total Revenue	733,796	702,727	580,009	712,111	364,490	373,215	**(338,896)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	733,796	702,727	580,009	712,111	364,490	373,215	**(338,896)**
Net County Cost	6,761,900	5,752,898	7,381,669	12,326,139	8,404,018	6,888,050	**(5,438,089)**
Budgeted Staffing*	79	91	92	94	94	94	**0**

*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 $695,998, which represents Human Resource's share of costs of other central service departments, such as County Counsel.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Staffing Expenses of $11.7 million make up the majority of the department's Requirements in this budget unit. These expenses are necessary to provide human resources services and support for the County's approximately 22,000 employees. Sources of $373,215 primarily represent revenue from Western Region Item Bank memberships and revenue from the Employee Benefits and Services Division to fund a Health Insurance Portability Accountability Act coordinator position.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $5.8 million, primarily due to a decrease of $5.2 million within Operating Expenses and Capital Expenditures for the EMACS upgrade project. This project will continue to be funded with General Fund reserves in the first quarter of 2018-19, utilizing the remaining project funds after the 2017-18 fiscal year has been closed out. Additionally, Staffing Expenses are increasing by $835,551 primarily due to negotiated salary increases and an increase in retirement costs. This increase is offset by an increase in Reimbursements from departments of $458,631 for the increased staffing costs associated with recruitment, classification and employee relations services.

Sources are decreasing by $338,896 primarily due to a change in the processing of invoices for advertising and recruitment services. Some departments will now pay for these services directly, which is decreasing both Sources and Requirements.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Administration	3	0	0	0	3	0	3
Recruitment & Selection	33	0	0	0	33	0	33
Western Region Item Bank (WRIB)	1	0	0	0	1	0	1
Compensation & Classification	5	0	0	0	5	0	5
Civil Service Commission	1	0	0	0	1	0	1
EMACS-HR	11	0	0	0	11	0	11
EMACS-Development	8	1	-1	0	8	0	8
Administrative Services	3	0	0	0	3	0	3
Equal Employment Opportunity	4	0	0	0	4	0	4
Employee Relations	25	4	-4	0	25	0	25
Total	94	5	-5	0	94	0	94

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $11.7 million fund 94 budgeted regular positions. The budget includes the following position actions, which results in no net change to the number of positions (deletion of 4 regular and 1 limited term positions, addition of 5 regular positions):

- Addition of 3 Supervising Human Resource Officer positions to increase the level of oversight provided to 17 Human Resources Officers and to provide for succession planning in the Employee Relations Division. These additions are offset by the deletion of 3 Human Resource Officer III positions.
- Addition of 1 Human Resources Analyst I position in the Employee Relations Division to provide a variety of support services, including disability management, on/off boarding of new employees, data analysis, and human resource administrative functions.
- Deletion of 1 Human Resources Officer II in the Employee Relations Division position due to the loss of grant funding.
- Addition of 1 regular EMACS Manager position to better meet the needs of the department. The addition is offset by the deletion of 1 limited term Contract EMACS Manager position.

The department continues to align functions, positions, and responsibilities with current human resources practices to optimize operational effectiveness and to ensure the best possible support and service.



Center for Employee Health and Wellness

DESCRIPTION OF MAJOR SERVICES

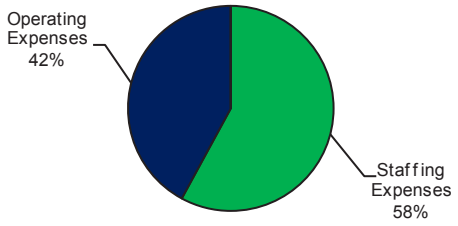
The responsibilities of the Center for Employee Health and Wellness (CEHW) include employee and applicant pre-placement and in-service medical examinations, medical records, representing the County in hearings before the Civil Service Commission regarding appeals of medical findings, and advising the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

Budget at a Glance

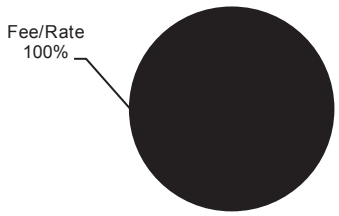
Total Requirements (Excl. Reimb.)	$2,405,202
Total Sources (Incl. Reimb.)	$2,405,202
Net County Cost	$0
Total Staff	12
Funded by Net County Cost	0%

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

BUDGET UNIT: 736 1000
FUNCTION: General
ACTIVITY: Personnel

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	1,217,050	1,233,228	1,268,285	1,294,319	1,243,651	1,393,018	**98,699**
Operating Expenses	549,969	873,378	803,594	1,012,773	765,544	1,012,184	**(589)**
Capital Expenditures	0	0	0	12,500	0	0	**(12,500)**
Total Exp Authority	1,767,019	2,106,606	2,071,879	2,319,592	2,009,195	2,405,202	**85,610**
Reimbursements	0	(250)	0	0	(2,210)	0	**0**
Total Appropriation	1,767,019	2,106,356	2,071,879	2,319,592	2,006,985	2,405,202	**85,610**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	1,767,019	2,106,356	2,071,879	2,319,592	2,006,985	2,405,202	**85,610**
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	2,084,143	2,254,592	2,263,847	2,319,592	2,363,745	2,405,202	**85,610**
Other Revenue	695	1,035	29,354	0	50	0	**0**
Total Revenue	2,084,838	2,255,627	2,293,201	2,319,592	2,363,795	2,405,202	**85,610**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	2,084,838	2,255,627	2,293,201	2,319,592	2,363,795	2,405,202	**85,610**
Net County Cost	(317,819)	(149,271)	(221,322)	0	(356,810)	0	**0**
Budgeted Staffing*	12	12	12	12	12	12	**0**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Staffing Expenses of $1.4 million and Operating Expenses of $1.0 million make up the Requirements in this budget unit. These expenses are necessary to provide employee and applicant pre-placement and in-service medical examinations to the County's approximately 22,000 employees, as well as employees of various external agencies. Sources consist of fees charged in accordance with the County's fee ordinance for various pre-placement and in-service medical examinations.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $85,610 primarily as a result of increased Staffing Expenses due to negotiated salary increases.

Sources are increasing by $85,610 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 these fees for services provided.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 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 $1.4 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

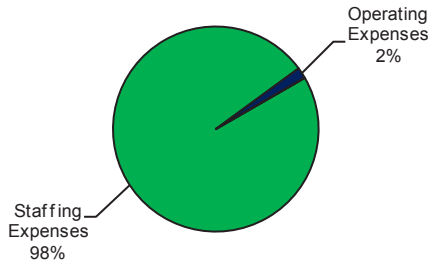
Unemployment Insurance is a mandated program based upon a 1978 amendment to the California Unemployment Insurance Code extending insurance benefits to all public employees. Human Resources administers this program, which compensates eligible County employees with a portion of their wage loss when they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

Budget at a Glance

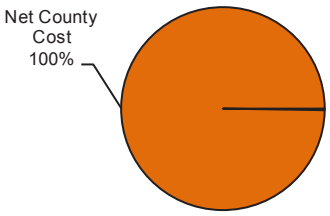
Total Requirements (Excl. Reimb.)	$4,010,500
Total Sources (Incl. Reimb.)	$10,000
Net County Cost	$4,000,500
Total Staff	0
Funded by Net County Cost	100%

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

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

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	2,228,007	2,458,826	2,001,595	3,976,299	2,439,195	3,940,284	**(36,015)**
Operating Expenses	49,928	46,658	44,360	72,201	44,731	70,216	**(1,985)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	2,277,935	2,505,484	2,045,955	4,048,500	2,483,926	4,010,500	**(38,000)**
Reimbursements	0	0	(41,178)	(48,000)	(38,992)	(10,000)	**38,000**
Total Appropriation	2,277,935	2,505,484	2,004,777	4,000,500	2,444,934	4,000,500	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,277,935	2,505,484	2,004,777	4,000,500	2,444,934	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	33,544	0	**0**
Total Revenue	0	0	0	0	33,544	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	0	0	0	0	33,544	0	**0**
Net County Cost	2,277,935	2,505,484	2,004,777	4,000,500	2,411,390	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 $60, which represents Human Resources - Unemployment Insurance's share of costs of other central service departments, such as County Counsel.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Staffing Expenses of $4.0 million make up the majority of the department's Requirements in this budget unit. These expenses represent the amount available for payment of potential unemployment claims. Operating Expenses of $70,216 represent quarterly payments to the vendor who administers the unemployment insurance claims as well as transfers for internal staffing expenses for administration of the program.

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no significant changes in this budget unit.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $4.0 million do not fund any positions. As mentioned above, Staffing Expenses represent the amount available for payment of potential unemployment claims.

Commuter Services

DESCRIPTION OF MAJOR SERVICES

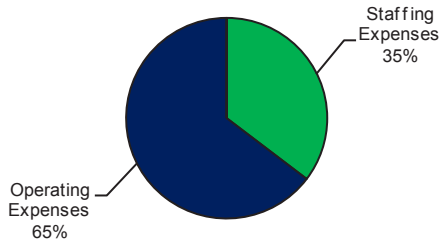
The Commuter Services budget unit receives AB 2766 fee revenues collected by the Department of Motor Vehicles (DMV) for implementing measures to reduce air pollution. The DMV remits amounts to the appropriate Air Quality Management District (AQMD) for vehicles registered within the district. The County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

Budget at a Glance

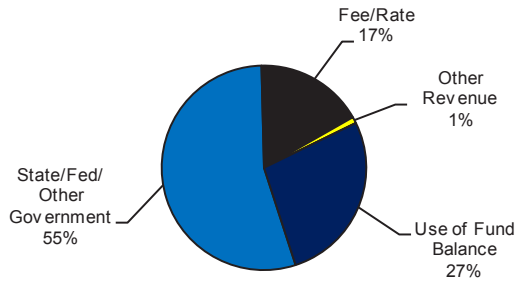
Total Requirements (Excl. Reimb.)	$736,232
Total Sources (Incl. Reimb.)	$535,772
Use of/ (Contribution to) Fund Balance	$200,460
Total Staff	3

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Human Resources
FUND: Commuter Services

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

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	237,562	182,397	206,875	247,539	192,988	260,322	**12,783**
Operating Expenses	361,727	289,870	214,021	679,376	224,342	475,910	**(203,466)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	599,289	472,267	420,896	926,915	417,330	736,232	**(190,683)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	599,289	472,267	420,896	926,915	417,330	736,232	**(190,683)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	599,289	472,267	420,896	926,915	417,330	736,232	**(190,683)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	379,361	390,036	416,867	406,100	396,981	402,022	**(4,078)**
Fee/Rate	234,289	189,957	105,600	360,000	138,156	126,350	**(233,650)**
Other Revenue	3,151	4,856	9,817	6,000	13,918	7,400	**1,400**
Total Revenue	616,801	584,849	532,284	772,100	549,055	535,772	**(236,328)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	616,801	584,849	532,284	772,100	549,055	535,772	**(236,328)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(17,512)	(112,582)	(111,388)	154,815	(131,725)	200,460	**45,645**
Available Reserves				937,269		1,023,349	**86,080**
Total Fund Balance				1,092,084		1,223,809	**131,725**
Budgeted Staffing*	3	3	4	3	3	3	**0**

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

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Operating Expenses of $475,910 make up the majority of the Requirements in this budget unit and include rideshare program subsidies, incentives and advertising. Sources of $535,772 include payroll deductions from rideshare participants and funds received from Air Quality Management Districts.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $190,683 and Sources are decreasing by $236,328 primarily due to a reduction in participation in vanpool programs, which result in lower payroll deduction revenue and lower expenses.

ANALYSIS OF FUND BALANCE

Use of Fund Balance of $200,460 is for a one-time expense to implement advertising campaigns that will promote transportation alternatives to County employees. Advertising campaigns will focus on supporting commuter events (bike to work, dump the pump) and public transportation. The Use of Fund Balance is restricted to developing strategies to reduce air pollution and increasing employee participation as outlined in the department's annual plan for funding.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Commuter Services	3	0	0	0	3	0	3
Total	3	0	0	0	3	0	3

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $260,322 fund 3 regular budgeted positions. There are no staffing changes associated with this budget unit.



Employee Benefits and Services

DESCRIPTION OF MAJOR SERVICES

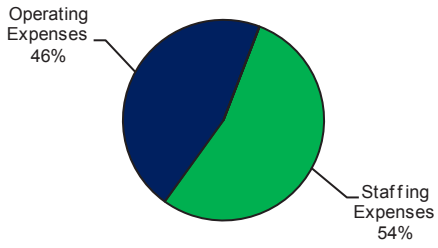
Employee Benefits and Services, under the direction of the Human Resources Department, administers programs including the County's health, dental, vision, and life insurance plans as well as its integrated leave programs.

Budget at a Glance

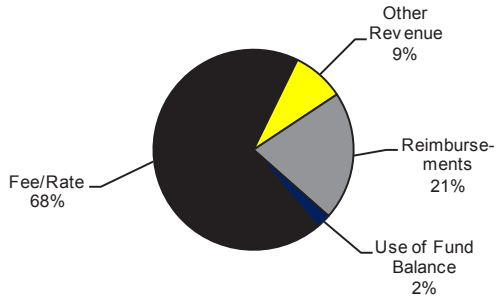
Total Requirements (Excl. Reimb.)	$4,739,449
Total Sources (Incl. Reimb.)	$4,626,517
Use of/ (Contribution to) Fund Balance	$112,932
Total Staff	30

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

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

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	2,217,195	2,412,418	2,205,472	2,453,872	2,136,830	2,564,068	**110,196**
Operating Expenses	1,820,432	1,710,653	1,451,262	2,055,744	1,569,068	2,175,381	**119,637**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	4,037,627	4,123,071	3,656,734	4,509,616	3,705,898	4,739,449	**229,833**
Reimbursements	(1,251,412)	(1,239,001)	(922,790)	(925,712)	(949,320)	(987,436)	**(61,724)**
Total Appropriation	2,786,215	2,884,070	2,733,944	3,583,904	2,756,578	3,752,013	**168,109**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,786,215	2,884,070	2,733,944	3,583,904	2,756,578	3,752,013	**168,109**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	52,837	7,480	32	0	43,050	0	**0**
Fee/Rate	2,700,194	2,614,618	2,928,187	3,181,370	2,742,812	3,239,081	**57,711**
Other Revenue	146,439	241,504	184,391	425,000	172,375	400,000	**(25,000)**
Total Revenue	2,899,470	2,863,602	3,112,610	3,606,370	2,958,237	3,639,081	**32,711**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	2,899,470	2,863,602	3,112,610	3,606,370	2,958,237	3,639,081	**32,711**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(113,255)	20,468	(378,666)	(22,466)	(201,659)	112,932	**135,398**
Available Reserves				1,389,300		1,456,473	**67,173**
Total Fund Balance				1,366,834		1,569,405	**202,571**
Budgeted Staffing*	31	31	29	30	30	30	**0**

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

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Staffing Expenses of $2.6 million make up the majority of the department's Requirements within this budget unit. These expenses are necessary to support personnel assigned 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 $168,109 as the result of cost increases in Staffing Expenses due to negotiated salary increases. Operating Expenses are increasing to reflect one-time software, training and furniture expenses. Sources are increasing by $32,711, due to an increase in revenue collected from health trust funds.

ANALYSIS OF FUND BALANCE

Use of Fund Balance of $112,932 will be used for the purchase of one-time expenses such as furniture, software, and training associated with division operations.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Employee Benefits and Services	30	0	0	0	30	1	29
Total	30	0	0	0	30	1	29

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $2.6 million fund 30 budgeted positions, of which 29 are regular positions and 1 is limited term. There are no staffing changes associated with this budget unit.

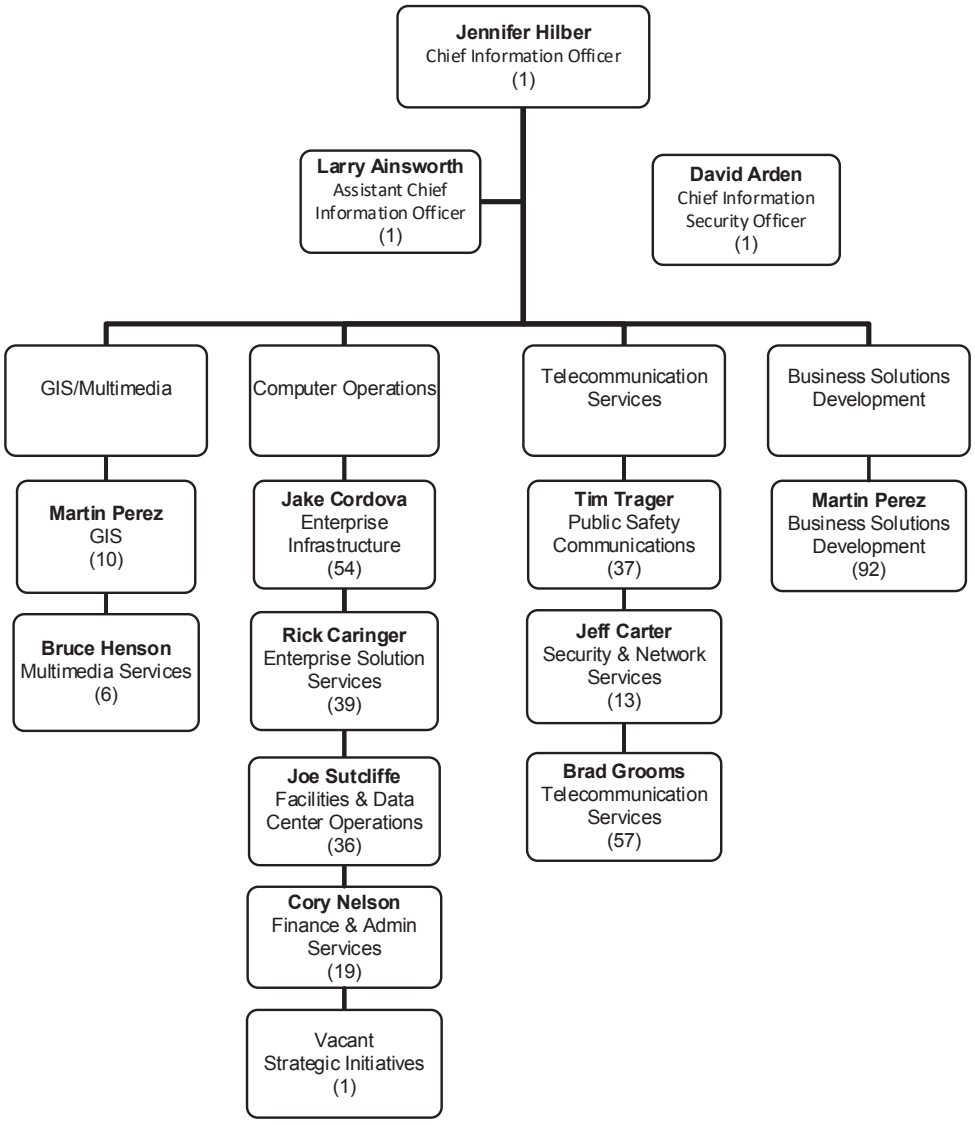
INFORMATION SERVICES DEPARTMENT
Jennifer Hilber

DEPARTMENT MISSION STATEMENT



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

ORGANIZATIONAL CHART



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
GIS & Multimedia Services	3,412,683	214,732	3,197,951			16
Total General Fund	3,412,683	214,732	3,197,951	0	0	16
Internal Service Funds						
Computer Operations	42,607,040	40,860,547			1,746,493	152
Telecommunication Services	48,854,376	35,268,681			13,585,695	107
Business Solutions Development	15,711,113	15,050,847			660,266	92
Total Internal Service Funds	107,172,529	91,180,075	0	0	15,992,454	351
Total - All Funds	110,585,212	91,394,807	3,197,951	0	15,992,454	367

2017-18 MAJOR ACCOMPLISHMENTS

- Implemented Accela, the County's new permitting and inspections system, which includes Electronic Document Review, Automated Workflows, Time Accounting, Reporting, Citizen Portal for Application Submittals, Integration with the County's GIS platform, and Mobile Access.
- Deployed a cloud-based broadcast messaging system as part of the SB Safe Initiative that provides a mass notification mechanism for the entire County organization in the event of an emergency.
- Increased capacity of the data center network to support 40 Gigabit connectivity for servers in order to meet growing and future network bandwidth demands.
- Completed migration of the Wireless LAN (Wi-Fi) infrastructure to support the most recent wireless standards.
- Utilized innovative technologies to improve Call Center and Telephone Service offerings to ensure that privacy and reliability of services are sustainable and cost effective long term.
- Established connectivity to Microsoft's Cloud for single sign on to allow seamless access to cloud applications from San Bernardino County's network without having to repetitively logon to multiple networks or systems.
- Implemented new high-speed flash storage solutions, which increase performance while reducing the storage footprint, power consumption, and cooling needs of the data center.
- Designed and deployed an infrastructure for hosting SAP, the County's new financial accounting system.
- Upgraded ESRI Open Data platform to version 2.0 to support the County's enhanced Open Government site, which allows County departments to display public data in more compelling and informative ways, such as charts, dashboards and interactive maps that allow for enhanced citizen engagement.
- Established a process for departments to submit and display interactive GIS maps during County Board meetings.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 Target
OBJECTIVE	**Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.**	Percentage of current year's task for migration to VOIP technology completed.	111%	100%	114%	100%
STRATEGY	Unify the County's enterprise telecommunication services by improving functionality and supportability. For 2018-19, implement year six 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**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.**	Percentage of current year's task for the County's Public Safety Radio system upgrade completed.	100%	100%	100%	100%
STRATEGY	Improve public safety by upgrading the County's Public Safety Radio system to digitally capable. This includes implementation of new radio equipment buildings, installation of microwave radio equipment, and conversion of subscriber radio fleets. For 2018-19, implement year six of a seven year project to convert 10 sites from analog to digital.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		**Measure**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.**	Percentage scheduled uptime availability for the WAN.	100%	100%	99.9%	99%
STRATEGY	Provide a high availability and secure Wide Area Network (WAN) infrastructure for efficient and secure transmission of County data.					



GIS & Multimedia Services

DESCRIPTION OF MAJOR SERVICES

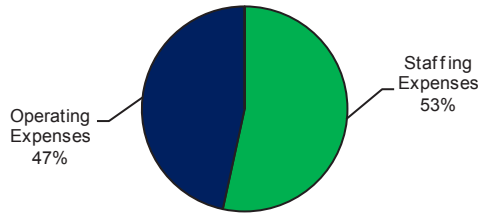
The Information Services Department's (ISD) Geographic Information System (GIS) team provides geographical data products and services to all GIS stakeholders, including County departments and other regional entities. The County frequently uses GIS imagery to readily respond with accurate information to daily requests and emergency situations as needed. The County's populated areas and landscapes change from year to year, resulting in necessary updates to GIS data. This data is collected by aerial photography taken by flyovers of the County.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$3,539,112
Total Sources (Incl. Reimb.)	$341,161
Net County Cost	$3,197,951
Total Staff	16
Funded by Net County Cost	90%

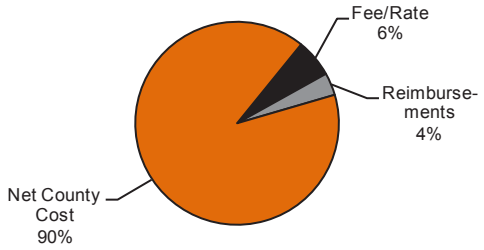
ISD's Multimedia Services division provides support to the Clerk of the Board for Board of Supervisor meetings that typically occur twice monthly. The division also supports other types of meetings including, but not limited to, Assessment Appeal Hearings, Planning Commission, Board Committee meetings and other general meetings.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Information Services
FUND: General

BUDGET UNIT: 120 1000
FUNCTION: General
ACTIVITY: Other General

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	984,866	1,327,964	1,362,073	1,776,759	1,366,149	1,890,456	**113,697**
Operating Expenses	930,368	433,873	1,290,370	1,675,008	1,416,852	1,648,656	**(26,352)**
Capital Expenditures	0	7,492	6,899	0	0	0	**0**
Total Exp Authority	1,915,234	1,769,329	2,659,342	3,451,767	2,783,001	3,539,112	**87,345**
Reimbursements	0	0	(15,170)	(126,429)	(53,687)	(126,429)	**0**
Total Appropriation	1,915,234	1,769,329	2,644,172	3,325,338	2,729,314	3,412,683	**87,345**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	1,915,234	1,769,329	2,644,172	3,325,338	2,729,314	3,412,683	**87,345**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	232,087	247,465	192,131	214,732	205,628	214,732	**0**
Other Revenue	863	0	0	0	0	0	**0**
Total Revenue	232,950	247,465	192,131	214,732	205,628	214,732	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	232,950	247,465	192,131	214,732	205,628	214,732	**0**
Net County Cost	1,682,284	1,521,864	2,452,041	3,110,606	2,523,686	3,197,951	**87,345**
Budgeted Staffing*	13	15	18	18	18	16	**(2)**

*Data represents final budgeted staffing.

Note: Information Services - GIS and MultiMedia Services is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County's operating departments, central service departments do not pay COWCAP charges. Not included in this budget is $12,438, which represents Information Services - GIS and MultiMedia Services's share of costs of other central service departments, such as Human Resources.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Staffing Expenses of $1.9 million fund 16 positions that provide geographical data products and services to all GIS stakeholders and support to the Clerk of the Board for Board of Supervisors meetings and other miscellaneous meetings. Operating Expenses of $1.6 million provide for computer software, computer hardware, and professional services.

Sources of $214,732 are comprised of revenue from Board-approved fees and rates for Street Network Subscriptions and Tract Maps provided to County departments and external customers.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $87,345 primarily due to an increase of $113,697 in Staffing Expenses offset by a decrease of $26,352 in Operating Expenses. This change is primarily due to a reclassification of appropriation in the second quarter of 2017-18, which increased Operating Expenses to augment departmental staffing with IT service contractors and decreased Staffing Expenses due to a high vacancy rate.

Sources are unchanged.



2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Geographic Information System	12	0	-2	0	10	0	10
Multimedia Services	6	0	0	0	6	0	6
Total	18	0	-2	0	16	0	16

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $1.9 million fund 16 budgeted regular positions. The budget includes a deletion of 2 positions (1 IT Technical Assistant II and 1 Office Assistant II) that were moved to the Business Solutions Development budget unit as they provide support to both the Geographic Information System and Business Solutions Development divisions, but report organizationally to the Business Solutions Development division. These positions will continue to provide services to GIS & Multimedia Services and costs will be funded via a transfer.

Computer Operations

DESCRIPTION OF MAJOR SERVICES

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

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$55,266,962
Total Sources (Incl. Reimb.)	$53,520,469
Use of / (Contribution To) Net Position	$1,746,493
Total Staff	152

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

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

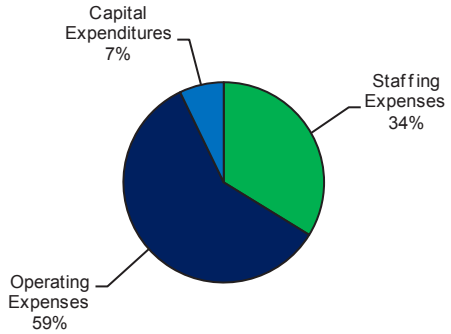
Enterprise Solutions Services provides support for the enterprise server and the enterprise content management system for digitizing paper records, the EMACS payroll system and the enterprise data back-up and recovery system.

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

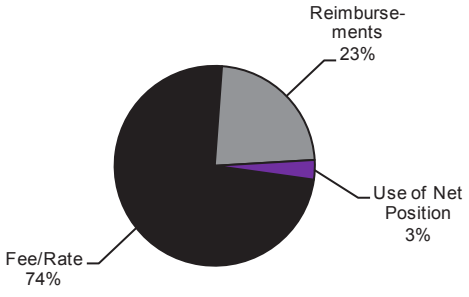
This budget unit is an internal service fund, which allows for net position available at fiscal year-end to be carried over to the next fiscal year to be used as working capital or for replacement of fixed assets and capital improvement projects.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Information Services
FUND: Computer Operations

MAJOR FUND CENTER: 120 4048
FUNCTION: General
ACTIVITY: Other General

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	12,329,898	12,185,107	13,299,369	16,773,304	14,901,030	18,670,136	**1,896,832**
Operating Expenses	16,085,353	21,486,463	22,106,992	27,996,511	23,536,176	32,640,426	**4,643,915**
Capital Expenditures	2,062,798	2,265,363	3,921,777	5,816,988	4,863,642	3,956,400	**(1,860,588)**
Total Exp Authority	30,478,049	35,936,933	39,328,138	50,586,803	43,300,848	55,266,962	**4,680,159**
Reimbursements	(9,179,635)	(8,967,593)	(10,531,485)	(9,245,571)	(9,643,633)	(12,659,922)	**(3,414,351)**
Total Appropriation	21,298,414	26,969,340	28,796,653	41,341,232	33,657,215	42,607,040	**1,265,808**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	21,298,414	26,969,340	28,796,653	41,341,232	33,657,215	42,607,040	**1,265,808**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	4,147	0	0	0	**0**
Fee/Rate	22,525,344	27,165,694	28,241,160	36,381,875	36,364,340	40,860,547	**4,478,672**
Other Revenue	204,405	180,970	91,756	0	94,713	0	**0**
Total Revenue	22,729,749	27,346,664	28,337,063	36,381,875	36,459,053	40,860,547	**4,478,672**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	22,729,749	27,346,664	28,337,063	36,381,875	36,459,053	40,860,547	**4,478,672**
Net Position							
Use of/ (Contribution to) Net Position**	(1,431,335)	(377,324)	459,590	4,959,357	(2,801,838)	1,746,493	**(3,212,864)**
Est. Net Position Available						6,021,889	
Total Est. Unrestricted Net Position						7,768,382	
Budgeted Staffing*	120	123	138	150	150	152	**2**

*Data represents final budgeted staffing
**Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.

Note: The 2017-18 Final Budget and 2017-18 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 2018-19 ADOPTED BUDGET

Staffing Expenses of $18.7 million fund 152 positions that provide support for the County's enterprise server and other servers, data storage and replication, and technical services that support the wireless infrastructure. Operating Expenses of $32.6 million include $17.1 million in services and supplies for computer software licenses and equipment support and maintenance, $2.7 million for application development support and maintenance, $506,021 for facilities maintenance, $121,800 for travel, and $12.2 million to fund transfers out for capital improvement projects and internal cost allocations.

Sources of $40.9 million are comprised of revenue from 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 increasing by $1.3 million due to a $1.9 million increase in Staffing Expenses related to negotiated salary increases, retirement cost increases and the addition of 2 positions, and a $4.6 million increase in Operating Expenses for capital improvement projects, primarily the Data Center upgrade. These increased costs are offset by a decrease of $1.9 million in Capital Expenditures due to a decreased need for capital equipment, primarily servers, storage and related equipment, and an increase of $3.4 million in Reimbursements

for staffing, services and supplies, and equipment to support the Enterprise Financial Management System infrastructure and internal cost allocations.

Sources are increasing by $4.5 million in Fee/Rate revenue due to increased service rates to fund costs for new positions, software licenses, and software support and maintenance.

ANALYSIS OF NET POSITION

The use of $1.7 million of Net Position funds one-time capital improvement projects such as a portion of the data center upgrade project, design costs for the data center fire suppression system replacement project, and the purchase of additional fixed asset equipment for computer and data storage hardware needed to meet customer demand.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Enterprise Processing	29	1	0	-4	26	0	26
Central Imaging	9	0	0	-2	7	0	7
Finance and Administrative Services	23	0	0	0	23	0	23
EMACS Support	1	0	0	0	1	0	1
Enterprise Printing	5	0	0	0	5	0	5
Enterprise Systems Infrastructure	33	0	0	-17	16	0	16
Product Technology & Support	50	1	-1	-15	35	0	35
Data Center Operations	0	0	0	6	6	0	6
Enterprise Content Management	0	0	0	3	3	0	3
Enterprise Solutions	0	1	0	22	23	0	23
EFMS Infrastructure	0	0	0	7	7	0	7
Total	150	3	-1	0	152	0	152

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $18.7 million fund 152 budgeted regular positions. The budget includes an increase of 2 net budgeted positions (addition of 3, deletion of 1). The department is adding 3 positions (1 Computer Operator II, 1 Help Desk Technician II, and 1 IT Technical Assistant II) to address increased workload related to enterprise processing, enterprise solutions, and product technology and support. Additionally, 1 Business Applications Manager was deleted from the Computer Operations budget unit and moved to the Business Solutions Development budget unit to assist departments in identifying, acquiring, and integrating new business solutions.



Telecommunication Services

DESCRIPTION OF MAJOR SERVICES

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

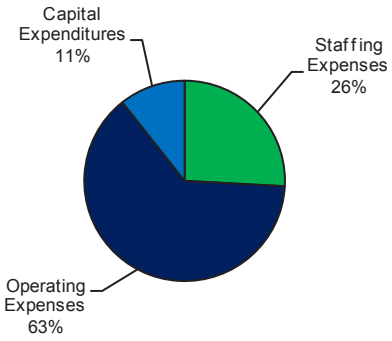
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$53,097,614
Total Sources (Incl. Reimb.)	$39,511,919
Use of / (Contribution To) Net Position	$13,585,695
Total Staff	107

The County's Regional Public Safety Radio System integrates all countywide sheriff, police, and fire emergency radio dispatch capabilities and is in the process of being upgraded. The estimated cost of the project is $158.2 million. $150.0 million has been funded to date and an additional $8.2 million is funded in 2018-19. Approximately $95.9 million has been expended or encumbered to date. During 2018-19, 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.

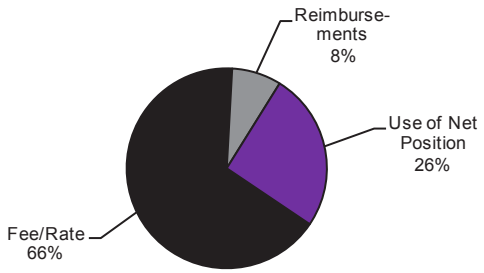
This budget unit is an internal service fund, which allows for net position available at fiscal year-end to be carried over to the next fiscal year to be used as working capital or for replacement of fixed assets and capital improvement projects.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Information Services
FUND: Telecommunication Services

BUDGET UNIT: 120 4020
FUNCTION: General
ACTIVITY: Communication

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	9,916,345	10,069,799	10,058,007	12,713,387	9,786,878	13,729,102	**1,015,715**
Operating Expenses	18,847,230	20,409,939	26,725,579	25,448,074	22,632,190	33,706,144	**8,258,070**
Capital Expenditures	1,788,967	2,897,822	2,042,826	7,138,630	1,193,577	5,662,368	**(1,476,262)**
Total Exp Authority	30,552,542	33,377,560	38,826,412	45,300,091	33,612,645	53,097,614	**7,797,523**
Reimbursements	(6,306,560)	(6,735,224)	(5,995,714)	(4,332,818)	(4,620,172)	(4,243,238)	**89,580**
Total Appropriation	24,245,982	26,642,336	32,830,698	40,967,273	28,992,473	48,854,376	**7,887,103**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	24,245,982	26,642,336	32,830,698	40,967,273	28,992,473	48,854,376	**7,887,103**
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	27,230,421	28,752,820	28,673,384	32,705,829	33,863,581	35,268,681	**2,562,852**
Other Revenue	230,977	161,912	295,450	0	233,962	0	**0**
Total Revenue	27,461,398	28,914,732	28,968,834	32,705,829	34,097,543	35,268,681	**2,562,852**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	27,461,398	28,914,732	28,968,834	32,705,829	34,097,543	35,268,681	**2,562,852**
Net Position							
Use of/ (Contribution to) Net Position**	(3,215,416)	(2,272,396)	3,861,864	8,261,444	(5,105,070)	13,585,695	**5,324,251**
Est. Net Position Available						4,301,069	
Total Est. Unrestricted Net Position						17,886,764	
Budgeted Staffing*	98	100	101	105	105	107	**2**

*Data represents final budgeted staffing.
**Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.

Note: The 2017-18 Final Budget and 2017-18 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 2018-19 ADOPTED BUDGET

Staffing Expenses of $13.7 million fund 107 positions that support the County's telephone network, radio system, paging system, WAN, and the countywide microwave system. Operating Expenses of $33.7 million include $23.2 million in services and supplies for computer software licenses and equipment support and maintenance, $301,287 for central services, $177,147 for travel, and $10.0 million to fund transfers for capital improvement project costs and internal cost allocations. Capital Expenditures of $5.7 million fund the replacement of fixed assets.

Sources of $35.3 million are comprised primarily of revenue from Board-approved fees and rates for telephone, WAN, microwave transport, and radio system services provided to County departments, Board-Governed Special Districts, County Service Areas, and external customers.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $7.9 million primarily due to an increase of $8.3 million in Operating Expenses to fund this budget unit's share of the Data Center Upgrade project, the upgrade of the County's WAN infrastructure through a long-term lease of fiber optic circuits from Edison, and a new network security solution for the data center. Other changes include an increase of $1.0 million in Staffing Expenses primarily due to negotiated salary increases, the addition of 2 positions, and retirement cost increases, and a decrease of $1.5 million in Capital Expenditures due to a decreased need for purchases of capital equipment.



Sources are increasing by $2.6 million in Fee/Rate revenue primarily due to increased fees and rates to provide full cost recovery.

ANALYSIS OF NET POSITION

The use of $13.6 million of Net Position funds one-time capital improvement projects such as the data center upgrade project, the upgrade of the County's WAN infrastructure, a new network security solution for the data center, new information security requirements, and the conversion of the telephone system to voice over internet protocol (VoIP) technology.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Wide Area Network	11	1	0	1	13	0	13
Data & Cabling Services	15	0	0	0	15	0	15
Telephone Operations	37	0	0	0	37	0	37
Warehouse Operations	5	0	0	0	5	0	5
Transport Operations	8	0	0	0	8	0	8
Radio Operations	23	1	0	-1	23	1	22
Radio Subscriber Maintenance	5	0	0	0	5	0	5
Radio Time and Materials	1	0	0	0	1	0	1
Total	105	2	0	0	107	1	106

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $13.7 million fund 107 budgeted positions, of which 106 are regular positions and 1 is a limited term position. The budget includes the addition of 2 regular positions to address increased workload: 1 Electronic Drafting Technician in the Radio Operations division and 1 Systems Support Analyst III in the Wide Area Network division.

Business Solutions Development

DESCRIPTION OF MAJOR SERVICES

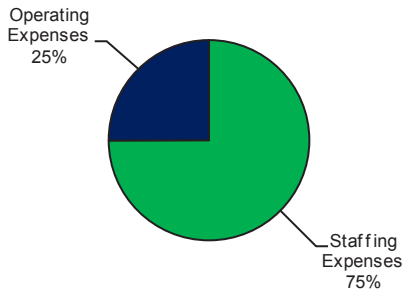
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$16,001,452
Total Sources (Incl. Reimb.)	$15,341,186
Use of / (Contribution To) Net Position	$660,266
Total Staff	92

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

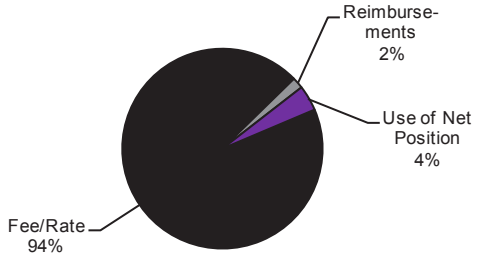
This budget unit is an internal service fund, which allows for net position available at fiscal year-end to be carried over to the next fiscal year to be used as working capital or for capital improvement projects.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

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

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	10,286,753	10,289,702	10,723,492	10,507,405	10,446,620	11,993,650	**1,486,245**
Operating Expenses	2,427,035	3,763,474	3,620,768	5,142,582	4,455,736	4,007,802	**(1,134,780)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	12,713,788	14,053,176	14,344,260	15,649,987	14,902,356	16,001,452	**351,465**
Reimbursements	(1,805,106)	0	(873,766)	0	(576,902)	(290,339)	**(290,339)**
Total Appropriation	10,908,682	14,053,176	13,470,494	15,649,987	14,325,454	15,711,113	**61,126**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	10,908,682	14,053,176	13,470,494	15,649,987	14,325,454	15,711,113	**61,126**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	14,430,444	14,140,139	14,236,678	15,826,589	15,026,834	15,022,297	**(804,292)**
Other Revenue	9,496	25,730	35,078	0	55,983	28,550	**28,550**
Total Revenue	14,439,940	14,165,869	14,271,756	15,826,589	15,082,817	15,050,847	**(775,742)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	14,439,940	14,165,869	14,271,756	15,826,589	15,082,817	15,050,847	**(775,742)**
Net Position							
Use of/ (Contribution to) Net Position**	(3,531,258)	(112,693)	(801,262)	(176,602)	(757,363)	660,266	**836,868**
Est. Net Position Available						2,612,770	
Total Est. Unrestricted Net Position						3,273,036	
Budgeted Staffing*	87	88	89	89	89	92	**3**

*Data represents final budgeted staffing.
**Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.

Note: The 2017-18 Final Budget and 2017-18 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 2018-19 ADOPTED BUDGET

Staffing Expenses of $12.0 million fund 92 positions that support County business systems and applications. Operating Expenses of $4.0 million provide for professional services for information technology contract staff, computer hardware, and technical training.

Sources of $15.1 million are comprised of revenue from Board-approved fees and rates billed to County departments and external customers for development, maintenance, support, and enhancement of business applications and systems.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $61,126 due to an increase of $1.5 million in Staffing Expenses which reflect the cost of 3 additional positions, negotiated salary increases and retirement costs. The increase in Staffing Expenses also includes a mid-year reduction to the 2017-18 budget which reflects the hiring of IT contractors, budgeted in Operating Expenses, due to vacancies. These increased costs are offset by a decrease of $1.1 million in Operating Expenses budgeted for IT contractors, who are used on an as needed basis depending on the current workload and staffing vacancies.

Sources are decreasing by $775,742 in fee and rate revenue to reflect an anticipated reduction in application development and enhancements.

ANALYSIS OF NET POSITION

The use of $660,266 of Net Position is primarily related to increased insurance and COWCAP costs that were unknown at the time service rates were calculated. These costs will be included in future Fee/Rate calculations to ensure full cost recovery.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Business Solutions Development	89	3	0	0	92	0	92
Total	89	3	0	0	92	0	92

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $12.0 million fund 92 budgeted regular positions. The budget includes an addition of 3 positions moved from other budget units to reflect operations as follows: 1 IT Technical Assistant II and 1 Office Assistant II from the Geographic Information System division as they provide support to both the Geographic Information System and Business Solutions Development divisions, but report organizationally to the Business Solutions Development division, as well as 1 Business Applications Manager from the Computer Operations budget unit to assist departments in identifying, acquiring, and integrating new business solutions.

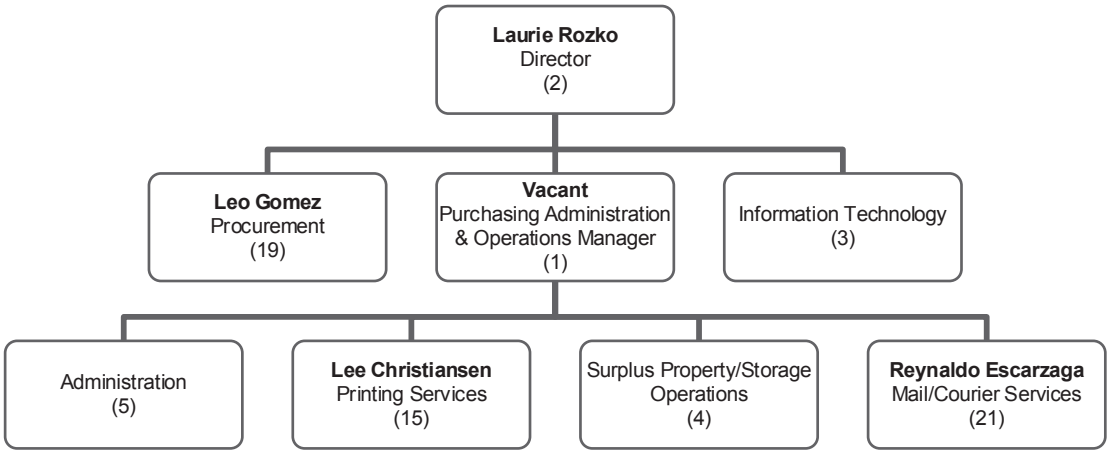
PURCHASING DEPARTMENT
Laurie Rozko

DEPARTMENT MISSION STATEMENT



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

ORGANIZATIONAL CHART



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Purchasing	2,778,314	829,330	1,948,984			30
Total General Fund	2,778,314	829,330	1,948,984	0	0	30
Internal Service Funds						
Printing Services	3,472,900	3,472,900			0	15
Surplus Property and Storage Operations	1,356,909	1,191,510			165,399	4
Mail/Courier Services	5,578,730	5,482,753			95,977	21
Total Internal Service Funds	10,408,539	10,147,163	0	0	261,376	40
Total - All Funds	13,186,853	10,976,493	1,948,984	0	261,376	70

2017-18 MAJOR ACCOMPLISHMENTS

- Participated on the core project team to implement the new County Enterprise Financial Management System (EFMS).
- Completed an extensive written draft of a new Request for Proposal (RFP) training program, with editing and curriculum development to follow.
- Produced the first regional reverse vendor show to enhance business opportunities for small businesses.
- Created a new customer-centric intranet site to augment customer service.
- Constructed a web-based temporary help services reporting portal to improve program administration.
- Secured a second warehouse for the Surplus Property division to facilitate logistics and freight management.
- Implemented Digital StoreFront software in Printing Services to automate and streamline ordering directly from departments.
- Earned one gold and five silver American Advertising Federation awards for graphic design.
- Achieved the Award of Excellence in Procurement from the National Institute of Public Procurement.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Average customer satisfaction on 100% scale.	92%	90%	91%	90%
OBJECTIVE	**Ensure that employees know that they and their work are valued.**					
STRATEGY	Deliver top notch 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 NEW	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Average days to complete an open market purchase order.	N/A	N/A	N/A	10
STRATEGY	Monitor cycle times for purchase orders to identify ways to streamline workflow.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 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.	10	7	4	6
STRATEGY	Create operational efficiencies and cost savings through purchases and programs for multiple departments.					



DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 Target
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**	Average vendor satisfaction on 100% scale.	94%	90%	93%	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**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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.	1,367	650	753	650
OBJECTIVE	**Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment.**					
STRATEGY	Maintain a high level of vendor satisfaction with services, access to information, training, and bidding processes.					
STRATEGY	Collaborate with other departments on forums to discuss how to become a vendor for county business.					
STRATEGY	Host vendor shows to connect suppliers with County departments and other public agencies in the region.					
STRATEGY	Participate in vendor activities that correlate to business success and economic development.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure** **NEW**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Average days from printing request to shipment of completed job.	N/A	N/A	N/A	18
OBJECTIVE	**Ensure that employees know that they and their work are valued.**					
STRATEGY	Track on-time delivery of printing requests to ensure department needs are met.					
STRATEGY	Optimize workflow to minimize completion time.					
STRATEGY	Set minimum quality assurance standards that reduce the need for re-prints.					

Purchasing

DESCRIPTION OF MAJOR SERVICES

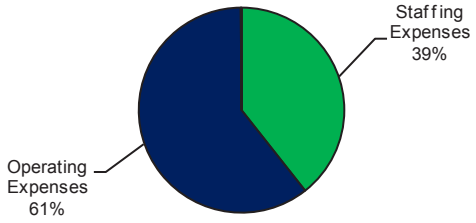
The Purchasing Department provides procurement services, administers contracts, manages vendor relationships, oversees procurement card program operations, and administers the electronic procurement system. Divisions include printing services and graphic design, mail and courier services, and surplus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

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$7,870,445
Total Sources (Incl. Reimb.)	$5,921,461
Net County Cost	$1,948,984
Total Staff	30
Funded by Net County Cost	25%

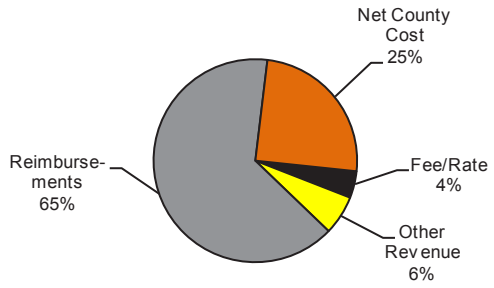
Essential values are customer service, partnership, innovation, ethical and fair conduct, professional standards, and transparency in the fulfillment of the department's purchasing obligations while upholding legal requirements and fiduciary responsibility to the citizens of San Bernardino County.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Purchasing
FUND: General

BUDGET UNIT: 761 1000
FUNCTION: General
ACTIVITY: Finance

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	1,870,742	2,106,396	2,316,604	2,686,517	2,605,745	3,099,340	**412,823**
Operating Expenses	3,358,755	3,358,263	3,578,799	4,969,496	4,951,113	4,761,105	**(208,391)**
Capital Expenditures	0	0	0	13,000	9,829	10,000	**(3,000)**
Total Exp Authority	5,229,497	5,464,659	5,895,403	7,669,013	7,566,687	7,870,445	**201,432**
Reimbursements	(3,097,544)	(3,009,340)	(3,523,004)	(5,084,337)	(5,062,973)	(5,092,131)	**(7,794)**
Total Appropriation	2,131,953	2,455,319	2,372,399	2,584,676	2,503,714	2,778,314	**193,638**
Operating Transfers Out	0	0	40,400	10,650	0	0	**(10,650)**
Total Requirements	2,131,953	2,455,319	2,412,799	2,595,326	2,503,714	2,778,314	**182,988**
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	321,264	309,977	326,681	336,000	504,018	336,000	**0**
Other Revenue	371,531	457,204	494,632	483,330	561,058	493,330	**10,000**
Total Revenue	692,795	767,181	821,313	819,330	1,065,076	829,330	**10,000**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	692,795	767,181	821,313	819,330	1,065,076	829,330	**10,000**
Net County Cost	1,439,158	1,688,138	1,591,487	1,775,996	1,438,638	1,948,984	**172,988**
Budgeted Staffing*	23	25	26	28	28	30	**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 $196,615, which represents Purchasing's share of costs of other central service departments, such as Human Resources.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Staffing Expenses of $3.1 million fund 30 budgeted positions. Operating Expenses of $4.8 million make up the majority of the department's requirements within this budget unit. These expenses include $3.8 million for countywide office supplies, which are reimbursed by user departments.

Sources of $829,330 include $336,000 from service charges for administering the countywide desktop office supply program and consolidated billing, and $493,330 from various rebate agreements with vendors associated with countywide procurement programs.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $182,988. Staffing Expenses are increasing by $412,823 due to the addition of two Buyers III and negotiated increases to salaries and benefits. This increase is offset by a decrease in Operating Expenses of $208,391 due primarily to reduced information technology costs.

Sources are increasing by $10,000 due to increased rebates from CAL-Card transactions.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Executive	2	0	0	0	2	0	2
Administrative	7	0	-1	0	6	0	6
Procurement	17	2	0	0	19	0	19
Information Technology	2	1	0	0	3	1	2
Total	28	3	-1	0	30	1	29

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $3.1 million fund 30 budgeted positions of which 29 are regular positions and 1 is a limited term position. A contract Business Systems Analyst III is added to support the County Enterprise Financial System project.

Two additional Buyer III's are requested to handle contract workload. These positions will develop contracts, assist with negotiations, enforce contractual provisions, ensure supplier compliance with deliverables, and facilitate contact amendments and related change orders. There is no operational impact from the deletion of 1 Public Service Employee position, as that position was added to temporarily perform the duties of a vacant Fiscal Assistant position.

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.

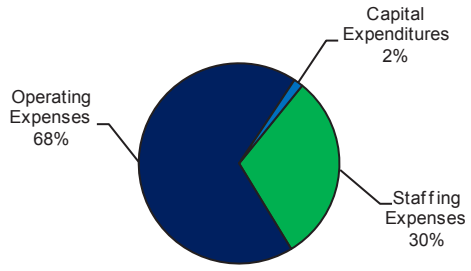
Budget at a Glance

Total Requirements (Excl. Reimb.)	$3,472,900
Total Sources (Incl. Reimb.)	$3,472,900
Use of / (Contribution To) Net Position	$0
Total Staff	15

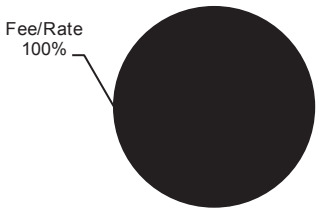
As an Internal Service Fund (ISF) of the Purchasing Department, operational costs of this program are funded through user rates. Unrestricted net position available at the end of a fiscal year is carried over for working capital or equipment replacement. Any excess or shortage in net position is reviewed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

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Purchasing
FUND: Printing Services

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

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B)*** 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	928,751	951,413	1,055,192	1,175,720	888,509	1,058,128	**(117,592)**
Operating Expenses	2,729,635	2,285,713	2,623,509	2,873,877	2,049,102	2,361,772	**(512,105)**
Capital Expenditures	639,433	105,683	0	117,695	89,479	53,000	**(64,695)**
Total Exp Authority	4,297,819	3,342,809	3,678,701	4,167,292	3,027,090	3,472,900	**(694,392)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	4,297,819	3,342,809	3,678,701	4,167,292	3,027,090	3,472,900	**(694,392)**
Operating Transfers Out	0	69,964	0	0	0	0	**0**
Total Requirements	4,297,819	3,412,773	3,678,701	4,167,292	3,027,090	3,472,900	**(694,392)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	2,576,581	3,344,073	3,317,457	3,906,600	3,024,008	3,472,900	**(433,700)**
Other Revenue	12,026	16,175	105,868	0	10,042	0	**0**
Total Revenue	2,588,607	3,360,248	3,423,326	3,906,600	3,034,050	3,472,900	**(433,700)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	2,588,607	3,360,248	3,423,326	3,906,600	3,034,050	3,472,900	**(433,700)**
Net Position							
Use of/ (Contribution to) Net Position**	1,709,212	52,525	255,375	260,692	(6,960)	0	**(260,692)**
Est. Net Position Available						10,206	
Total Est. Unrestricted Net Position						10,206	
Budgeted Staffing*	15	16	18	19	19	15	**(4)**

*Data represents final budgeted staffing.
**Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.
***Requirements in the 2018-19 Adopted Budget Column (B) have been adjusted to reflect amounts shown in the County's Budget System (BudPrep), with no net impact to Total Requirements.
Note: The 2017-18 Final Budget and 2017-18 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 2018-19 ADOPTED BUDGET

Staffing Expenses of $1.1 million fund 15 budgeted positions. Operating Expenses of $2.4 million fund the cost of production materials, outside printing services, and equipment leases including copiers and maintenance. Expenses are charged to County departments and outside agencies through annual Board-approved rates.

Sources of $3.5 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 decreasing by $694,392 primarily due to decreased Operating Expenses including material costs and outside printing services, relative to reduced workloads.

Sources are decreasing by $433,700 due to projected reduced workloads.

ANALYSIS OF NET POSITION

The department is submitting a balanced budget for 2018-2019, with no Use of Net Position.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Printing Services	14	0	-4	0	10	0	10
Graphic Design	5	0	0	0	5	0	5
Total	19	0	-4	0	15	0	15

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $1.1 million fund 15 regular budgeted positions. Staffing changes include the deletion of 3 vacant regular positions and 1 limited term position. These deletions are due to a reduction in demand for printing services.

Surplus Property and Storage Operations

DESCRIPTION OF MAJOR SERVICES

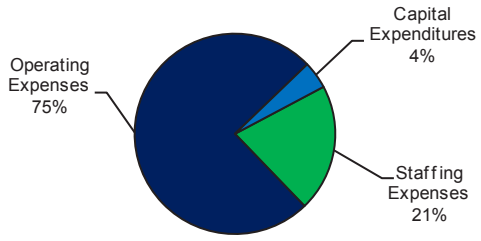
Surplus Property and Storage Operations manage County storage and excess property, internally reallocating used items to departments, distributing equipment to approved community-based organizations, and contracting with auctioneers and recyclers. Detailed reporting is required under County policy and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

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$1,356,909
Total Sources (Incl. Reimb.)	$1,191,510
Use of / (Contribution To) Net Position	$165,399
Total Staff	4

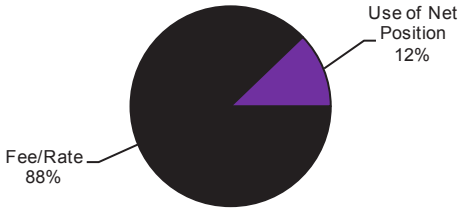
As an Internal Service Fund (ISF) of the Purchasing Department, operational costs of this program are managed through a rate assessed on purchases of commodities frequently received at Surplus Property and by user rates for Storage Operations. Unrestricted net position available at the end of a fiscal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

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Purchasing
FUND: Surplus

BUDGET UNIT: 761 4004
FUNCTION: General
ACTIVITY: Other General

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	140,812	193,543	216,419	268,541	238,284	279,335	**10,794**
Operating Expenses	350,366	309,114	320,524	1,069,463	437,329	1,017,574	**(51,889)**
Capital Expenditures	78,695	275	42,444	214,988	0	60,000	**(154,988)**
Total Exp Authority	569,873	502,932	579,386	1,552,992	675,613	1,356,909	**(196,083)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	569,873	502,932	579,386	1,552,992	675,613	1,356,909	**(196,083)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	569,873	502,932	579,386	1,552,992	675,613	1,356,909	**(196,083)**
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	536,840	1,626,105	2,186,118	1,099,800	457,660	1,191,510	**91,710**
Other Revenue	3,534	6,631	10,856	0	21,148	0	**0**
Total Revenue	540,374	1,632,736	2,196,974	1,099,800	478,808	1,191,510	**91,710**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	540,374	1,632,736	2,196,974	1,099,800	478,808	1,191,510	**91,710**
Net Position							
Use of/ (Contribution to) Net Position**	29,499	(1,129,804)	(1,617,588)	453,192	196,804	165,399	**(287,793)**
Est. Net Position Available						1,572,211	
Total Est. Unrestricted Net Position						1,737,610	
Budgeted Staffing*	3	4	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: The 2017-18 Final Budget and 2017-18 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 2018-19 ADOPTED BUDGET

Requirements of $1.4 million consist primarily of Operating Expenses, which include COWCAP charges, 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 $1.2 million include auction revenue, revenue from the storage and surplus handling rates, proceeds from recycling with outside vendors as well as payment from Human Services for participation by Community Based Organizations in the Surplus Property Program.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $196,083 reflecting the elimination of one-time purchases of capital assets. Sources are increasing by $91,710 due to increased volume in countywide purchases of commodities that qualify for the handling rate assessment in Surplus operations.

ANALYSIS OF NET POSITION

The department is budgeting a Use of Net Position in the amount of $165,399. 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.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 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 $279,335 fund 4 budgeted regular positions. There are no staffing changes associated with this budget unit.

Mail/Courier Services

DESCRIPTION OF MAJOR SERVICES

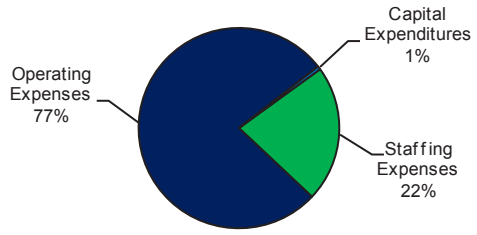
Mail/Courier Services provides mail handling and interoffice mail delivery. Mail handling includes various expedited shipping services, postage at a discounted presort rate and overnight services at a governmental discounted rate, along with automated mail duties. There are nine courier routes, six postage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

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$5,578,730
Total Sources (Incl. Reimb.)	$5,482,753
Use of / (Contribution To) Net Position	$95,977
Total Staff	21

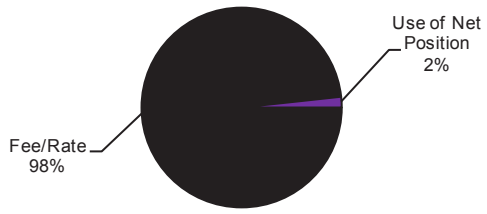
As an Internal Service Fund (ISF) of the Purchasing Department, operational costs of this program are managed through user rates. Any excess or shortage in unrestricted net position is reviewed and incorporated into the rate structure for the following fiscal year.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

BUDGET UNIT: 761 4008
FUNCTION: General
ACTIVITY: Other General

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	1,183,330	1,134,196	1,108,105	1,214,250	1,155,614	1,228,708	**14,458**
Operating Expenses	4,766,887	4,958,344	4,541,347	4,668,136	4,181,008	4,320,022	**(348,114)**
Capital Expenditures	0	0	0	144,000	139,714	30,000	**(114,000)**
Total Exp Authority	5,950,217	6,092,540	5,649,452	6,026,386	5,476,336	5,578,730	**(447,656)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	5,950,217	6,092,540	5,649,452	6,026,386	5,476,336	5,578,730	**(447,656)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	5,950,217	6,092,540	5,649,452	6,026,386	5,476,336	5,578,730	**(447,656)**
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	5,823,359	5,977,172	5,975,696	5,900,311	5,530,525	5,482,753	**(417,558)**
Other Revenue	2,677	6,671	3,812	0	13,080	0	**0**
Total Revenue	5,826,036	5,983,843	5,979,508	5,900,311	5,543,605	5,482,753	**(417,558)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	5,826,036	5,983,843	5,979,508	5,900,311	5,543,605	5,482,753	**(417,558)**
Net Position							
Use of/ (Contribution to) Net Position**	124,181	108,697	(330,056)	126,075	(67,269)	95,977	**(30,098)**
Est. Net Position Available						893,001	
Total Est. Unrestricted Net Position						988,978	
Budgeted Staffing*	24	24	21	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: The 2017-18 Final Budget and 2017-18 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 2018-19 ADOPTED BUDGET

Staffing Expenses of $1.2 million fund 21 budgeted positions. Operating Expenses of $4.3 million include direct postage expenses, equipment leases and maintenance, postal software upgrades, and other related services and supplies.

Sources totaling $5.5 million represent revenue generated from rates charged to departments for mail handling, direct postage costs, and courier services.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $447,656 primarily due to reduced postage costs and significant reductions in mail handling volume. Sources are decreasing by $417,558 reflecting the reduction in projected mail volume.

ANALYSIS OF NET POSITION

The department is budgeting Use of Net Position of $95,977. 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.



2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Mail/Courier Services	21	0	0	0	21	0	21
Total	21	0	0	0	21	0	21

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

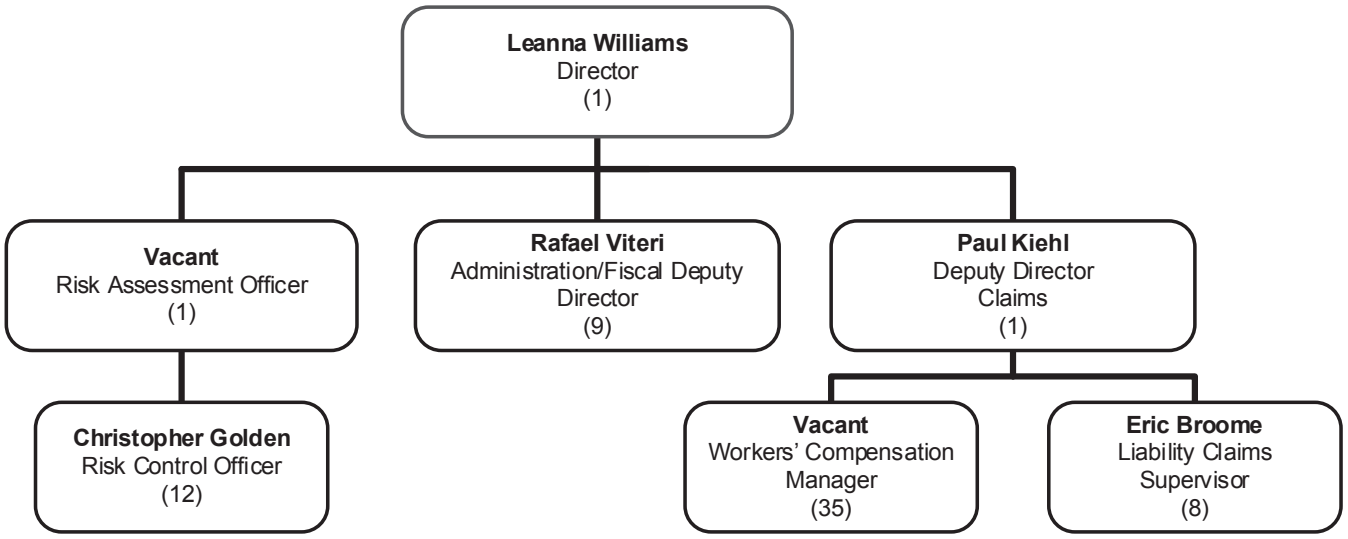
RISK MANAGEMENT
Leanna Williams

DEPARTMENT MISSION STATEMENT

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



ORGANIZATIONAL CHART



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Internal Service Funds						
Operations	102,000	102,000			0	67
Insurance Programs	145,412,966	118,317,104			27,095,862	0
Total Internal Service Funds	145,514,966	118,419,104	0	0	27,095,862	67
Total - All Funds	145,514,966	118,419,104	0	0	27,095,862	67

2017-18 MAJOR ACCOMPLISHMENTS

- Negotiated the renewal of General Liability Insurance with California State Association of Counties – Excess Insurance Authority (CSAC-EIA) in the General Liability II program with coverage limits of $50.0 million and a self-insured retention (SIR) of $3.0 million without an additional amount of self-insured retention payable by the County (a corridor) for a second consecutive year, effective July 1, 2017.
- Conducted RFP's for the following services: Workers' Compensation Pharmacy Benefit Management, Insurance Broker Services, Nurse Case Management Services, American with Disabilities Act Services, and Risk Control Services to continue to identify County liability, reduce exposure, and decrease the overall cost of claims. Entered into agreements for these services for a period of 3 years.
- Refuted 31 OSHA inquiries and negotiated total proposed penalties from $44,685 to $7,450.
- Collaborated with the Human Services Departments to revise their Ergonomic Program and develop an interactive online training for the department.
- Continued to proactively respond to the Waterman Incident by ensuring that those who suffered injuries are receiving all benefits due. Continued collaboration with stakeholders to coordinate and disseminate information to ensure all available resources are made available.
- Implemented a new contract for Pharmacy Services for Workers' Compensation Claims Management to help reduce the cost of claims.
- Upgraded the departments Claims Management System to work with the County's new SAP Financial Management System.
- Referred 45 potential catastrophic cases to counsel for pre-litigation handling during 2017-18; an increase of 5 incidents and claims from 2016-17. This has allowed Risk Management to gain better control, resulting in less expensive resolutions in certain cases.
- Completed and passed the second annual Medical Malpractice Claims Management Audit since moving claims management administration from an outside Third Party Administrator to in-house staff in July 2015.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 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.	1.83%	<2%	1.55%	<2%
STRATEGY	Minimize the total cost of risk, through the optimization of insurance vs. risk retention.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Ensure that employees know that they and their work are valued.**	Number of employees who are trained.	5,155	4,500	4,858	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**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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.	5.12	12	8.80	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**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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.	29%	28%	30.3%	28%
STRATEGY	Reduce the number of catastrophic/high exposure cases resulting in lawsuits by resolving through pre-litigation.					

Operations

DESCRIPTION OF MAJOR SERVICES

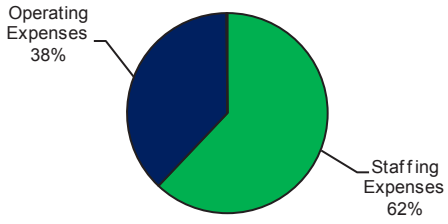
Risk Management administers the County's self-insured workers' compensation, public liability, property conservation, safety and risk reduction programs and its insured programs.

Budget at a Glance

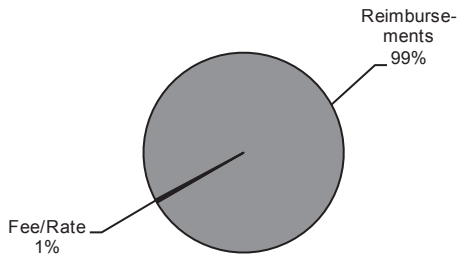
Total Requirements (Excl. Reimb.)	$10,700,780
Total Sources (Incl. Reimb.)	$10,700,780
Use of / (Contribution To) Net Position	$0
Total Staff	67

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

BUDGET UNIT: 731 4120
FUNCTION: General
ACTIVITY: Other General

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	4,966,954	4,992,706	5,386,799	6,486,615	5,557,890	6,639,504	**152,889**
Operating Expenses	1,052,866	1,203,546	1,768,489	3,256,323	1,988,486	4,045,276	**788,953**
Capital Expenditures	0	0	12,114	16,000	0	16,000	**0**
Total Exp Authority	6,019,820	6,196,252	7,167,402	9,758,938	7,546,376	10,700,780	**941,842**
Reimbursements	(649,082)	(651,633)	(7,418,738)	(9,613,938)	(9,298,991)	(10,598,780)	**(984,842)**
Total Appropriation	5,370,738	5,544,619	(251,336)	145,000	(1,752,615)	102,000	**(43,000)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	5,370,738	5,544,619	(251,336)	145,000	(1,752,615)	102,000	**(43,000)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	387	0	0	6,802	0	**0**
Fee/Rate	83,047	91,326	67,176	80,000	28,051	55,000	**(25,000)**
Other Revenue	(295,806)	(630,221)	335,797	65,000	(174,671)	47,000	**(18,000)**
Total Revenue	(212,759)	(538,508)	402,973	145,000	(139,818)	102,000	**(43,000)**
Operating Transfers In	5,785,344	5,815,418	0	0	0	0	**0**
Total Financing Sources	5,572,585	5,276,910	402,973	145,000	(139,818)	102,000	**(43,000)**
Net Position							
Use of/ (Contribution to) Net Position**	(201,847)	267,709	(654,309)	0	(1,612,797)	0	**0**
Est. Net Position Available						983,840	
Total Est. Unrestricted Net Position						983,840	
Budgeted Staffing*	57	58	62	67	67	67	**0**

*Data represents final budgeted staffing.
**Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.

Note: The 2017-18 Final Budget and 2017-18 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 2018-19 ADOPTED BUDGET

Staffing Expenses of $6.6 million represent the majority of the Requirements within this budget unit and fund 67 budgeted positions which are necessary to administer the County's insurance programs.

Sources of $102,000 primarily consist of interest revenue and the Emergency Medical Services Program administrative fee authorized under SB612 and SB173, which allows the department to recover expenses to administer the program.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $43,000 primarily due to an increase in Reimbursements of $984,842 from the insurance funds for increased operations costs. These additional Reimbursements fund an increase of $788,953 in Operating Expenses for increases in COWCAP charges, general insurance and application development enhancements, and an increase in Staffing Expenses of $152,889 to fund negotiated salary increases and increased retirement costs.

Sources are decreasing by $43,000 primarily due to a decrease in administrative fees for the Emergency Medical Services Program and lower interest revenue.

ANALYSIS OF NET POSITION

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

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Admin/Fiscal	12	0	0	-1	11	0	11
Workers' Compensation	34	0	0	1	35	1	34
Liability	8	0	0	0	8	0	8
Risk Control	13	0	0	0	13	0	13
Total	67	0	0	0	67	1	66

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $6.6 million fund 67 budgeted positions, of which 66 are regular positions and 1 is a limited term position. There are no staffing changes for this budget unit.

Insurance Programs

DESCRIPTION OF MAJOR SERVICES

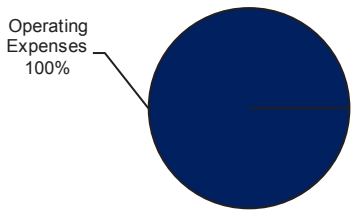
Risk Management administers the County's self-insured workers' compensation, public liability, property conservation, safety and risk reduction programs and its insured programs. All programs are financed by charging General Fund and non-general fund departments, as well as Board-Governed Special Districts and County Service Areas. Each is billed for their 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

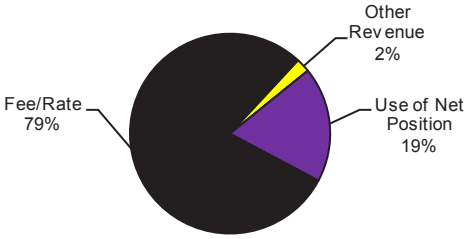
Total Requirements (Excl. Reimb.)	$145,412,966
Total Sources (Incl. Reimb.)	$118,317,104
Use of / (Contribution To) Net Position	$27,095,862
Total Staff	0

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Risk Management
FUND: Insurance Programs

BUDGET UNIT: Various
FUNCTION: General
ACTIVITY: Other General

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	63,043,339	72,135,101	102,686,623	133,205,128	95,925,268	145,412,966	**12,207,838**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	63,043,339	72,135,101	102,686,623	133,205,128	95,925,268	145,412,966	**12,207,838**
Reimbursements	0	0	(72,421)	0	(93,361)	0	**0**
Total Appropriation	63,043,339	72,135,101	102,614,202	133,205,128	95,831,907	145,412,966	**12,207,838**
Operating Transfers Out	5,844,503	5,815,418	0	0	0	0	**0**
Total Requirements	68,887,842	77,950,519	102,614,202	133,205,128	95,831,907	145,412,966	**12,207,838**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	78,441	3,750	0	20,000	0	20,000	**0**
Fee/Rate	92,984,414	103,497,542	102,947,624	86,977,400	89,137,955	115,027,400	**28,050,000**
Other Revenue	562,131	3,808,142	3,096,982	3,341,400	2,926,523	3,269,704	**(71,696)**
Total Revenue	93,624,986	107,309,434	106,044,606	90,338,800	92,064,478	118,317,104	**27,978,304**
Operating Transfers In	428	37,558	400,000	0	0	0	**0**
Total Financing Sources	93,625,414	107,346,992	106,444,606	90,338,800	92,064,478	118,317,104	**27,978,304**
Net Position							
Use of/ (Contribution to) Net Position**	(24,737,572)	(29,396,473)	(3,830,404)	42,866,328	3,767,429	27,095,862	**(15,770,466)**
Est. Net Position Available						78,270	
Total Est. Unrestricted Net Position						27,174,132	
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: The 2017-18 Final Budget and 2017-18 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 2018-19 ADOPTED BUDGET

Requirements of $145.4 million include judgment and settlement costs, medical treatment and expenses, temporary and permanent disability payments; property, general and automobile liability insurance; cyber and medical malpractice liability insurance among others, and legal defense services.

Sources of $118.3 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 $12.2 million due to an increase in settlements, liability claims experience, and increased medical claims costs in workers' compensation.

Sources are increasing by $28.0 million due to higher premiums charged to departments for Workers' Compensation, General Liability, Auto Liability, and Law Enforcement Liability 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 $27.1 million for one-time claims' costs for judgments and settlements that may occur during the year.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit. Staff that administers these programs are budgeted in Risk Management's Operations budget unit.

LOCAL AGENCY FORMATION COMMISSION
Samuel Martinez

2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Local Agency Formation Commission	368,499	0	368,499			0
Total General Fund	368,499	0	368,499	0	0	0
Total - All Funds	368,499	0	368,499	0	0	0

DESCRIPTION OF MAJOR SERVICES

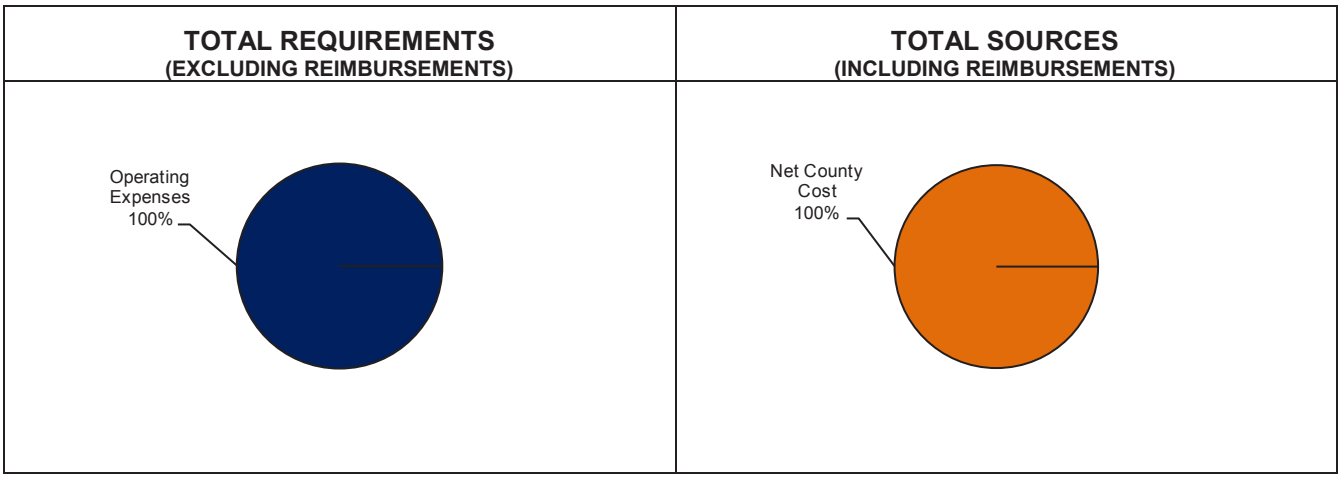
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$368,499
Total Sources (Incl. Reimb.)	$0
Net County Cost	$368,499
Total Staff	0
Funded by Net County Cost	100%

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.

2018-19 ADOPTED BUDGET



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

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

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	288,274	294,039	308,741	336,528	336,528	368,499	**31,971**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	288,274	294,039	308,741	336,528	336,528	368,499	**31,971**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	288,274	294,039	308,741	336,528	336,528	368,499	**31,971**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	288,274	294,039	308,741	336,528	336,528	368,499	**31,971**
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	294,039	308,741	336,528	336,528	368,499	**31,971**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Requirements of $368,499 represent the County's mandated contribution of one-third of LAFCO's net operating costs, which include salaries and benefits, services and supplies, and travel-related expenses offset by revenue from fees and other revenue.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $31,971 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

2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
County Schools	3,152,080	0	3,152,080			0
Total General Fund	3,152,080	0	3,152,080	0	0	0
Total - All Funds	3,152,080	0	3,152,080	0	0	0

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance

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

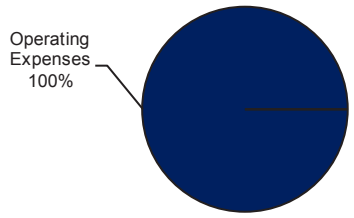
This budget unit represents the County's total legal and contractual obligations to contribute to the costs of the Superintendent of Schools and District Financial Services, known collectively as the San Bernardino County Superintendent of Schools.

The Superintendent of Schools is the elected chief school administrative officer of the County. The Superintendent of Schools is mandated by State law to provide various services for 33 school districts and two regional occupational programs. The Superintendent of Schools also provides ancillary services to five community college districts within the County. Through State and other funding sources, the Superintendent provides services to more than 400,000 Kindergarten through 12th grade students and approximately 40,000 community college students in accordance with the Education Code. These services also include direct instruction to alternative education, special education, juvenile hall and preschool students.

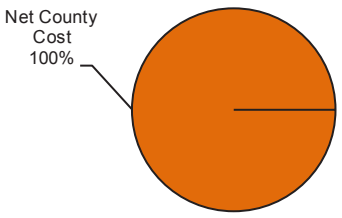
District Financial Services was established to independently perform all audits and approval functions required of the Auditor-Controller/Treasurer/Tax Collector and the Superintendent of Schools. District Financial Services is jointly responsible to those elected officials. These services include warrant production, control and the examination and audit of the payrolls, and other expenditures from the funds of the schools districts and entities in the County.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: County Schools
FUND: General Fund

BUDGET UNIT: 119 1000
FUNCTION: Education
ACTIVITY: School Administration

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	2,824,794	3,003,675	2,975,089	3,059,628	3,044,342	3,152,080	**92,452**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	2,824,794	3,003,675	2,975,089	3,059,628	3,044,342	3,152,080	**92,452**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	2,824,794	3,003,675	2,975,089	3,059,628	3,044,342	3,152,080	**92,452**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,824,794	3,003,675	2,975,089	3,059,628	3,044,342	3,152,080	**92,452**
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	2,824,794	3,003,675	2,975,089	3,059,628	3,044,342	3,152,080	**92,452**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents final budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Major expenditures include payments to the Superintendent of Schools for administrative housing costs of $538,276, data processing of $713,282, communications of $402,777, utilities of $453,744 and a reimbursement of staffing costs of $761,705. These payments are mandated responsibilities of the County pursuant to Title I of the California Education Codes.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $92,452 due to an increase in COWCAP charges.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

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SAN BERNARDINO 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					
ARROWHEAD REGIONAL MEDICAL CENTER	218	571,420,891	575,190,835	(3,769,944)	3,949
MEDICAL CENTER LEASE PAYMENTS	225	42,010,238	42,010,238	0	0
TOTAL ENTERPRISE FUNDS		613,431,129	617,201,073	(3,769,944)	3,949

ARROWHEAD REGIONAL MEDICAL CENTER

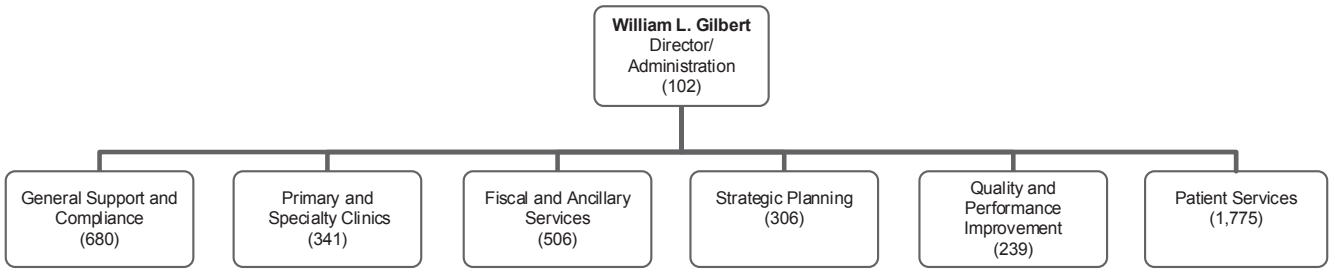
William L. Gilbert

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



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Enterprise Funds						
Arrowhead Regional Medical Center	571,420,891	575,190,835			(3,769,944)	3,949
Medical Center Lease Payments	42,010,238	42,010,238			0	0
Total Enterprise Funds	613,431,129	617,201,073	0	0	(3,769,944)	3,949
Total - All Funds	613,431,129	617,201,073	0	0	(3,769,944)	3,949

2017-18 MAJOR ACCOMPLISHMENTS

- Successfully implemented Whole Person Care, a comprehensive multi-departmental care coordination program aimed at improving health outcomes for the top 500 utilizers of health services from ARMC, Department of Behavioral Health, and Public Health.
- Graduated 46 resident physicians from Arrowhead core residency programs.
- Expanded McKee Family Health Center and opened the new Redlands Family Health Center to offer comprehensive primary care medical service to the community.
- Earned an additional $4.5 million in Public Hospital Redesign and Incentives in Medi-Cal (PRIME) revenue by achieving metrics at or above the 90th percentile benchmark for 12 different metrics.
- Worked with the California University of Science and Medicine to achieve accreditation from the Liaison Committee for Medical Education. First class started August 2018.
- Continued to improve employee engagement at Arrowhead by increasing our engagement score from 3.78 to 3.85 utilizing the Press-Ganey survey tool.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 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.	70%	72%	71%	73%
STRATEGY	Improve ARMC's CAHPS Hospital Survey (HCAHPS) score used to monitor inpatient satisfaction through the use of best practice tools involving hospital employees and medical staff.					

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 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.	85%	80%	80%	81%
STRATEGY	Improve ARMC's expanded CAHPS Clinician and Group Survey (CG-CAHPS) score used to monitor Clinic patient satisfaction, including Specialty areas added in 2018, through the use of best practice tools to educate clinic employees and medical staff.					

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of Outcome Measures that exceed the National Average.	93%	80%	97%	90%
STRATEGY	Improve the Centers for Medicare and Medicaid Services' expanded and mandated disease outcome measures achievement rate through adherence to established treatment, prevention, and collaboration strategies by frontline healthcare providers.					

Arrowhead Regional Medical Center

DESCRIPTION OF MAJOR SERVICES

Arrowhead Regional Medical Center (ARMC) is a 456-bed university-affiliated teaching hospital licensed by the State of California Department of Health and operated by the County of San Bernardino. The hospital, located on a 70-acre campus in Colton, California, is a designated Level II Trauma Center. ARMC operates a regional burn center, primary stroke center, a free-standing behavioral health center, five primary care centers, including four family health centers, and 40 subspecialty clinics.

Budget at a Glance

Total Requirements (Excl. Reimb.)	$576,577,291
Total Sources (Incl. Reimb.)	$580,347,235
Use of / (Contribution To) Net Position	($3,769,944)
Total Staff	3,949

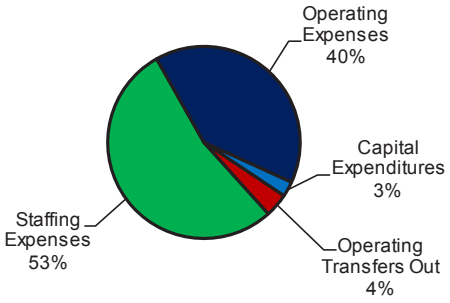
In keeping with its mission of providing quality healthcare and education, a variety of community outreach and wellness programs are offered, including the Breathmobile (asthma education and screening), a mobile medical clinic, annual health and safety expo, and annual 5K walk-run event. ARMC is the 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:

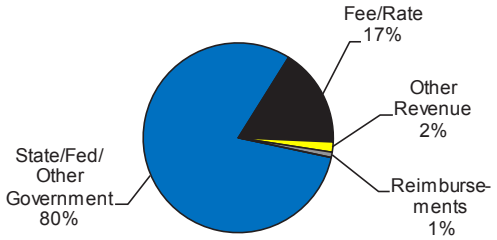
- **Emergency Department:** ARMC's Emergency Department, with more than 92,000 patient visits each year, includes a helicopter landing area outside of the Emergency Department that can accommodate both standard medical evacuation helicopters and military helicopters.
- **Trauma Center:** ARMC's trauma 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), Redlands (Redlands Family Health Center) and Colton (ARMC Primary Care Clinic in the Medical Office Building).
- **Outpatient Specialty Care Services:** ARMC's Outpatient Care services include many different specialty services and an array of programs designed to ensure optimum health for children and adults, including: Cardiology (interventional and cardiac rehabilitation), Coumadin Clinic, Dialysis Center, Gastroenterology Lab, Infusion Therapy, Lipid Clinic, Oncology Services, Ophthalmology, Orthopedics, Otolaryngology (ENT) and Oral, Maxillofacial Surgery, Pain Management Clinic, Pediatrics Clinic, Rehabilitation Services, Surgical Services, Women's Health Services, and Wound Care Center (Hyperbaric Oxygen Therapy).

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Arrowhead Regional Medical Center
DEPARTMENT: Medical Center
FUND: Medical Center
BUDGET UNIT: 911 4200
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	243,218,079	255,754,146	266,730,550	281,209,633	279,545,271	308,377,731	**27,168,098**
Operating Expenses	202,845,498	229,917,964	223,614,925	256,463,399	255,828,198	230,593,019	**(25,870,380)**
Capital Expenditures	8,071,542	10,714,283	8,005,851	18,269,924	14,479,698	14,793,834	**(3,476,090)**
Total Exp Authority	454,135,119	496,386,393	498,351,326	555,942,956	549,853,167	553,764,584	**(2,178,372)**
Reimbursements	(1,070,640)	(4,027,995)	(4,325,638)	(4,130,338)	(5,568,154)	(5,156,400)	**(1,026,062)**
Total Appropriation	453,064,479	492,358,398	494,025,688	551,812,618	544,285,013	548,608,184	**(3,204,434)**
Operating Transfers Out	9,835,647	11,667,653	18,610,968	25,788,397	24,079,051	22,812,707	**(2,975,690)**
Total Requirements	462,900,126	504,026,051	512,636,656	577,601,015	568,364,064	571,420,891	**(6,180,124)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	391,084,308	415,233,456	498,400,222	488,083,984	495,211,694	467,482,064	**(20,601,920)**
Fee/Rate	132,557,040	117,895,034	148,066,889	84,698,004	123,351,612	97,627,823	**12,929,819**
Other Revenue	25,794,216	20,336,600	(13,225,433)	7,891,664	35,603,134	10,080,948	**2,189,284**
Total Revenue	549,435,564	553,465,090	633,241,678	580,673,652	654,166,440	575,190,835	**(5,482,817)**
Operating Transfers In	595,098	824,507	699,216	0	0	0	**0**
Total Financing Sources	550,030,662	554,289,597	633,940,894	580,673,652	654,166,440	575,190,835	**(5,482,817)**
Net Position							
Use of/ (Contribution to) Net Position**	(87,130,536)	(50,263,546)	(121,304,238)	(3,072,637)	(85,802,376)	(3,769,944)	**(697,307)**
Est. Net Position Available						285,234,641	
Total Est. Unrestricted Net Position						281,464,697	
Budgeted Staffing*	3,696	3,692	3,840	3,910	3,910	3,949	**39**

*Data represents final budgeted staffing.
**Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.

Note: The 2017-18 Final Budget and 2017-18 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 2018-19 ADOPTED BUDGET

Staffing Expenses of $308.4 million fund 3,949 positions. Operating Expenses of $230.6 million are comprised primarily of medical supplies, physician fees, purchased medical services, insurance, utilities, and rent expense. Capital Expenditures of $14.8 million fund necessary clinical and non-clinical equipment purchases. These Requirements are offset by Reimbursements of $5.2 million for services and supplies purchased on behalf of other County Departments.

Operating Transfers Out of $22.8 million represents costs budgeted for debt service of $8.0 million, and $14.8 million for construction projects which are being managed by the Real Estate Services-Project Management Division (PMD).

Sources of $575.2 million includes $467.5 million in state and federal funding primarily from Medicare and Medi-Cal; $97.6 million in current services revenue from private pay patients and insurance; and $10.1 million in Other Revenue from cafeteria sales, interest, miscellaneous grants, and services provided to other hospitals through the residency program.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $6.2 million primarily due to a decrease in Operating Expenses of $25.9 million related to reductions in temporary labor of $12.7 million and pharmaceutical costs of $11.5 million. Furthermore, a combined decrease of $6.5 million, in Capital Expenditures and Operating Transfers Out, are largely related to one-time major medical imaging purchases in 2017-18 including $2.7 million for Magnetic Resonance Imaging (MRI) replacement managed by PMD, $1.5 million for new portable X-Ray machines and $1.3 million for digital radiography upgrades. These decreased costs are offset by increases of $27.2 million in Staffing Expenses related to negotiated salary increases, retirement cost increases, replacing limited term positions with regular positions and the net addition of 39 employees.

Sources are expected to decrease by $5.5 million overall. This is primarily related to a $20.6 million decrease in State/Fed/Other Government revenue caused by the following fluctuations:

- $19.7 million increase in State Medi-Cal primarily caused by increases in volume for Inpatient and Outpatient Fee-For-Service.
- $6.1 million decrease in Federal Global Payment Program revenues due to a forecasted decrease in uninsured patients because of the Affordable Care Act.
- $10.4 million decrease in Federal Medicare primarily caused by a decrease in volume for Inpatient Fee-For-Service.
- $22.6 million decrease in State Managed Care primarily caused by conservative estimates for new pay for performance (P4P) programs replacing existing supplemental cost based payments.

The decrease in State/Fed/Other Government revenue is offset by an increase of $12.9 million in Fee/Rate revenue primarily due to an $8.1 million increase in Commercial Insurance revenues due to scheduled price increases and $7.0 million in additional revenue earned from an MOU with the Department of Behavioral Health. These increases are offset by an estimated decrease in past due collections of $3.4 million.

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 Sources 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 $3.8 million to Net Position. This is a result of anticipated small volume increases and additional Sources earned under the ACA. Available Net Position will be used to fund future capital projects, electronic health record system, and fixed asset purchases as needed.



2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Administration	45	10	0	47	102	1	101
Patient Services	1,975	53	-41	-212	1,775	536	1,239
Primary and Specialty Clinics	306	13	-6	28	341	29	312
Medical Director	191	0	0	-191	0	0	0
Strategic Planning	93	1	-16	228	306	92	214
Fiscal and Ancillary Services	837	25	-2	-354	506	63	443
Quality and Performance Improvement	38	5	-3	199	239	182	57
General Support and Compliance	425	48	-48	255	680	73	607
Total	3,910	155	-116	0	3,949	976	2,973

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $308.4 million fund 3,949 budgeted positions of which 2,973 are regular positions and 976 are limited term positions. The budget includes a net increase of 39 positions (addition of 155, deletion of 116).

A total of 155 positions are added to the budget (102 regular, 53 limited term) as follows:

Additions

- Administrative Supervisor II (1 regular)
- Air Conditioning Mechanic (1 regular)
- Applications Specialist (2 regular)
- Automated Systems Analyst I (4 regular)
- Bio-Medical Electronic Technician I (1 regular)
- Building Plant Operator (1 regular)
- Business Applications Manager (1 regular)
- Care Assistant (3 regular)
- Case Management Supervisor (1 regular)
- Clinic Assistant (2 regular)
- Clinic Operations Supervisor (1 regular)
- Contract Office Specialist (1 limited term)
- Contract Registered Nurse Care Manager (1 limited term)
- Contract Resident Program Year VII (3 limited term)
- Contract Staff Analyst I (1 limited term)
- Custodian I (11 regular)
- Fiscal Assistant (1 regular)
- General Maintenance Mechanic (1 regular)
- Health Information Coding Manager (1 regular)
- Health Information Management Assistant II (1 regular)
- Laboratory Assistant (1 regular)
- Licensed Vocational Nurse - Per Diem (1 limited term)
- Licensed Vocational Nurse III (1 regular)
- Linen Room Attendant (2 regular)
- Medical Records Coder I (1 regular)
- Office Assistant II (5 regular)
- Office Assistant III (7 regular)
- Office Specialist (1 regular)
- Phlebotomist (3 regular)
- Programmer Analyst I (1 regular)
- Public Service Employee (2 limited term)
- Radiologic Technologist – Per Diem (3 limited term)
- Registered Nurse Care Manager (1 regular)

Additions (cont.)

- Registered Nurse Case Manager (4 regular)
- Registered Nurse II - ARMC (4 regular)
- Registered Nurse II - Clinic (2 regular)
- Registered Nurse II - Per Diem (3 limited term)
- Respiratory Care Practitioner - Per Diem (7 limited term)
- Respiratory Care Practitioner II – Per Diem (10 limited term)
- Security Technician I (8 regular)
- Special Procedures Radiologic Technician – Per Diem (5 limited term)
- Specialty Care Registered Nurse Critical Care (17 regular)
- Sterile Processing Technician – Per Diem (10 limited term)
- Storekeeper (2 regular)
- Supervising Rehabilitation Therapist (1 regular)
- Surgical Technician (7 regular)
- Surgical Technician – Per Diem (6 limited term)
- Utilization Review Technician (1 regular)

These additional positions are tied to continued growth at the Primary Care Clinics, expansion of Operative Services due to high census, increased security to ensure patient and employee safety and additional Environmental Services staff to help reduce turnover of positions critical for preventing the spread of infections.

A total of 116 positions will be deleted from the budget (19 regular, 97 limited term) as follows:

Deletions

- Clinical Therapist I (1 regular)
- Contract Associate Clinical Social Worker (1 limited term)
- Contract Interim Medical Records Supervisor (1 limited term)
- Contract Psychiatrist III-ARMC (1 limited term)
- Contract Respiratory Care Practitioner II (14 limited term)
- Contract Speech Therapist - Clinical Fellow (1 limited term)
- Contract Surgical Technician (4 limited term)
- Custodian I (24 limited term)
- Health Education Specialist II (1 regular)
- Hospital Unit Assistant (10 limited term)
- Licensed Vocational Nurse II (10 regular)
- Nurse Epidemiologist (1 regular)
- Nurse Manager (1 regular)
- Nursing Attendant (8 limited term)
- Office Assistant II (1 limited term)
- Office Assistant III (1 limited term)
- Phlebotomist (6 limited term)
- Psychiatric Technician I (10 limited term)
- Quality Improvement Coordinator (1 regular)
- Rehabilitation Services Aide (1 regular)
- Respiratory Care Practitioner II (2 regular)
- Specialty Care Registered Nurse (1 regular)
- Specialty Care Registered Nurse - Per Diem (13 limited term)
- Sterile Processing Technician I (1 limited term)
- Student Nurse (1 limited term)

Deletions were based on an operational assessment of staffing requirements. Of these deleted positions, 90 are vacant while 4 regular and 22 limited term positions are currently filled. These filled positions will be transferred to the newly added positions.

Medical Center Lease Payments

DESCRIPTION OF MAJOR SERVICES

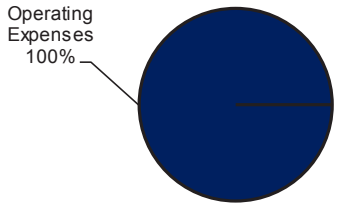
This budget unit funds the cost of long-term lease payments to the Inland Empire Public Facilities Corporation for the Arrowhead Regional Medical Center (ARMC) facility. Funding sources include state revenues from the Construction Renovation/Reimbursement Program (SB 1732). This program provides supplemental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

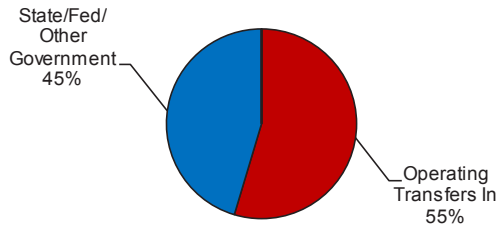
Total Requirements (Excl. Reimb.)	$42,010,238
Total Sources (Incl. Reimb.)	$42,010,238
Use of / (Contribution To) Net Position	$0
Total Staff	0

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

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

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	41,609,664	41,519,694	41,466,502	41,983,698	41,296,770	42,010,238	**26,540**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	41,609,664	41,519,694	41,466,502	41,983,698	41,296,770	42,010,238	**26,540**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	41,609,664	41,519,694	41,466,502	41,983,698	41,296,770	42,010,238	**26,540**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	41,609,664	41,519,694	41,466,502	41,983,698	41,296,770	42,010,238	**26,540**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	16,501,273	18,855,201	18,825,681	19,050,828	24,636,816	19,063,118	**12,290**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	16,902	227,723	0	2,076	0	**0**
Total Revenue	16,501,273	18,872,103	19,053,404	19,050,828	24,638,892	19,063,118	**12,290**
Operating Transfers In	25,108,391	22,647,591	22,413,098	22,932,870	16,657,878	22,947,120	**14,250**
Total Financing Sources	41,609,664	41,519,694	41,466,502	41,983,698	41,296,770	42,010,238	**26,540**
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: The 2017-18 Final Budget and 2017-18 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 2018-19 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 inpatients 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 $26,540 primarily due to increased debt service costs, which results in an increase to Sources to fund these Requirements.



ANALYSIS OF NET POSITION

The Net Position associated with this budget unit will always be zero since Requirements will always be the same as Sources.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

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SAN BERNARDINO COUNTY



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	230				
OFFICE OF HOMELESS SERVICES	237	970,647	599,786	370,861	10
TOTAL GENERAL FUND		970,647	599,786	370,861	10

SPECIAL REVENUE FUNDS	Page #	Requirements	Sources	Use of (Contribution to) Fund Balance	Staffing
COMMUNITY DEVELOPMENT AND HOUSING AGENCY					
COMMUNITY DEVELOPMENT AND HOUSING	231	33,368,139	14,720,705	18,647,434	29
TOTAL SPECIAL REVENUE		33,368,139	14,720,705	18,647,434	29

CAPITAL PROJECTS FUNDS	Page #	Requirements	Sources	Use of (Contribution to) Fund Balance	Staffing
COMMUNITY DEVELOPMENT AND HOUSING AGENCY					
COMMUNITY DEVELOPMENT AND HOUSING	231	20,215,535	198,100	20,017,435	0
TOTAL SPECIAL REVENUE		20,215,535	198,100	20,017,435	0

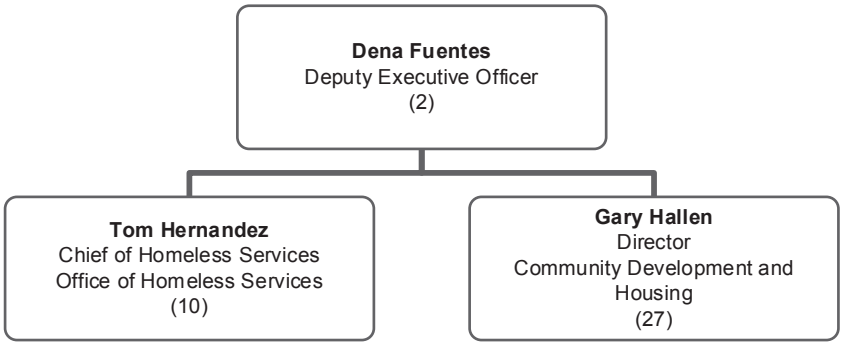
COMMUNITY DEVELOPMENT AND HOUSING AGENCY
Dena Fuentes

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



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Office of Homeless Services	970,647	599,786	370,861			10
Total General Fund	970,647	599,786	370,861	0	0	10
Special Revenue Funds						
Community Development and Housing	33,368,139	14,720,705		18,647,434		29
Total Special Revenue Funds	33,368,139	14,720,705	0	18,647,434	0	29
Capital Projects Funds						
Community Development and Housing	20,215,535	198,100		20,017,435		0
Total Capital Projects Funds	20,215,535	198,100	0	20,017,435	0	0
Total - All Funds	54,554,321	15,518,591	370,861	38,664,869	0	39

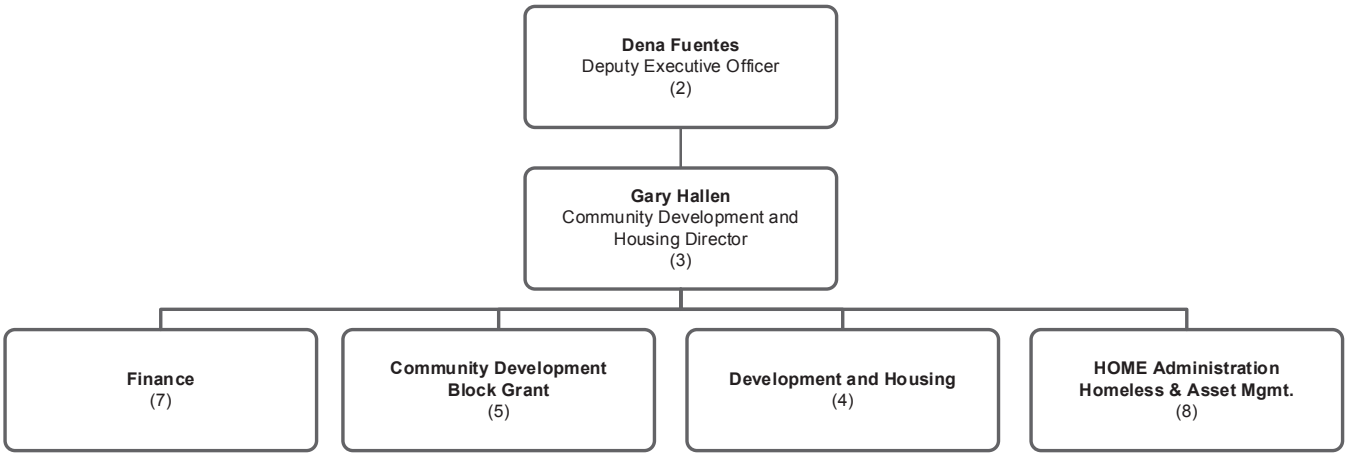
COMMUNITY DEVELOPMENT AND HOUSING
Gary Hallen

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



2018-19 SUMMARY OF BUDGET UNITS

	2018-19				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Total Special Revenue Funds	33,368,139	14,720,705	18,647,434	0	29
Total Capital Projects Funds	20,215,535	198,100	20,017,435	0	0
Total - All Funds	53,583,674	14,918,805	38,664,869	0	29

2017-18 MAJOR ACCOMPLISHMENTS

- Completed several street improvement projects in the County unincorporated areas and cooperating cities totaling over $3.3 million of Community Development Block Grant (CDBG) funds, which benefited over 35,335 individuals in low-moderate income areas and their surrounding communities.
- Allocated over $1.3 million of CDBG funds towards Americans with Disabilities Act (ADA) improvement projects at Yucaipa Regional Park, Prado Regional Park and Bloomington.
- Invested CDBG funds to purchase 4.5 acres for a new park to better serve the residents and enhance Bloomington Grove Affordable Housing.
- Invested CDBG program funds, in partnership with 13 cooperating cities, to accomplish the following: constructed or improved 19 public facilities; initiated or completed 27 infrastructure projects; and completed approximately 2,224 code enforcement inspections.
- Allocated $3.2 million of HOME funds to the Golden Avenue Apartments project, financing 40 permanent supportive housing units for chronically homeless individuals, which was a collaboration between the Housing Authority and the County.
- Committed $2.2 million of HOME funds to the Arrowhead Grove affordable housing project, a 184-unit multi-family affordable project located in the City of San Bernardino, which allowed the second and third phases of the former Waterman Gardens public housing site to apply for financing utilizing State Cap and Trade funding.
- Partnered with non-profit organizations to provide homeless assistance to approximately 700 individuals using the Emergency Solutions Grant (ESG) funds.
- Continued the implementation of the Enhanced Security Deposit program – as an extension of the Homeless Veterans Housing Initiative–and provided security deposit assistance to approximately 80 chronically homeless veteran households.
- Provided funding for Housing Search and Placement using ESG grant funds to identify permanent housing units for chronically homeless clients; 643 units have been identified since program inception.
- 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 3.5 acres of the former San Sevaine Redevelopment Area properties for $2.4 million, which resulted in a benefit for affected taxing entities of the former redevelopment area.
- Executed a Memorandum of Understanding with the Auditor-Controller/Treasurer/Tax Collector to assist in managing the creation of the Countywide Oversight Board, which will begin on July 1, 2018.



DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 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.	No	Yes	Yes	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 of 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**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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, CDBG, ESG funds, and HOME Federal funds are leveraged to augment various social service programs, build needed infrastructure or public facilities, and construct affordable housing communities that serve low-and moderate- income persons and persons with special needs. Adherence to expenditure deadlines and compliance with federal regulations are indicative of residents receiving services, projects are meeting construction schedules, and ensures the funds are not subject to recapture.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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 County.	100%	100%	100%	100%
STRATEGY	Through collaboration with both the cities and various County departments, CDBG, ESG funds, and HOME Federal funds are leveraged to augment various social service programs, build needed infrastructure or public facilities, and construct affordable housing communities that serve low-and moderate- income persons and persons with special needs. Adherence to expenditure deadlines and compliance with federal regulations are indicative of residents receiving services, projects are meeting construction schedules, and ensures the funds are not subject to recapture.					

Community Development and Housing

DESCRIPTION OF MAJOR SERVICES

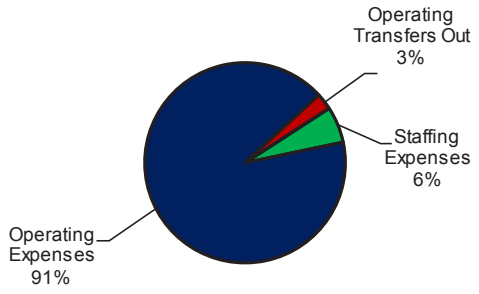
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$60,064,109
Total Sources (Incl. Reimb.)	$21,399,240
Use of/ (Contribution to) Fund Balance	$38,664,869
Total Staff	29

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

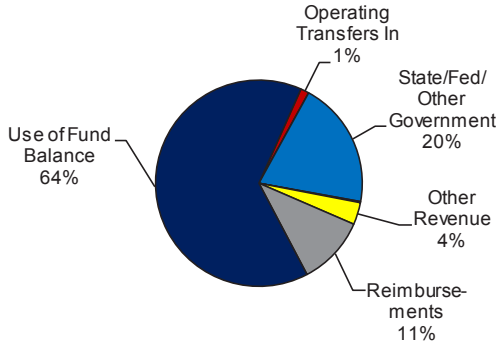
CDH is also responsible for completing the County's reaming redevelopment activities under the auspices of the County of San Bernardino's Successor Agency, Oversight Board, and Housing Successor Agency. This includes ensuring the enforceable financial obligations are retired, selling the Successor Agency's 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.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

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

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	2,379,797	2,454,930	2,654,736	3,097,893	2,693,378	3,522,116	**424,223**
Operating Expenses	19,421,997	18,036,046	11,231,158	59,806,849	13,901,006	54,946,508	**(4,860,341)**
Capital Expenditures	0	0	0	2,282,660	2,101,842	0	**(2,282,660)**
Total Exp Authority	21,801,794	20,490,976	13,885,894	65,187,402	18,696,226	58,468,624	**(6,718,778)**
Reimbursements	(4,269,191)	(2,988,179)	(4,561,212)	(6,714,548)	(5,912,577)	(6,480,435)	**234,113**
Total Appropriation	17,532,603	17,502,797	9,324,682	58,472,854	12,783,649	51,988,189	**(6,484,665)**
Operating Transfers Out	7,354,766	2,545,903	1,866,677	1,294,878	865,605	1,595,485	**300,607**
Total Requirements	24,887,369	20,048,700	11,191,358	59,767,732	13,649,254	53,583,674	**(6,184,058)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	11,149,295	7,430,167	8,564,118	20,004,219	10,054,828	11,926,073	**(8,078,146)**
Fee/Rate	39,385	12,448	3,891	0	2,048	108,827	**108,827**
Other Revenue	26,361,274	1,773,065	1,884,806	1,472,267	3,966,001	2,083,905	**611,638**
Total Revenue	37,549,954	9,215,680	10,452,815	21,476,486	14,022,877	14,118,805	**(7,357,681)**
Operating Transfers In	0	150,100	790,880	500,000	500,000	800,000	**300,000**
Total Financing Sources	37,549,954	9,365,780	11,243,695	21,976,486	14,522,877	14,918,805	**(7,057,681)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(12,662,585)	10,682,920	(52,337)	37,791,246	(873,623)	38,664,869	**873,623**
Available Reserves				0		0	**0**
Total Fund Balance				37,791,246		38,664,869	**873,623**
Budgeted Staffing*	24	26	28	28	28	29	**1**

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

DETAIL OF 2018-19 ADOPTED BUDGET

	2018-19				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Total Special Revenue Funds	33,368,139	14,720,705	18,647,434	0	29
Total Capital Projects Funds	20,215,535	198,100	20,017,435	0	0
Total - All Funds	53,583,674	14,918,805	38,664,869	0	29

Special Revenue Funds: Requirements of $33.4 million are for low-moderate income housing assistance and community development. Sources of $14.7 million represent federal and state entitlement revenues. Use of Fund Balance of $18.6 million is for one time infrastructure improvements and large HOME Investment Partnerships Program (HOME) projects.

Capital Projects Funds: Requirements of $20.2 million are for infrastructure improvements in the areas surrounding the former San Sevaine redevelopment project area. Sources of $198,100 represent interest earned from the Capital Projects Fund Balance. Use of Fund Balance of $20.0 million is for a variety of bond funded infrastructure projects.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $6.2 million as a result of a projected reduction in one-time project expenditures that are part of Operating Expenses, Capital Expenditures, and Operating Transfers Out.

Sources are decreasing by $7.1 million to reflect the required funding for 2018-19 projects and adjustments to budgeting procedures to use fund balance for one-time projects, before drawing entitlement funds, as required by HUD.

ANALYSIS OF FUND BALANCE

The budget reflects a $38.7 million Use of Fund Balance for one-time project expenditures. The majority of the departmental Fund Balance represents monies received from the dissolution of redevelopment, representing bond and housing funds. The Fund Balance also includes revenues from repayment of HUD loans.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Agency Administration	2	0	0	0	2	0	2
CDH Administration	4	0	-1	0	3	1	2
Finance	6	2	-1	0	7	1	6
CDBG	5	0	0	0	5	0	5
Development & Housing	3	1	0	0	4	2	2
HOME Admin, Homeless & Asset Mgmt	8	0	0	0	8	2	6
Total	28	3	-2	0	29	6	23

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $3.5 million fund 29 budgeted positions of which 23 are regular positions and 6 are limited term positions. Changes in staffing include the addition of a Staff Analyst II, Project Manager II, Public Service Employee and the deletion of the Administrative Supervisor I and Automated System Analyst I positions. These changes will enable the department to operate more efficiently.

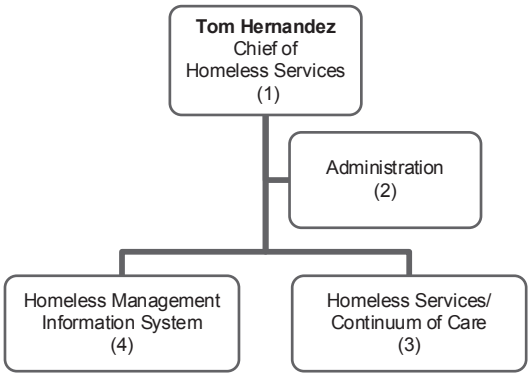
OFFICE OF HOMELESS SERVICES
Tom Hernandez

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



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Office of Homeless Services	970,647	599,786	370,861			10
Total General Fund	970,647	599,786	370,861	0	0	10
Total - All Funds	970,647	599,786	370,861	0	0	10

2017-18 MAJOR ACCOMPLISHMENTS

- Secured $10.4 million in Continuum of Care (CoC) Homeless Assistance Grant funding from the U.S. Department of Housing and Urban Development (HUD) to support 19 permanent supportive housing and 4 rapid rehousing rental assistance programs throughout the County, resulting in a total of 1,454 CoC funded beds and 1,090 households assisted, as reported on the 2018 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 HMIS.
- Increased the number of Continuum of Care Homeless Assistance Grant funded permanent housing beds designated for Chronically Homeless individuals and families to 318 countywide, which include wrap around supportive services.

- Successfully implemented 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.
- Sponsored 250 representatives from community and faith-based organizations, educational institutions, non-profit organizations, private industry, state, and local government to attend the 1 in 4 Convening.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 Target
OBJECTIVE	**Work with Federal, State and regional governments and organizations, to ensure San Bernardino County receives its fair share of resources.**	Percentage of Homeless Service Providers who use the Coordinated Entry System.	98%	100%	99%	100%
STRATEGY	Continue to support a single point of access to housing for persons at risk or those experiencing homelessness (Coordinated Entry System) in partnership with United Way 2-1-1, homeless service providers, and HUD Emergency Solution Grant and Continuum of Care recipients.					
STRATEGY	Collaborate with the Coordinated Entry System to ensure service providers receiving HUD monies for chronic homeless are continually updating the system.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Percentage of Continuum of Care Grant funds spent.	91%	100%	93%	100%
STRATEGY	Increase and retain the number of Permanent Supportive Housing Units within the County of San Bernardino.					
STRATEGY	Prioritize HUD recommendations about the allocation of Continuum of Care resources based on local priorities to maximum Continuum of Care grant award.					
STRATEGY	Utilize HUD program target outcomes for evaluation purposes to ensure outcomes are achieved and all resources are effectively utilized; conduct monthly data review and project monitoring to evaluate both system wide and individual program performance on established goals.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Percentage of local data captured in the 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.					

Office of Homeless Services

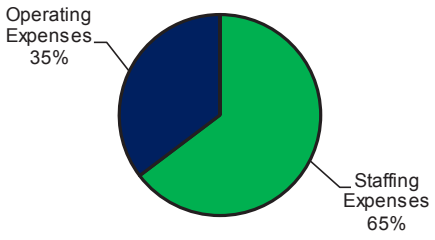
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$1,597,602
Total Sources (Incl. Reimb.)	$1,226,741
Net County Cost	$370,861
Total Staff	10
Funded by Net County Cost	23%

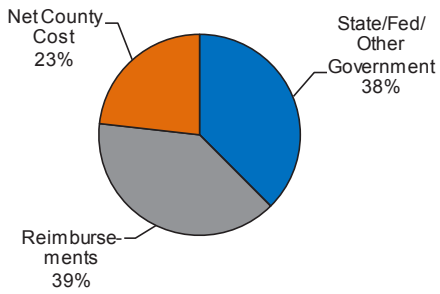
The Office of Homeless Services (OHS) was created in September 2007 by the San Bernardino County Board of Supervisors. OHS serves as the administrative arm of the Homeless Partnership. In addition to its supportive function, OHS strives to develop a countywide public and private partnership that coordinates 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.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

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

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	342,709	920,151	874,146	1,033,535	**113,384**
Operating Expenses	0	0	72,039	554,184	495,019	564,067	**9,883**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	0	0	414,748	1,474,335	1,369,165	1,597,602	**123,267**
Reimbursements	0	0	(105,431)	(528,575)	(466,380)	(626,955)	**(98,380)**
Total Appropriation	0	0	309,317	945,760	902,785	970,647	**24,887**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	0	309,317	945,760	902,785	970,647	**24,887**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	595,760	517,868	599,786	**4,026**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	107,431	0	**0**
Total Revenue	0	0	0	595,760	625,299	599,786	**4,026**
Operating Transfers In	0	0	69,317	0	0	0	**0**
Total Financing Sources	0	0	69,317	595,760	625,299	599,786	**4,026**
Net County Cost	0	0	240,000	350,000	277,486	370,861	**20,861**
Budgeted Staffing*	0	0	9	9	9	10	**1**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Staffing Expenses of $1,033,535 represent a majority of the expenses in this budget unit and fund 10 positions. Operating Expenses of $564,067 are primarily for consulting and other professional services in support of the CoC Grant administration and planning functions. Sources of $599,786 are provided by HMIS and CoC grants.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $24,887 due to increases in Staffing Expenses and Operating Expenses. The majority of the increase to Requirements is being offset by an increase in Reimbursements of $98,380 primarily from the Department of Behavioral Health.

Sources are increasing by $4,026 due to an increase in the CoC Grant.



2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Administration	3	1	-1	0	3	0	3
Homeless Management Information System	3	1	0	0	4	1	3
Homeless Services/Continuum of Care	3	0	0	0	3	0	3
Total	9	2	-1	0	10	1	9

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $1.0 million fund 10 budgeted positions of which 9 are regular positions and 1 is a limited term position. Staffing changes include the addition of a Chief of Homeless Services position, partially offset by the deletion of the Homeless Services Officer.

The department is also requesting the addition of a Public Service Employee to assist with data entry in the Homeless Management Information System (HMIS).

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SAN BERNARDINO COUNTY

ECONOMIC DEVELOPMENT AGENCY



ECONOMIC DEVELOPMENT AGENCY
SUMMARY

GENERAL FUND	Page #	Requirements	Sources	Net County Cost	Staffing
ECONOMIC DEVELOPMENT AGENCY	244				
ECONOMIC DEVELOPMENT SUMMARY	245				
ECONOMIC DEVELOPMENT	248	4,422,567	200,000	4,222,567	12
TOTAL GENERAL FUND		4,422,567	200,000	4,222,567	12

SPECIAL REVENUE FUNDS	Page #	Requirements	Sources	Use of (Contribution to) Fund Balance	Staffing
ECONOMIC DEVELOPMENT WORKFORCE DEVELOPMENT	251	29,101,131	30,223,743	(1,122,612)	134
TOTAL SPECIAL REVENUE		29,101,131	30,223,743	(1,122,612)	134

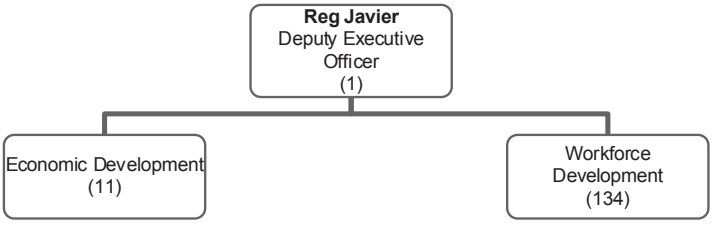
ECONOMIC DEVELOPMENT AGENCY
Reg Javier

DEPARTMENT MISSION STATEMENT



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

ORGANIZATIONAL CHART



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Economic Development	4,422,567	200,000	4,222,567			12
Total General Fund	4,422,567	200,000	4,222,567	0	0	12
Special Revenue Funds						
Workforce Development	29,101,131	30,223,743		(1,122,612)		134
Total Special Revenue Funds	29,101,131	30,223,743	0	(1,122,612)	0	134
Total - All Funds	33,523,698	30,423,743	4,222,567	(1,122,612)	0	146

NOTE: Economic and Community Development Corp. and County Industrial Development Authority are reported in the 'Other Agencies' section of this budget document.

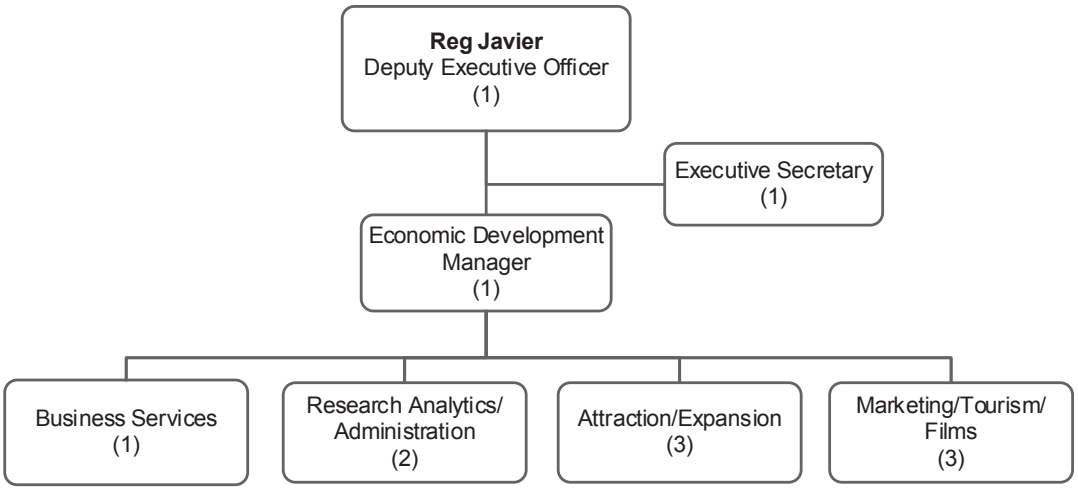
ECONOMIC DEVELOPMENT
Reg Javier

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



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Economic Development	4,422,567	200,000	4,222,567			12
Total General Fund	4,422,567	200,000	4,222,567	0	0	12
Total - All Funds	4,422,567	200,000	4,222,567	0	0	12

2017-18 MAJOR ACCOMPLISHMENTS

- Business Attraction, Retention and Expansion
  - Executed "Manufacturing Succeeds Here Campaign", a business attraction campaign targeting the manufacturing industry. Through multiple outreach efforts, contact was made to over 150 businesses and more than 750 industry brokers via business visits, phone, email and postcard mailings.
  - Participated and collaborated in 29 corporate real estate, manufacturing, retail, entrepreneurship and key industry events to share information on resources, incentives and nurture strategic partnerships.
  - Produced and developed Economic Development Industry Story Maps, two of which are being recognized at ESRI's 2018 Annual User Conference for best practices in Business Attraction and Marketing.
  - 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 $5 million in local sales and use tax in the last two fiscal years.
  - Organized, marketed and produced the State of the County event in March 2018. Attendance was 1,032, which included representation from local businesses, government leadership, and non-profits in the region; and a National Association for Industrial and Office Parks (NAIOP) panel presentation by experts discussing how both local and global
    business leaders are working to build a healthy economy by preparing the future workforce for a marketplace ripe with demand.

- Workforce and Education Initiatives
  - Participated in regular Workforce Development Retention meetings to strengthen alignment and collaboration efforts to help grow and support existing businesses.
  - 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 prepare for college.

- Events and Marketing
  - Raised $171,500 in sponsorship and ticket sales for the State of the County event as a means of cost-recovery to the general fund.

- International Trade and Investment
  - Produced and translated a compelling video and infographic highlighting San Bernardino County and its competitive advantages to attract foreign direct investment into the County.
  - Produced and released an online International Trade and Investment Newsletter highlighting local assets and economic drivers of change in the last year.

- Film and Tourism
  - Processed more than 125 film and photography permits – estimated economic impact – $4.7 million.
  - Expanded the California Outdoor Playground program to include winter and spring campaigns which have yielded more than 2.4 million media impressions.
  - Produced 4 tourism videos for online use through multiple channels.
  - Hosted and sponsored a tourism summit that focused on strategic marketing plans to promote tourism in and to the County.
  - Hosted and organized eight familiarization tours highlighting: Lake Arrowhead, Big Bear, Joshua Tree, Wrightwood, Mojave Preserve, Redlands, 29 Palms and Park Moabi.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 Target
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**	Number of jobs resulting from County Economic Development attraction, retention and expansion efforts.	2,670	1,800	2,130	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**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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.	1,567	2,000	2,048	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**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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.	1,128	1,000	1,320	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** **NEW**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**	Number of responses or interactions generated as a result of the County's marketing efforts.	N/A	N/A	N/A	20 Million
STRATEGY	The department engages in a strategic tourism marketing program that incorporates branding and advertising to increase awareness of the County as a tourism destination.					

Economic Development

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$4,658,603
Total Sources (Incl. Reimb.)	$436,036
Net County Cost	$4,222,567
Total Staff	12
Funded by Net County Cost	91%

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.

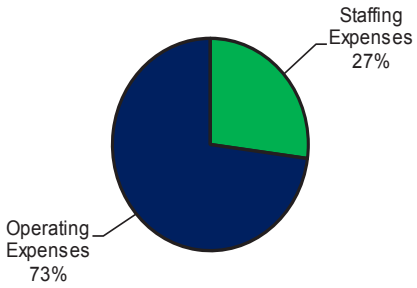
Leading initiatives for local, national and international economic impact, the department's staff builds and maintains internal and external strategic partnerships with key public and private sector organizations. These organizations include, but are not limited to: local, state and federal agencies, 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:

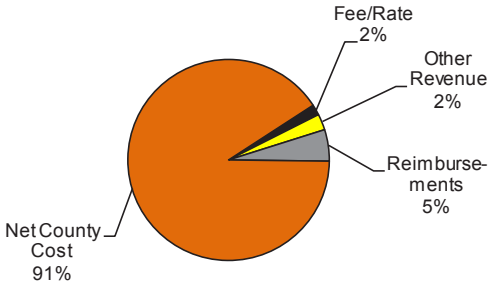
- Site Selection Assistance
- Market Analysis and Demographics
- Permitting Assistance
- Incentive Programs
- Film Office Showcasing Natural and Fixed Assets
- Facilitating Connectivity to Countywide Services and Resources
- Small Business Assistance and Technical Support
- Technical Assistance – for 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

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Economic Development
DEPARTMENT: Economic Development
FUND: General

BUDGET UNIT: 601 1000
FUNCTION: General
ACTIVITY: Promotion

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	1,221,575	662,413	864,352	1,078,178	907,507	1,262,708	**184,530**
Operating Expenses	1,995,604	2,322,713	2,903,313	3,674,671	3,169,146	3,395,895	**(278,776)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	3,217,179	2,985,126	3,767,665	4,752,849	4,076,653	4,658,603	**(94,246)**
Reimbursements	(466,765)	(70,503)	(150,463)	(541,321)	(273,780)	(236,036)	**305,285**
Total Appropriation	2,750,414	2,914,623	3,617,202	4,211,528	3,802,873	4,422,567	**211,039**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,750,414	2,914,623	3,617,202	4,211,528	3,802,873	4,422,567	**211,039**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	13,500	0	0	0	0	0	**0**
Fee/Rate	149,509	46,766	36,586	80,000	85,545	80,000	**0**
Other Revenue	158,806	255,468	223,243	220,000	138,135	120,000	**(100,000)**
Total Revenue	321,815	302,234	259,829	300,000	223,680	200,000	**(100,000)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	321,815	302,234	259,829	300,000	223,680	200,000	**(100,000)**
Net County Cost	2,428,599	2,612,389	3,357,373	3,911,528	3,579,193	4,222,567	**311,039**
Budgeted Staffing*	10	12	8	12	12	12	**0**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Staffing Expenses of $1.3 million fund 12 positions that manage economic development programs, and provide administrative services. Operating Expenses of $3.4 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 and Human Resources charges, Facilities, etc.).

Reimbursements of $236,036 from other departments are for services provided by the Economic Development staff.

Sources of $200,000 represent film fees, registration fees and sponsorships for the State of the County event planned for the spring of 2019.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $211,039 primarily due to an allocation of one-time funding in 2018-19 for the Youth Education Initiative ($260,000) to provide youths with career pathways and work-based learning opportunities.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Executive Office	2	0	0	0	2	0	2
Economic Development Mgr	1	0	0	0	1	0	1
Attraction/Expansion	1	0	0	2	3	2	1
Marketing/Tourism/Films	2	0	0	1	3	1	2
Research Analytics/Administration	4	0	0	-2	2	0	2
Business Services	2	0	0	-1	1	0	1
Total	12	0	0	0	12	3	9

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $1.3 million fund 12 budgeted positions of which 9 are regular positions and 3 are limited term. There are no budgeted staffing changes. The department has reorganized throughout divisions to accommodate changing requirements within those divisions.

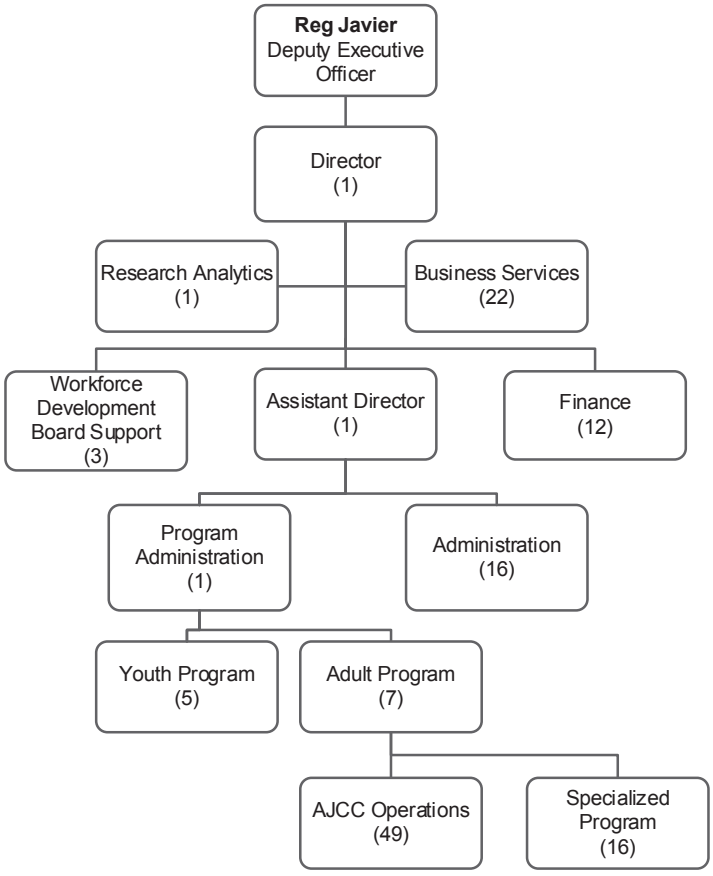
WORKFORCE DEVELOPMENT
Reg Javier

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



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Special Revenue Funds						
Workforce Development	29,101,131	30,223,743		(1,122,612)		134
Total Special Revenue Funds	29,101,131	30,223,743	0	(1,122,612)	0	134
Total - All Funds	29,101,131	30,223,743	0	(1,122,612)	0	134

2017-18 MAJOR ACCOMPLISHMENTS

- Met or exceeded all Federal and State performance measures under the Workforce Innovation and Opportunity Act (WIOA).
- Hosted 285 business recruitments to fill 2,565 jobs and assisted 1,153 individuals affected by layoffs.
- Provided over 4,600 employment services, served 499 at-risk youth with job readiness training, work experience and education services, and helped 147 probationers become employed through the Day Reporting Centers.
- Developed the WIOA Local Plan and the Inland Empire Regional Plan in collaboration with Riverside County Workforce Development Board, business partners, community colleges, Adult Education Programs, K-12 schools, and community-based organizations.
- Initiated a career pathways initiative in partnership with K-12 schools and community colleges. Students in career pathways are co-enrolled in community college and complete a work based learning internship that allows them to graduate high school with college credit and an industry recognized credential.
- Achieved federally required certification for the County's comprehensive America's Job Center of California (AJCC) located in West Valley.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 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.	68,722	70,000	64,404	65,000
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**					
STRATEGY	Operate the Counties three American Job Centers of California. Service levels (Resource Room, Career Services, Training) provided are determined by each participating customer.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Focus on training, education, employment and support services for the unemployed and underemployed, developing a more highly-educated and trained workforce.**	Meet Federal and State mandated performance measures for customers enrolled in WIOA as reported by the State in the current year. (Entered Employment, Median wages, Job Retention)	Yes	Yes	Yes	Yes
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**					
STRATEGY	Ensure that performance measures are met by emphasizing job placement, Median wages, and Job Retention outcomes for customers enrolled in WIOA services.					

DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 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.	5,507	5,300	5,602	5,000
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**					
STRATEGY	Provide Intensive Employment Services to customers in the America's Job Centers. Intensive Services include Career Counseling, Job Placement, Assessments, etc.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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.	1,616	1,600	1,882	1,500
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**					
STRATEGY	Train customers to gain employment in the in-demand occupations in San Bernardino County.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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.	548	540	882	700
STRATEGY	Work with Youth Providers and AJCC Youth Advisors to serve at-risk youth to prepare them to enter the workforce.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Focus on training, education, employment and support services for the unemployed and underemployed, developing a more highly-educated and trained workforce.**	Youth employed upon completion of the WIOA Youth Program.	345	350	470	500
STRATEGY	Provide work experience opportunities for at-risk youth.					

DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 Target
OBJECTIVE	**Focus on training, education, employment and support services for the unemployed and underemployed, developing a more highly-educated and trained workforce.**	Youth attaining GED, High School Diploma, Training Certificate or Associates Degree upon completion of the WIOA Youth Program.	300	320	496	380
STRATEGY	Provide industry recognized certification or post secondary education.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.**	Business visits.	7,868	7,600	7,475	7,600
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**					
STRATEGY	Provide the business community with resources that help them grow.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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.	20	23	33	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**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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.	238	240	394	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

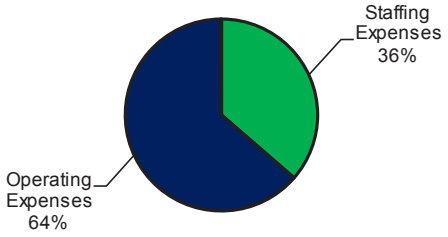
The Workforce Development Department (WDD) provides training and employment services to job seekers and incumbent workers through America's Job Centers of California, youth through a network of providers and businesses through a Business Services Unit, which serves the local business community to support 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

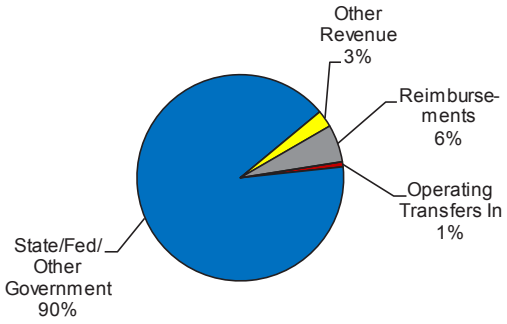
Total Requirements (Excl. Reimb.)	$30,985,131
Total Sources (Incl. Reimb.)	$32,107,743
Use of / (Contribution to) Fund Balance	($1,122,612)
Total Staff	134

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Economic Development
DEPARTMENT: Workforce Development
FUND: Workforce Development

BUDGET UNIT: 571 2260
FUNCTION: Public Assistance
ACTIVITY: Other Assistance

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	6,604,130	7,041,874	7,395,526	9,632,761	7,867,378	11,271,409	**1,638,648**
Operating Expenses	12,582,726	15,140,023	16,727,719	22,398,415	17,778,955	19,663,722	**(2,734,693)**
Capital Expenditures	0	0	0	100,000	40,807	50,000	**(50,000)**
Total Exp Authority	19,186,856	22,181,897	24,123,245	32,131,176	25,687,140	30,985,131	**(1,146,045)**
Reimbursements	(2,980,155)	(3,490,879)	(4,006,464)	(3,865,825)	(3,420,599)	(1,884,000)	**1,981,825**
Total Appropriation	16,206,701	18,691,018	20,116,781	28,265,351	22,266,541	29,101,131	**835,780**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	16,206,701	18,691,018	20,116,781	28,265,351	22,266,541	29,101,131	**835,780**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	14,578,325	17,746,675	18,347,191	28,429,206	19,241,045	29,107,377	**678,171**
Fee/Rate	0	0	0	0	(182)	0	**0**
Other Revenue	1,044,854	1,461,167	1,033,550	1,200,289	1,000,424	856,397	**(343,892)**
Total Revenue	15,623,179	19,207,842	19,380,741	29,629,495	20,241,287	29,963,774	**334,279**
Operating Transfers In	151,876	213,754	201,565	249,170	203,028	259,969	**10,799**
Total Financing Sources	15,775,055	19,421,596	19,582,306	29,878,665	20,444,315	30,223,743	**345,078**
Fund Balance							
Use of / (Contribution to) Fund Balance**	431,646	(730,578)	534,475	(1,613,314)	1,822,226	(1,122,612)	**490,702**
Available Reserves				2,102,611		257,337	**(1,845,274)**
Total Fund Balance				489,297		(865,275)	**(1,354,572)**
Budgeted Staffing*	105	109	117	119	119	134	**15**

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

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Staffing Expenses of $11.3 million fund 134 budgeted positions. Operating Expenses of $19.7 million include costs associated with the department's three America's Job Centers of California, such as rent, including $14.4 million in direct services to job seekers and business customers. Direct services include vocational training, On-the-Job training, supportive services, business consulting and workshops.

Reimbursements of $1.9 million represent payments from other departments for program services provided through various Memoranda of Understanding.

Sources of $30.2 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 $835,780 primarily due to an increase of $1.6 million in Staffing Expenses as a result of negotiated salary increases and the addition of 15 positions to support Youth Career Pathways and other programs. Operating Expenses and Reimbursements are decreasing by $2.7 million and $2.0 million, respectively, primarily due to a decrease in reimbursements from the Transitional Assistance Department (TAD) for the CalWORKs Youth Employment Program and CalWORKs Adult Program.

Sources are increasing by $345,078 due to an anticipated increase in WIOA grant funding.

ANALYSIS OF FUND BALANCE

The department expects to contribute $1.1 million to Fund Balance in 2018-19. This is consistent with the two-year federal funding cycle for WIOA programs.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Director	1	0	0	0	1	0	1
Assistant Director	1	0	0	0	1	0	1
Workforce Development Board Support	3	0	0	0	3	2	1
Administration	14	2	0	0	16	0	16
Finance	12	0	0	0	12	0	12
Program	72	7	0	-1	78	14	64
Business Services	15	6	0	1	22	0	22
Research Analytics	1	0	0	0	1	0	1
Total	119	15	0	0	134	16	118

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $11.3 million fund 134 budgeted positions of which 118 are regular positions and 16 are limited term positions. The budget reflects an increase of 11 regular positions and 4 limited term positions. Due to a program change and expansion of the WIOA adult and youth employment and training programs, the department added a Program Manager I, an Administrative Supervisor I and a Staff Analyst II for managing contracts and in-house program activities. To support the adult and youth program expansions, the department added 6 Workforce Development Specialists in the Business Services Unit for job development and business outreach programs. The department added a Staff Analyst I and an Automated System Analyst I, for administrative and financial support, and program compliance. Lastly, 4 Contract Mental Health Nurse Practitioners were added to provide mental health students with development training and provide them with the required clinical supervision during their clinical rotation.

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SAN BERNARDINO
COUNTY

FISCAL SERVICES



FISCAL SUMMARY

GENERAL FUND	Page #	Requirements	Sources	Net County Cost	Staffing
ASSESSOR/RECORDER/COUNTY CLERK	260	27,450,019	11,435,233	16,014,786	251
AUDITOR-CONTROLLER/TREASURER/ TAX COLLECTOR	269	43,411,630	28,276,333	15,135,297	336
TOTAL GENERAL FUND		70,861,649	39,711,566	31,150,083	587

SPECIAL REVENUE FUNDS	Page #	Requirements	Sources	Use of (Contribution to) Fund Balance	Staffing
ASSESSOR/RECORDER/COUNTY CLERK: SPECIAL REVENUE FUNDS - CONSOLIDATED	265	9,143,662	8,088,000	1,055,662	3
AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR: REDEMPTION RESTITUTION MAINTENANCE	276	200,000	238,000	(38,000)	0
TOTAL SPECIAL REVENUE FUNDS		9,343,662	8,326,000	1,017,662	3

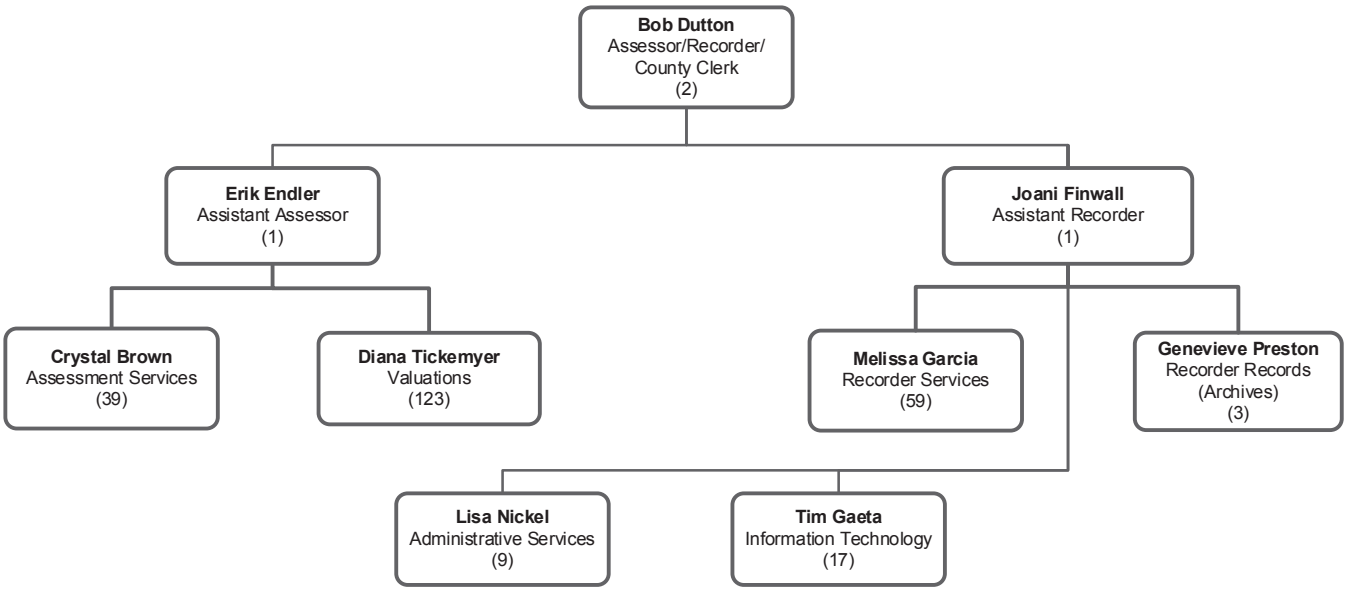
ASSESSOR/RECORDER/COUNTY CLERK
Bob Dutton

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



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Assessor/Recorder/County Clerk	27,450,019	11,435,233	16,014,786			251
Total General Fund	27,450,019	11,435,233	16,014,786	0	0	251
Special Revenue Funds						
Recorder Special Revenue Funds - Consolidated	9,143,662	8,088,000		1,055,662		3
Total Special Revenue Funds	9,143,662	8,088,000	0	1,055,662	0	3
Total - All Funds	36,593,681	19,523,233	16,014,786	1,055,662	0	254

FISCAL

2017-18 MAJOR ACCOMPLISHMENTS

- Instituted a formal comprehensive training program for new appraisers to provide these employees with the skills and experience necessary to value residential, commercial, and industrial properties.
- Implemented a Secure File Transfer Protocol to transfer Business Property-related mandatory audit data between participating counties, making the audit process more efficient and reducing mailing costs.
- Initiated a Courtesy Notification program in cooperation with the District Attorney's office to notify property owners when documents that affect their real property are recorded, in order to assist in reducing real estate fraud.
- Utilized multiple social media platforms to expand public awareness of department services and information, including a Historical Archive video series highlighting the County's history, and a quarterly newsletter with tax-saving tips and career opportunities.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 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%	95%	92%	93%
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**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.**	Percentage of completed Business Property Statements filed by the annual deadline.	99.8%	98%	99%	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**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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%	99%	99%
STRATEGY	Process changes of ownership to ensure values are enrolled by the close of the roll year.					

Assessor/Recorder/County Clerk

DESCRIPTION OF MAJOR SERVICES

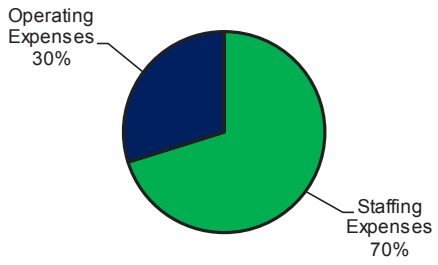
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$29,787,006
Total Sources (Incl. Reimb.)	$13,772,220
Net County Cost	$16,014,786
Total Staff	251
Funded by Net County Cost	54%

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 761,786 parcels of real property, 29,086 business property accounts and 26,414 other assessments including boats, aircraft, and manufactured homes. The Assessor's Office also administers property tax exemptions including homeowners, veteran, disabled veteran, church, religious, and welfare exemptions, as well as exclusions including parent-to-child and senior/disabled persons transfer of base year value.

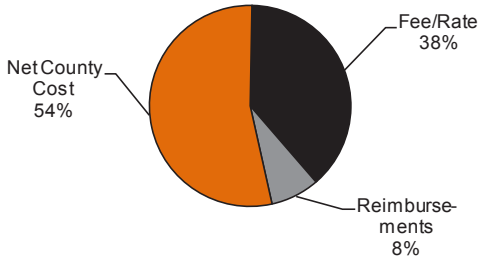
The Valuations Division is responsible for real, personal, business and special property valuations and assessment appeals. District offices provide public assistance regarding questions of ownership, mailing addresses, parcel numbers and assessed values. The Assessment Services Division provides mapping, change of ownership, change of address, data entry services, and public information services. The Information Technology Division provides computer systems maintenance and development. The Administrative Services Division provides fiscal, payroll, mail services, and facility support. The Recorder Services Division accepts all documents for recording that comply with applicable recording laws. Official records are maintained evidencing ownership and encumbrances of real and personal property and other miscellaneous records. The Recorder Services Division is also responsible for County Archives and County Clerk functions. County Archives maintains historical records for the County. County Clerk maintains records as they relate to vital statistics, fictitious business names, and other records that are required by the state to be filed with the County Clerk.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



FISCAL

ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Fiscal
DEPARTMENT: Assessor/Recorder/County Clerk
FUND: General

BUDGET UNIT: 311 1000
FUNCTION: General
ACTIVITY: Finance

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	16,758,507	16,479,199	16,785,374	19,286,133	17,471,768	20,901,378	**1,615,245**
Operating Expenses	6,215,198	6,943,358	7,195,056	8,481,473	7,956,890	8,857,628	**376,155**
Capital Expenditures	0	122,263	6,273	70,000	69,339	28,000	**(42,000)**
Total Exp Authority	22,973,705	23,544,820	23,986,703	27,837,606	25,497,997	29,787,006	**1,949,400**
Reimbursements	(364,746)	(337,934)	(528,521)	(1,997,537)	(857,818)	(2,336,987)	**(339,450)**
Total Appropriation	22,608,959	23,206,886	23,458,182	25,840,069	24,640,179	27,450,019	**1,609,950**
Operating Transfers Out	73,274	0	0	0	0	0	**0**
Total Requirements	22,682,233	23,206,886	23,458,182	25,840,069	24,640,179	27,450,019	**1,609,950**
Sources							
Taxes	21,913	17,092	9,954	18,000	16,670	12,500	**(5,500)**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	60	0	0	0	0	**0**
Fee/Rate	7,530,379	7,263,470	11,778,197	10,857,901	10,571,213	11,362,223	**504,322**
Other Revenue	245,204	247,921	215,601	171,000	220,987	60,510	**(110,490)**
Total Revenue	7,797,496	7,528,543	12,003,752	11,046,901	10,808,870	11,435,233	**388,332**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	7,797,496	7,528,543	12,003,752	11,046,901	10,808,870	11,435,233	**388,332**
Net County Cost	14,884,737	15,678,343	11,454,430	14,793,168	13,831,309	16,014,786	**1,221,618**
Budgeted Staffing*	222	224	235	240	240	251	**11**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Staffing Expenses of $20.9 million represent the majority of the Requirements in this budget unit and fund 251 budgeted positions. Operating Expenses of $8.9 million primarily consist of printing and taxpayer notice mailing costs, COWCAP, and systems development charges for the Property Information Management System. Reimbursements of $2.3 million are primarily from Recorder special revenue funds for administrative and information technology costs.

Sources of $11.4 million include fees for recording and County Clerk services, special assessments, and transfers of ownership.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $1.6 million primarily due to increases in Staffing Expenses for additional positions and negotiated salary increases.

Sources are increasing by $388,332, primarily due to an increase in revenue from vital records activities and recorded documents, partially offset by a decrease in special assessments and a decrease in revenue from data sales and sales of public information due to a restructuring of fees.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 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	123	0	0	0	123	5	118
Recorder Services	56	3	0	0	59	2	57
Information Technology- Assessor	9	0	0	0	9	0	9
Information Technology- Recorder	0	8	0	0	8	0	8
Total	240	11	0	0	251	7	244

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $20.9 million fund 251 budgeted positions of which 244 are regular positions and 7 are limited term positions. This includes an increase of 11 regular positions as noted below.

- 2 Legal Document Classifier II positions and 1 Lead Legal Document Classifier are added to process additional workload related to the implementation of Senate Bill 2, which requires the collection and remittance of a fee on certain real estate documents recorded. This fee supports a new state mandated program to provide permanent funding for the development of affordable housing.
- 1 Automated Systems Analyst II is added to assist with the modernization of the existing data infrastructure.
- 1 Automated Systems Technician, 3 Automated Systems Analyst I positions, 1 Automated Systems Analyst II, and 2 Programmer Analyst III positions are deleted from the Systems Development Special Revenue Fund (2340) and added to this budget unit as a result of a reorganization.

These staffing changes will ensure that the department can meet new and ongoing operational requirements.

Recorder Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Systems Development was established to support, maintain and modernize the creation, retention and retrieval of information in the County's system of recorded documents. Sources include fees collected pursuant to Government Code Section 27361 on legal documents. There is no staffing associated with this budget unit.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$9,143,662
Total Sources (Incl. Reimb.)	$8,088,000
Use of/ (Contribution to) Fund Balance	$1,055,662
Total Staff	3

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

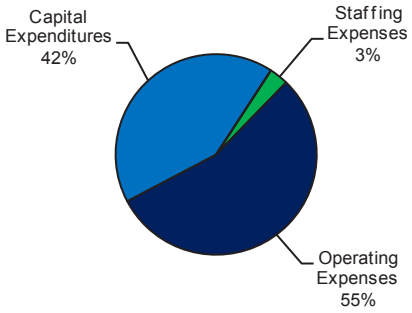
Electronic Recording was established by Government Code Section 27279.1 to authorize the County of San Bernardino to accept electronic transmission of recordable documents and the Recorder has been recording electronic documents since 2004. Government Code Section 27397 authorized all California counties to accept electronic transmission of recordable documents subject to regulations set forth by the Attorney General. In 2007, the Board 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 for official records evidencing ownership and encumbrances of real and personal property, and other miscellaneous records. There is no staffing associated with this budget unit.

Recorder Records was established to defray the cost of storing, restoring, and imaging the County Recorder's documents. The primary service provided by this budget unit is the maintenance, repair and imaging digitization of the County Recorder's documents. Sources include fees collected pursuant to Government Code Section 27361 on legal documents.

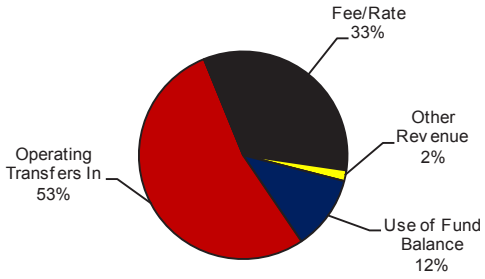
Social Security Number Truncation was established to defray the cost of implementing Government Code Section 27301, which requires local governments to truncate the first five digits of social security numbers (SSN) that appear in records that may be disclosed to the public. The law requires the Recorder to implement the SSN truncation program for all records back to 1980. The primary service provided by this budget unit is the review of all recorded documents, flagging of high-value personal information, truncation of the first five digits of the SSN, and the creation of a separate index and images for public view. Sources previously included fees collected pursuant to Government Code Section 27301. There is no staffing associated with this budget unit.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES (INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Fiscal
DEPARTMENT: Assessor/Recorder/County Clerk
FUND: Recorder Special Revenue Funds - Consolidated

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

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	830,848	906,955	1,006,495	1,023,274	1,013,323	281,980	**(741,294)**
Operating Expenses	2,387,785	1,328,126	1,405,179	3,425,412	1,017,409	5,031,682	**1,606,270**
Capital Expenditures	21,571	146,742	50,564	299,500	170,006	3,830,000	**3,530,500**
Total Exp Authority	3,240,204	2,381,823	2,462,238	4,748,186	2,200,738	9,143,662	**4,395,476**
Reimbursements	0	(61,551)	(491,320)	(496,754)	(502,193)	0	**496,754**
Total Appropriation	3,240,204	2,320,272	1,970,918	4,251,432	1,698,545	9,143,662	**4,892,230**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	3,240,204	2,320,272	1,970,918	4,251,432	1,698,545	9,143,662	**4,892,230**
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	3,563,403	3,443,878	3,796,881	3,825,500	3,209,617	3,060,000	**(765,500)**
Other Revenue	95,640	105,328	125,555	120,000	157,105	153,000	**33,000**
Total Revenue	3,659,043	3,549,206	3,922,436	3,945,500	3,366,722	3,213,000	**(732,500)**
Operating Transfers In	0	0	0	125,000	125,000	4,875,000	**4,750,000**
Total Financing Sources	3,659,043	3,549,206	3,922,436	4,070,500	3,491,722	8,088,000	**4,017,500**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(418,839)	(1,228,934)	(1,951,518)	180,932	(1,793,177)	1,055,662	**874,730**
Available Reserves				14,468,483		15,644,791	**1,176,308**
Total Fund Balance				14,649,415		16,700,453	**2,051,038**
Budgeted Staffing*	10	10	10	10	10	3	**(7)**

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

DETAIL OF 2018-19 ADOPTED BUDGET

	2018-19				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
Systems Development (Fund 2340)	8,023,197	6,950,000	1,073,197	7,266,732	0
Vital Records (Fund 2342)	143,138	200,000	(56,862)	1,666,956	0
Electronic Recording (Fund 2344)	338,388	452,000	(113,612)	1,961,973	0
Recorder Records (Fund 2346)	484,551	442,000	42,551	917,218	3
Social Security Number Truncation (Fund 2348)	154,388	44,000	110,388	3,831,912	0
Total Special Revenue Funds	9,143,662	8,088,000	1,055,662	15,644,791	3

Systems Development includes $8.0 million in Requirements to fund costs for document indexing/imaging, computer hardware, software and associated maintenance, and the anticipated purchase of capitalized software and computer hardware related to the replacement of the document recording system. Sources of $7.0 million include $2.1 million from Recorder modernization fees and $4.9 million from General Fund reserves. Fund Balance of $1.1 million is being used to support ongoing costs related to the modernization of Recorder systems. The department is reviewing operations in an effort to make adjustments to programs to reduce the reliance on Fund Balance in future years.

Vital Records includes $143,138 in Requirements for computer software, printing and other professional services. Sources of $200,000 are from vital and health statistic fees. Contribution to Fund Balance of $56,862 will fund future vital records system improvements.

Electronic Recording includes $338,388 in Requirements for computer hardware and CeRTNA related expenses. Sources of $452,000 are from electronic recording fees and anticipated interest earnings. Contribution to Fund Balance of $113,612 will fund future electronic recording system improvements.

Recorder Records includes $484,551 in Requirements to fund three positions and costs associated with preservation efforts. Sources of $442,000 are from records fees and anticipated interest earnings. Fund Balance of $42,551 is being used to support ongoing costs related to preservation efforts. Cost savings in lease and utility costs are anticipated through a requested move from a leased facility to a County-owned facility, which would eliminate reliance on Fund Balance to fund ongoing costs.

Social Security Number Truncation includes $154,388 in Requirements to fund the cost of truncating records as required by law. Sources of $44,000 are from anticipated interest earnings. Fund Balance of $110,388 is being used to support ongoing costs related to truncation of records. The department is in the process of acquiring a replacement for the document recording system and it is anticipated that this replacement system will automatically truncate records, reducing or eliminating reliance on Fund Balance in future years.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $4.9 million primarily due to the anticipated purchase of capitalized software and computer hardware related to the replacement of the document recording system. Sources are increasing by $4.0 million primarily due to one-time funding from General Fund reserves for the replacement of the document recording system, partially offset by a reduction in revenue due to the discontinuance of fee collection for Social Security Number Truncation, which terminated on December 31, 2017.

ANALYSIS OF FUND BALANCE

Fund Balance has historically been used for special projects and periods of temporary revenue decline, and has been increased during years of strong revenues in all Recorder special revenue funds. In 2018-19, Systems Development will use Fund Balance of $1.1 million to support ongoing costs related to the modernization of Recorder systems. The department is reviewing operations in an effort to make adjustments to programs to reduce the reliance on Fund Balance in future years. Recorder Records will use Fund Balance of $42,551 to support ongoing costs related to preservation efforts. Cost savings in lease and utility costs are anticipated through a requested move from a leased facility to a County-owned facility, which would eliminate reliance on Fund Balance to fund ongoing costs. Social Security Number Truncation will use Fund Balance of $110,388 to support ongoing costs related to truncation of records. The department is in the process of acquiring a replacement for the document recording system and it is anticipated that this replacement system will automatically truncate records, reducing or eliminating reliance on Fund Balance in future years.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Systems Development	7	0	-7	0	0	0	0
Recorder Records (Archives)	3	0	0	0	3	0	3
Total	10	0	-7	0	3	0	3

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $281,980 fund 3 budgeted regular positions. Staffing changes include a decrease of 7 budgeted positions as outlined below.

- 1 Automated Systems Technician
- 3 Automated Systems Analyst I
- 1 Automated Systems Analyst II
- 2 Programmer Analyst III

These 7 positions are deleted from the Systems Development Special Revenue Fund (2340) and added to the department's General Fund budget unit as a result of a reorganization that will allow the department to meet new and ongoing operational requirements.

AUDITOR-CONTROLLER/TREASURER/TAX COLLECTOR

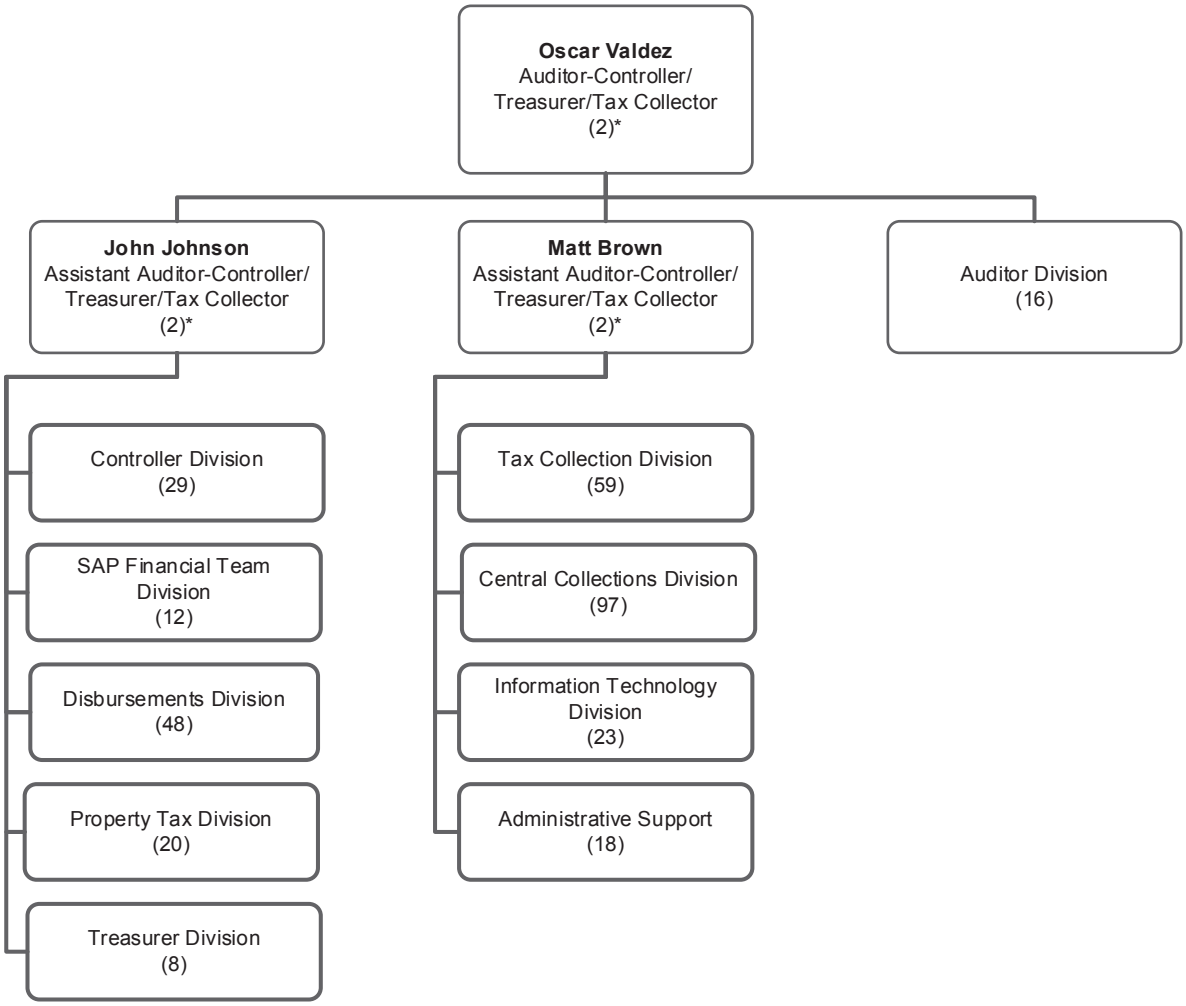
Oscar Valdez

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

2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	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	43,411,630	28,276,333	15,135,297			336
Total General Fund	43,411,630	28,276,333	15,135,297	0	0	336
Special Revenue Funds						
Redemption Restitution Maintenance	200,000	238,000		(38,000)		0
Total Special Revenue Funds	200,000	238,000	0	(38,000)	0	0
Total - All Funds	43,611,630	28,514,333	15,135,297	(38,000)	0	336

2017-18 MAJOR ACCOMPLISHMENTS

- Attained the highest value in the County's treasury pool of $7.2 billion.
- Deployed a new remittance software system to process one million tax payment transactions per year in a secure environment, promoting strong auditing, reporting and reconciliation.
- Collaborated with the Enterprise Financial Management System (System) team for the data conversion of over 13,000 countywide chart of account records and implementation of the new System.
- Implemented Wells Fargo Desktop Deposit Service for electronic check deposits for collection payments throughout the department.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 Target
OBJECTIVE	**Continue to develop and maintain consistent messaging for the organization.**	Receive the GFOA Certificate of Achievement for Excellence in Financial Reporting.	Yes	Yes	Yes	Yes
STRATEGY	Maintain the financial accounting system in accordance with Generally Accepted Accounting Standards and the Government Finance Officers Association (GFOA) to achieve the highest standards in government accounting and reporting.					
COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		**Measure**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.**	Percentage of annual tax charge collected.	99.89%	96%	99%	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.)	$44,306,190
Total Sources (Incl. Reimb.)	$29,170,893
Net County Cost	$15,135,297
Total Staff	336
Funded by Net County Cost	34%

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 (COWCAP).

The Disbursements Division is responsible for disbursing vendor payments and processing payroll services for County and Special District employees.

The Property Tax Division is responsible for the compilation of property tax rates, revenue disbursements to taxing agencies and managing and calculating pass-through agreement payments on behalf of countywide successor agencies relating to the dissolution of 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 Community Development and Housing 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 $6.0 to $7.2 billion. The Tax Collector Division collects property taxes for all County taxing entities and collected over $2.6 billion in secured property taxes and other fees in 2017-18.

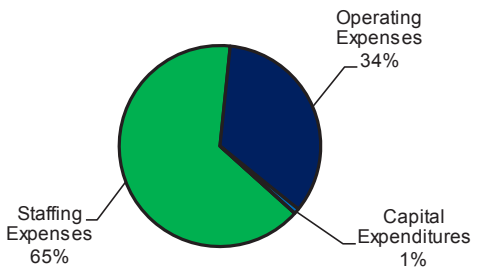
The Central Collections Division provides collection services for the County and Superior Court, and collected $38.6 million for the year ending June 30, 2018, consisting of $24.2 million for collection of court-ordered payments and $14.4 million for Arrowhead Regional Medical center's delinquent accounts 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.

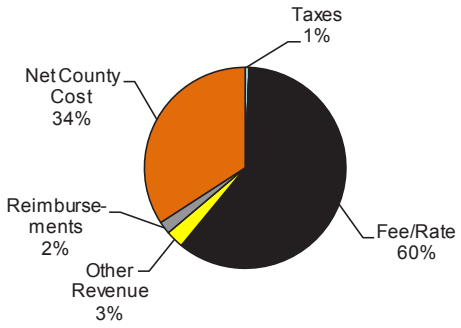
The SAP Financial Team provides ongoing countywide support for the Enterprise Financial Management System consisting of business and information technology experts. Support includes maintaining the system, performing technical upgrades/updates, testing, troubleshooting, training, and collaborating with the vendor for system updates to stay current and in compliance with new legislation and Governmental Accounting Standards Board pronouncements.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

BUDGET UNIT: 340 1000
FUNCTION: General
ACTIVITY: Finance

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	21,811,815	22,730,495	22,405,679	26,815,340	22,322,674	28,782,418	**1,967,078**
Operating Expenses	11,696,888	13,080,972	10,711,833	16,424,193	13,955,144	15,147,370	**(1,276,823)**
Capital Expenditures	112,130	97,909	123,812	103,500	88,365	376,402	**272,902**
Total Exp Authority	33,620,833	35,909,376	33,241,324	43,343,033	36,366,183	44,306,190	**963,157**
Reimbursements	(261,835)	(368,030)	(386,556)	(578,950)	(370,472)	(894,560)	**(315,610)**
Total Appropriation	33,358,998	35,541,346	32,854,768	42,764,083	35,995,711	43,411,630	**647,547**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	33,358,998	35,541,346	32,854,768	42,764,083	35,995,711	43,411,630	**647,547**
Sources							
Taxes	272,730	271,160	184,110	180,000	392,620	281,000	**101,000**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	211,806	138,588	132,429	91,329	99,439	82,208	**(9,121)**
Fee/Rate	19,171,973	23,308,389	22,091,200	26,471,506	22,206,036	26,641,051	**169,545**
Other Revenue	4,019,786	1,350,867	1,327,677	1,176,297	1,366,901	1,272,074	**95,777**
Total Revenue	23,676,295	25,069,004	23,735,416	27,919,132	24,064,996	28,276,333	**357,201**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	23,676,295	25,069,004	23,735,416	27,919,132	24,064,996	28,276,333	**357,201**
Net County Cost	9,682,703	10,472,342	9,119,352	14,844,951	11,930,715	15,135,297	**290,346**
Budgeted Staffing*	297	315	317	333	333	336	**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 $132,756, 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 2018-19 ADOPTED BUDGET

Staffing Expenses of $28.8 million represent the majority of Requirements in this budget unit and fund 336 budgeted positions that are necessary to provide accounting, auditing, collections, and investment services to County departments and constituents. Sources of $28.3 million primarily represent Fee/Rate and cost-reimbursement revenue generated by services provided.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $647,547, due to an increase in Staffing Expenses reflecting full year funding for 12 regular positions, approved mid-year 2017-18 by the Board of Supervisors for the new SAP Financial Team, and negotiated salary increases. Operating Expenses are decreasing by $1.3 million due to a decrease in Central Service costs and the elimination of SAP Post Go-Live support, offset by the cost of vendor maintenance and support for the new Enterprise Financial Management System. Sources are increasing by $357,201 due to increased Tax Collector revenue and Treasurer Division cost recovery.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Management	6	0	0	0	6	0	6
Administrative Support	18	0	0	0	18	10	8
SAP Financial Team	12	0	0	0	12	0	12
Information Technology Division	22	1	0	0	23	0	23
Auditor Division	16	0	0	0	16	0	16
Controller Division	28	5	-4	0	29	0	29
Disbursements Division	46	1	0	1	48	4	44
Property Tax Division	20	1	-1	0	20	3	17
Treasurer Division	8	0	0	0	8	0	8
Tax Collector Division	58	1	0	0	59	1	58
Central Collections Division	99	1	-2	-1	97	0	97
Total	333	10	-7	0	336	18	318

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $28.8 million fund 336 budgeted positions of which 318 are regular positions and 18 are limited term positions. The budget includes an increase of 3 net budgeted positions.

A total of 7 vacant positions are deleted. This includes 1 Supervising Accountant II (regular), and 1 Secretary I (regular) due to a reorganization in Central Collections. Additionally, 4 Contract Accountant III positions (limited term), and 1 Contract Accountant II (limited term) are deleted. The deleted positions provided backfill for employees assigned to the Enterprise Financial Management System (EFMS) implementation project.

The Information Technology Division is adding 1 Business Systems Analyst III that is being transferred from the Automated Systems Development Fund (1042), as this position is no longer needed for EFMS project implementation activities.

A total of 5 positions are added to the Controller Division. This includes 1 Accountant II to assist with the increased accounting workload of the new California Automated Consortium Eligibility System, which manages data for beneficiaries receiving benefits in 40 California counties, and 2 Fiscal Specialists to assist with specialized banking accounting processes. In addition, 1 Systems Accountant I and 1 Systems Accountant III are transferred to the Division from Fund 1042 as they are no longer necessary for the EFMS project.

The Disbursements Division is adding 1 Public Service Employee position to assist with the Accounts Payable workload. The Property Tax Division is adding 1 Contract Systems Accountant II to assist with coordinating the implementation of the new EFMS and the Property Tax System. The Tax Collector Division is adding 1 Accounting Technician to assist with complex fiscal and accounting processes. Additionally, 1 Auditor-Controller

Division Chief is added to the Central Collections Division and deleted from Fund 1042. The position is no longer necessary for EFMS project implementation activities.

The aforementioned addition also results in the transfer of 1 Auditor-Controller Division Chief position from Central Collections to Disbursements.

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

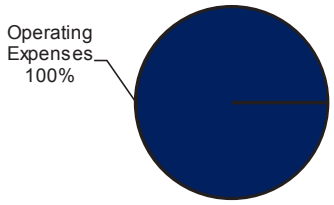
Total Requirements (Excl. Reimb.)	$200,000
Total Sources (Incl. Reimb.)	$238,000
Use of/ (Contribution to) Fund Balance	($38,000)
Total Staff	0

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.

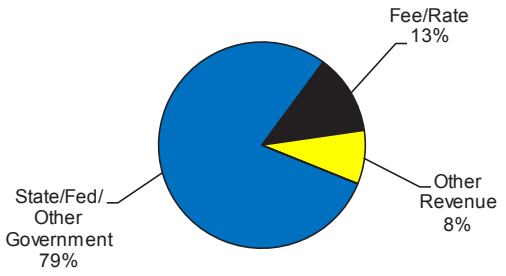
Restitution Maintenance accounts for rebate revenue received from the State of California for collecting and submitting Victim Restitution funds timely to the state, per Government Code 13963(f). Additionally, the rebate revenue received is used to further collection efforts.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



FISCAL

ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Fiscal
DEPARTMENT: Auditor-Controller/Treasurer/Tax Collector
FUND: Redemption Restitution Maintenance

BUDGET UNIT: 340 2720
FUNCTION: General
ACTIVITY: Finance

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 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	226,573	182,607	210,281	188,000	251,596	188,000	**0**
Fee/Rate	0	0	0	30,000	0	30,000	**0**
Other Revenue	5,490	9,087	15,439	14,000	25,183	20,000	**6,000**
Total Revenue	232,063	191,694	225,720	232,000	276,779	238,000	**6,000**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	232,063	191,694	225,720	232,000	276,779	238,000	**6,000**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(232,063)	(191,694)	(225,720)	(32,000)	(276,779)	(38,000)	**(6,000)**
Available Reserves				2,071,027		2,353,806	**282,779**
Total Fund Balance				2,039,027		2,315,806	**276,779**
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 2018-19 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 $238,000 represent revenue from the State of California and anticipated interest earnings.

BUDGET CHANGES AND OPERATIONAL IMPACT

Sources are increasing by $6,000 due to an anticipated increase in interest earnings.

ANALYSIS OF FUND BALANCE

A Contribution to Fund Balance of $38,000 is anticipated in 2018-19 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.

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SAN BERNARDINO COUNTY

HUMAN SERVICES





HUMAN SERVICES SUMMARY

	Page #	Requirements	Sources	Net County Cost	Staffing
GENERAL FUND					
HUMAN SERVICES	280				
HEALTH ADMINISTRATION	282				
HEALTH ADMINISTRATION	283	180,292,684	165,292,684	15,000,000	0
BEHAVIORAL HEALTH	288				
BEHAVIORAL HEALTH	290	219,696,754	217,854,001	1,842,753	589
SUBSTANCE USE DISORDER AND RECOVERY SERVICES	293	30,044,925	29,895,467	149,458	115
PUBLIC HEALTH	303				
PUBLIC HEALTH	307	86,413,553	80,713,032	5,700,521	778
CALIFORNIA CHILDREN'S SERVICES	311	25,155,183	19,914,391	5,240,792	193
INDIGENT AMBULANCE	314	472,501	0	472,501	0
HUMAN SERVICES ADMINISTRATIVE CLAIM	319	589,449,186	556,691,927	32,757,259	4,535
HUMAN SERVICES - SUBSISTENCE PAYMENTS:					
SUBSISTENCE FUNDS - CONSOLIDATED	330	575,419,533	536,235,715	39,183,818	0
AGING AND ADULT SERVICES	339				
AGING AND ADULT SERVICES	341	9,774,694	9,774,694	0	41
PUBLIC GUARDIAN-CONSERVATOR	344	1,400,463	465,000	935,463	27
CHILD SUPPORT SERVICES	347	40,876,745	40,876,745	0	399
VETERANS AFFAIRS	361	2,668,169	645,000	2,023,169	25
TOTAL GENERAL FUND		1,761,664,390	1,658,358,656	103,305,734	6,702

	Page #	Requirements	Sources	Use of (Contribution to) Fund Balance	Staffing
SPECIAL REVENUE FUNDS					
HEALTH ADMINISTRATION:					
MASTER SETTLEMENT AGREEMENT	286	17,000,000	17,904,939	(904,939)	0
BEHAVIORAL HEALTH:					
MENTAL HEALTH SERVICES ACT	296	220,776,225	195,235,179	25,541,046	655
SPECIAL REVENUE FUNDS - CONSOLIDATED	300	11,424,688	11,052,755	371,933	0
PUBLIC HEALTH:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	316	3,975,773	4,052,362	(76,589)	0
HUMAN SERVICES ADMINISTRATION:					
WRAPAROUND REINVESTMENT FUND	336	8,289,529	5,025,000	3,264,529	0
PRESCHOOL SERVICES:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	354	56,703,384	58,260,490	(1,557,106)	788
TOTAL SPECIAL REVENUE FUNDS		318,169,599	291,530,725	26,638,874	1,443

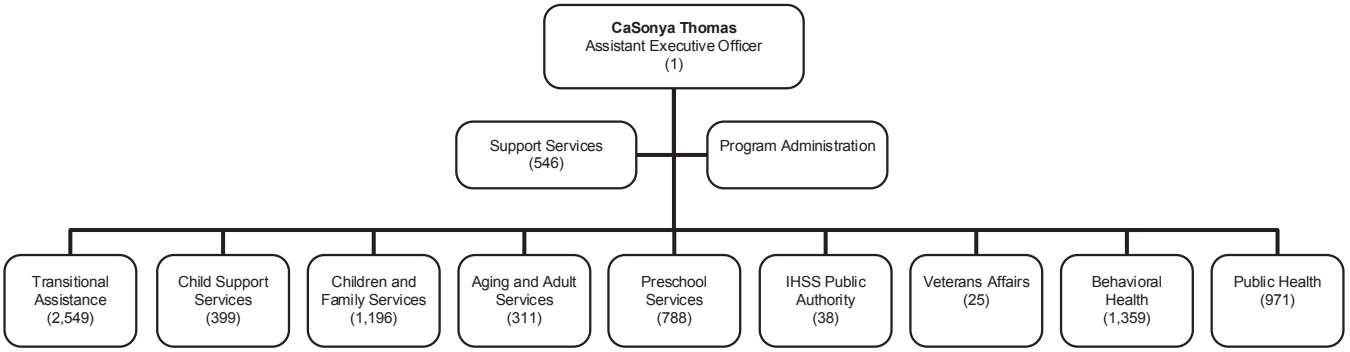
HUMAN SERVICES
CaSonya Thomas

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



2018-19 SUMMARY OF HEALTH BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Health Administration	180,292,684	165,292,684	15,000,000			0
Behavioral Health (BH)	219,696,754	217,854,001	1,842,753			589
BH - Substance Use Disorder and Recovery Services	30,044,925	29,895,467	149,458			115
Public Health (PH)	86,413,553	80,713,032	5,700,521			778
PH - California Children's Services	25,155,183	19,914,391	5,240,792			193
PH - Indigent Ambulance	472,501	0	472,501			0
Total General Fund	542,075,600	513,669,575	28,406,025	0	0	1,675
Special Revenue Funds						
Master Settlement Agreement	17,000,000	17,904,939		(904,939)		0
BH - Mental Health Services Act	220,776,225	195,235,179		25,541,046		655
BH Special Revenue Funds - Consolidated	11,424,688	11,052,755		371,933		0
PH Special Revenue Funds - Consolidated	3,975,773	4,052,362		(76,589)		0
Total Special Revenue Funds	253,176,686	228,245,235	0	24,931,451	0	655
Total - All Funds	795,252,286	741,914,810	28,406,025	24,931,451	0	2,330

Health is comprised of six general fund budget units: Health Administration, Behavioral Health, Substance Use Disorder and Recovery 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.

2018-19 SUMMARY OF HUMAN SERVICES BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Health Administration	180,292,684	165,292,684	15,000,000			0
Behavioral Health (BH)	219,696,754	217,854,001	1,842,753			589
BH - Substance Use Disorder and Recovery Services	30,044,925	29,895,467	149,458			115
Public Health (PH)	86,413,553	80,713,032	5,700,521			778
PH - California Children's Services	25,155,183	19,914,391	5,240,792			193
PH - Indigent Ambulance	472,501	0	472,501			0
Total General Fund	542,075,600	513,669,575	28,406,025	0	0	1,675
Special Revenue Funds						
Master Settlement Agreement	17,000,000	17,904,939		(904,939)		0
BH - Mental Health Services Act	220,776,225	195,235,179		25,541,046		655
BH Special Revenue Funds - Consolidated	11,424,688	11,052,755		371,933		0
PH Special Revenue Funds - Consolidated	3,975,773	4,052,362		(76,589)		0
Total Special Revenue Funds	253,176,686	228,245,235	0	24,931,451	0	655
Total - All Funds	795,252,286	741,914,810	28,406,025	24,931,451	0	2,330

NOTE: IHSS Public Authority is reported in the 'Other Agencies' section of this budget document.

Human Services is composed of eight County Departments: Transitional Assistance (TAD), Children and Family Services (CFS), Aging and Adult Services (DAAS), Preschool Services, Child Support Services, Veterans Affairs, Behavioral Health (BH) and Public Health (PH). Two other agencies work in conjunction with the core Human Services departments and they are: Children's Network and the Office of Homeless Services. Additionally, there are several support divisions under Human Services Management Services, including the Performance, Education and Resource Center which provide administrative and training support to the Human Services Departments.

Transitional Assistance, Children and Family Services, Aging and Adult Services, and all Human Services support divisions are included in the Human Services Administrative Claim process. The purpose of the claim process is to provide the County with the means for determining the costs applicable to each of the numerous welfare programs. This cost determination is necessary to satisfy federal and state reporting and funding requirements and to determine appropriate federal and state financial reimbursement to the County for each of the welfare programs.

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.

2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Health Administration	180,292,684	165,292,684	15,000,000			0
Total General Fund	180,292,684	165,292,684	15,000,000	0	0	0
Special Revenue Funds						
Master Settlement Agreement	17,000,000	17,904,939		(904,939)		0
Total Special Revenue Funds	17,000,000	17,904,939	0	(904,939)	0	0
Total - All Funds	197,292,684	183,197,623	15,000,000	(904,939)	0	0

Health Administration

DESCRIPTION OF MAJOR SERVICES

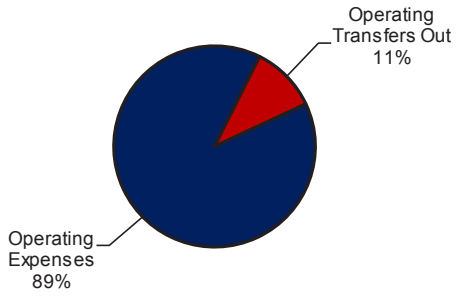
The role of the Health Administration budget unit is to seek and support opportunities to foster collaboration among the Department of Public Health (PH), Department of Behavioral Health (BH), and the Arrowhead Regional Medical Center (ARMC). Health Administration provides regular fiscal and policy analysis 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

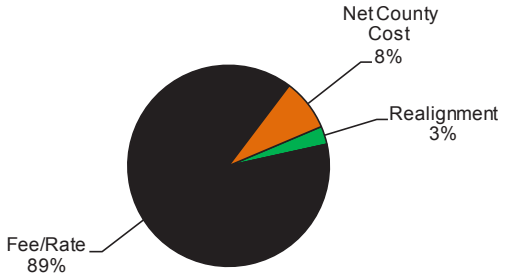
Total Requirements (Excl. Reimb.)	$180,292,684
Total Sources (Incl. Reimb.)	$165,292,684
Net County Cost	$15,000,000
Total Staff	0
Funded by Net County Cost	8%

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Health Administration
FUND: General

BUDGET UNIT: 114 1000
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	145,471	161,109	179,821	0	(76)	0	**0**
Operating Expenses	63,253,366	55,613,368	119,955,820	161,118,223	151,419,086	161,028,885	**(89,338)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	63,398,837	55,774,477	120,135,641	161,118,223	151,419,010	161,028,885	**(89,338)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	63,398,837	55,774,477	120,135,641	161,118,223	151,419,010	161,028,885	**(89,338)**
Operating Transfers Out	21,425,070	18,964,270	18,729,777	19,249,549	13,487,821	19,263,799	**14,250**
Total Requirements	84,823,907	74,738,748	138,865,418	180,367,772	164,906,831	180,292,684	**(75,088)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	7,399,844	4,999,836	4,788,977	5,367,772	(536,734)	5,292,684	**(75,088)**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	62,423,991	54,738,912	119,076,441	160,000,000	150,443,565	160,000,000	**0**
Other Revenue	72	0	0	0	0	0	**0**
Total Revenue	69,823,907	59,738,748	123,865,418	165,367,772	149,906,831	165,292,684	**(75,088)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	69,823,907	59,738,748	123,865,418	165,367,772	149,906,831	165,292,684	**(75,088)**
Net County Cost	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	**0**
Budgeted Staffing*	1	1	1	0	0	0	**0**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Intergovernmental Transfers

This budget unit includes Intergovernmental Transfers (IGT) to the state for Medi-Cal Managed Care and Section 1115 Waiver related payments which consists of three components: Public Hospital Redesign and Incentives in Medi-Cal (PRIME), Global Payment Program (GPP), and Whole Person Care (WPC). These IGTs are used to send the non-federal share of Medi-Cal Managed Care and Section 1115 Waiver payments to the state in order to receive matching contributions. The initial investment is returned to this budget unit.

Medi-Cal Managed Care payments provide for maximum reimbursement under the allowable rate range. PRIME funding is tied to results and is based on meeting metrics and project objectives set to national standards. GPP funding is tied to treating remaining uninsured through non-traditional or complementary services. WPC is designed to provide comprehensive integrated care to high-risk and vulnerable patients. These payments are reflected as a matching contribution to the state, with a return of the initial investment to this budget unit and the matching contribution to the ARMC budget unit.

Realignment and General Fund Support

County General Fund support and Realignment funding totaling $20.3 million is used to pay a portion of the ARMC debt service ($14.9 million), Realignment AB 8 match of $4.3 million, 2-1-1 San Bernardino Program, 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 8.81%;
- Social Services at 1.15%;
- Health at 90.04% (which also includes ARMC debt service payments).

2018-19 Major Requirements include Intergovernmental Transfers, which are included in Operating Expenses, to cover the required local match for Medi-Cal Managed Care, PRIME, GPP, and WPC programs. The major revenue source is the return of the initial investment received from the state, which is budgeted as Fee/Rate revenue.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $75,088 due to a slight decrease in administrative costs.

Sources are decreasing by $75,088 reflecting a reduction in Realignment usage due to the decrease in administrative costs.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Master Settlement Agreement

DESCRIPTION OF MAJOR SERVICES

This budget unit accounts for proceeds received from the tobacco lawsuit Master Settlement Agreement (MSA). In late 1998, a settlement was reached in a lawsuit filed by states against the tobacco industry. In California, the proceeds of the settlement are divided equally between the state and local governments who partnered in the lawsuit. Payments to local governments are based on a formula involving total tobacco sales and each local entity's population.

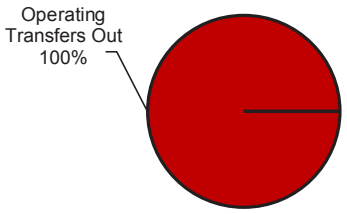
Budget at a Glance

Total Requirements (Excl. Reimb.)	$17,000,000
Total Sources (Incl. Reimb.)	$17,904,939
Use of/ (Contribution to) Fund Balance	($904,939)
Total Staff	0

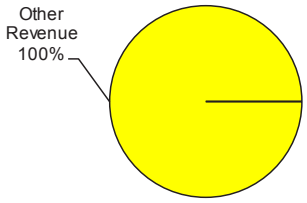
A majority of the County's total proceeds are used each year to fund a portion of the Arrowhead Regional Medical Center (ARMC) debt service.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Health Administration
FUND: Master Settlement Agreement

BUDGET UNIT: 116 2700
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 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	19,200,000	35,300,000	17,000,000	17,000,000	17,000,000	17,000,000	**0**
Total Requirements	19,200,000	35,300,000	17,000,000	17,000,000	17,000,000	17,000,000	**0**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	17,836,962	17,684,044	18,104,074	17,168,838	21,619,257	17,904,939	**736,101**
Total Revenue	17,836,962	17,684,044	18,104,074	17,168,838	21,619,257	17,904,939	**736,101**
Operating Transfers In	0	0	0	0	513,264	0	**0**
Total Financing Sources	17,836,962	17,684,044	18,104,074	17,168,838	22,132,521	17,904,939	**736,101**
Fund Balance							
Use of / (Contribution to) Fund Balance**	1,363,038	17,615,956	(1,104,074)	(168,838)	(5,132,521)	(904,939)	**(736,101)**
Available Reserves				3,743,430		9,612,051	**5,868,621**
Total Fund Balance				3,574,592		8,707,112	**5,132,520**
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 2018-19 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 increasing by $736,101 and have been budgeted conservatively based on average receipts over the last four years, excluding extraordinary revenue. Sources have remained stable over the past four years.

ANALYSIS OF FUND BALANCE

A Contribution to Fund Balance of $904,939 is anticipated based on the continued trend of revenues exceeding the base expenditure.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

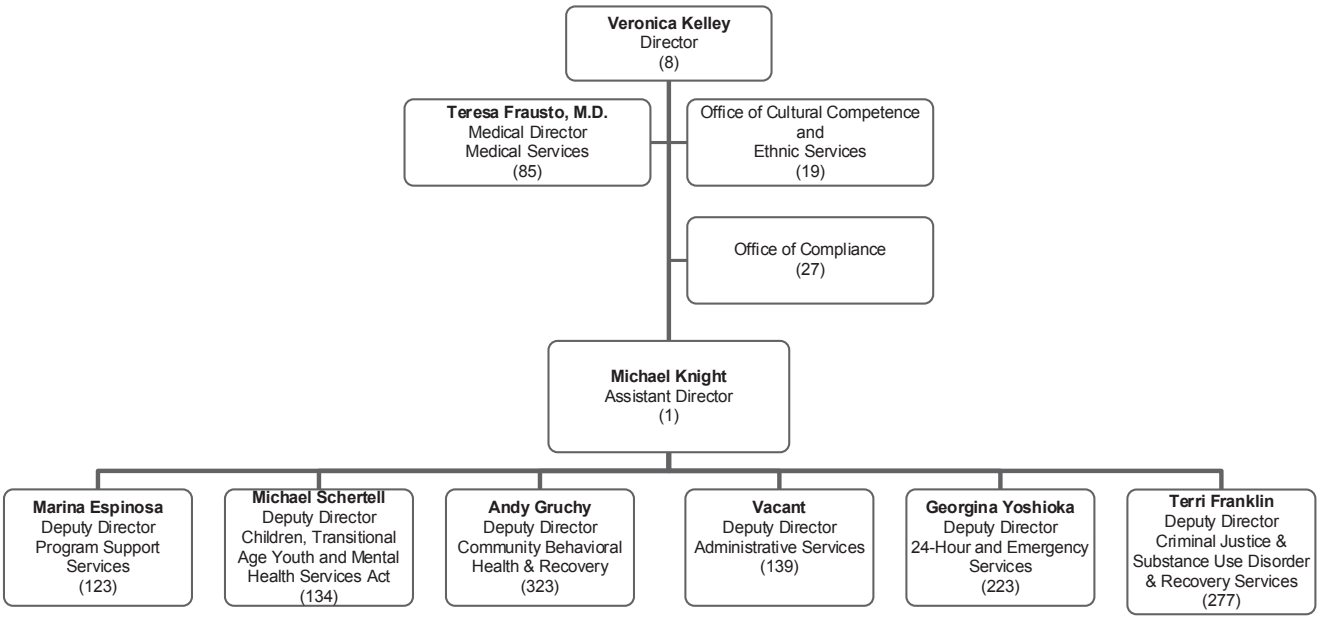
BEHAVIORAL HEALTH
Veronica Kelley

DEPARTMENT MISSION STATEMENT

The County of San Bernardino Behavioral Health Programs strive to be recognized as a progressive system of seamless, accessible, and effective services that promote prevention, intervention, recovery and resiliency for individuals, families and communities.



ORGANIZATIONAL CHART



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Behavioral Health	219,696,754	217,854,001	1,842,753			589
Substance Use Disorder and Recovery Services	30,044,925	29,895,467	149,458			115
Total General Fund	249,741,679	247,749,468	1,992,211	0	0	704
Special Revenue Funds						
Mental Health Serivces Act	220,776,225	195,235,179		25,541,046		655
Special Revenue Funds - Consolidated	11,424,688	11,052,755		371,933		0
Total Special Revenue Funds	232,200,913	206,287,934	0	25,912,979	0	655
Total - All Funds	481,942,592	454,037,402	1,992,211	25,912,979	0	1,359

2017-18 MAJOR ACCOMPLISHMENTS

- Department of Behavioral Health (DBH) Homeless Services provided behavioral health services to over 500 individuals housed in permanent supportive housing.
- Developed the Drug Med-Cal Organized Delivery System Implementation Plan and rolled-out full implementation effective March 1, 2018.
- DBH outpatient clinics provided services to an average of 7,154 persons with a severe and persistent mental illness (SPMI) and 35 individuals with a substance use disorder from eight (8) clinics countywide every month.
- Evaluated and administered over $100 million in Mental Health Services Act (MHSA) programs which served over 170,000 individuals.
- Successfully evaluated and tested an innovative approach to engaging individuals living with serious mental illness, resulting in a 189% increase in adults accessing outpatient services, a 55% decrease in psychiatric hospital stays, and a 34% decrease in psychiatric hospital days.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure NEW	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 Target
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Number of County residents served.	N/A	N/A	N/A	241,000
STRATEGY	Provide services to the County's population who experience significant mental, emotional or substance use disorders, and services to those County residents who are at risk of developing a mental illness or substance use disorder.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure NEW**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Number of homeless individuals referred or assessed for housing.	N/A	N/A	N/A	224
STRATEGY	Increase the number of contacts with Behavioral Health consumers suffering with mental health and/or substance use disorders who are referred or assessed for housing.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure NEW**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Develop a clinically integrated network of County departments and other health providers to support a comprehensive approach to population health management for County residents.**	Number of consumers diverted from acute psychiatric inpatient setting to admission into CHFFA facilities.	N/A	N/A	N/A	404
STRATEGY	Reduce premium hospitalization costs by placing consumers into SB82 California Health Facilities Finance Authority (CHFFA) funded facilities that offer stabilization and treatment for recent crisis episodes at a lower cost and in the least restrictive environment through a collaborative partnership with community stakeholders by providing outreach, education, and daily vacancy tracking and notification.					

Behavioral Health

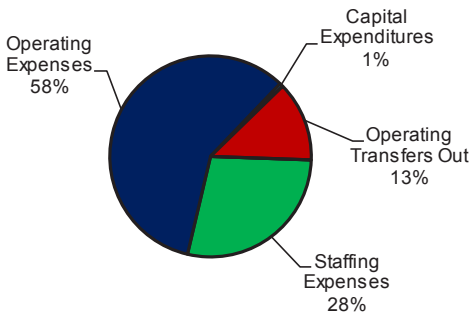
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$233,283,979
Total Sources (Incl. Reimb.)	$231,441,226
Net County Cost	$1,842,753
Total Staff	589
Funded by Net County Cost	1%

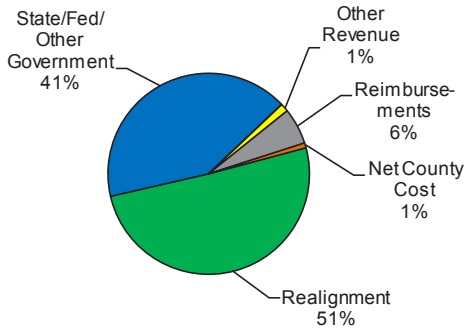
The Department of Behavioral Health is responsible for providing mental health services to County residents who are either unable to afford treatment or do not live in proximity to private services. Treatment is provided to all age groups, with primary emphasis placed on treating children, families and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

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Behavioral Health
FUND: General

BUDGET UNIT: 920 1000
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	40,821,208	43,033,201	45,784,629	60,784,064	49,870,477	65,610,682	**4,826,618**
Operating Expenses	102,472,423	111,418,261	126,905,514	141,635,193	132,427,512	136,375,817	**(5,259,376)**
Capital Expenditures	138,186	116,556	188,444	1,702,297	342,173	1,324,897	**(377,400)**
Total Exp Authority	143,431,817	154,568,018	172,878,587	204,121,554	182,640,162	203,311,396	**(810,158)**
Reimbursements	(10,296,556)	(11,377,266)	(11,173,206)	(20,119,460)	(11,519,050)	(13,587,225)	**6,532,235**
Total Appropriation	133,135,261	143,190,752	161,705,381	184,002,094	171,121,112	189,724,171	**5,722,077**
Operating Transfers Out	10,997,371	14,589,303	22,262,766	32,009,604	23,151,933	29,972,583	**(2,037,021)**
Total Requirements	144,132,632	157,780,055	183,968,147	216,011,698	194,273,045	219,696,754	**3,685,056**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	85,748,439	96,878,562	108,446,306	108,446,306	113,887,219	117,958,889	**9,512,583**
State/Fed/Other Government	53,516,598	55,588,073	70,359,224	101,298,740	75,491,959	96,777,040	**(4,521,700)**
Fee/Rate	181,760	81,875	87,734	101,459	299,769	80,402	**(21,057)**
Other Revenue	2,306,056	3,648,207	3,232,130	4,322,440	2,751,345	3,037,670	**(1,284,770)**
Total Revenue	141,752,853	156,196,717	182,125,394	214,168,945	192,430,292	217,854,001	**3,685,056**
Operating Transfers In	538,131	(259,415)	0	0	0	0	**0**
Total Financing Sources	142,290,984	155,937,302	182,125,394	214,168,945	192,430,292	217,854,001	**3,685,056**
Net County Cost	1,841,648	1,842,753	1,842,753	1,842,753	1,842,753	1,842,753	**0**
Budgeted Staffing*	513	584	584	585	585	589	**4**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Staffing Expenses of $65.6 million fund 589 positions. Operating Expenses of $136.4 million are primarily for $79.2 million in contracted and specialized services. Capital Expenditures of $1.3 million include the purchase of fixed assets related to the expansion of the Outpatient Clinics located in Hesperia and East Valley. 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 $30.0 million include transfers of 2011 Realignment funds to the Mental Health Services Act (MHSA) budget unit, which is necessary to secure federal and state matching funds.

Reimbursements of $13.6 million include $9.6 million from the MHSA and Substance Use Disorder and Recovery Services (SUDRS) budget units for administrative and staffing support, and $4.0 million in Reimbursements from other County departments for program staffing expenses, CalWORKs, rents, and other program operations.

Realignment sources of $118.0 million consist of 1991 Realignment and 2011 Realignment revenue, including Public Safety Realignment. State, Federal, and Other Government sources of $96.8 million include Medi-Cal Federal Financial Participation, Affordable Care Act (ACA), and the Mental Health Block Grant. Other Revenue of $3.0 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 $3.7 million. A $4.8 million increase in Staffing Expenses is due to negotiated salary increases and a net increase of 4 positions. Operating Expenses are decreasing by $5.3 million due primarily to a decrease in contract Children's services due to the loss of other agency funding. Reimbursements are decreasing by $6.5 million, which reflects a $5.5 million decrease from the MHSA budget unit reflecting a one-time

reimbursement in 2017-18 for the construction of a new Children's and Juvenile Justice facility and a $1.0 million decrease to CalWORKs funding due to workload reductions.

Operating Transfers Out is decreasing by $2.0 million, which is due in part to a $10.8 million increase in transfers to the MHSA budget unit for increased Early and Periodic Screening, Diagnosis, and Treatment (EPSDT) services offset by a $12.8 million decrease in one-time transfers to the Capital Improvement fund for the construction of a new Children's and Juvenile Justice facility.

Sources are increasing by $3.7 million due in part to an increase in 2011 Realignment of $9.5 million, a decrease of $4.5 million in State, Federal and Other Government sources which includes a decrease in Medi-Cal revenue related to the construction of a new Children's and Juvenile Justice facility, and a decrease in Other Revenue of $1.3 million due to a loss of other agency funding.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Director	8	0	0	0	8	0	8
Office of Compliance	19	0	0	0	19	2	17
Medical Services	85	0	0	0	85	25	60
Program Support Services	52	0	0	0	52	1	51
Children, Transitional Age Youth and MHSA	12	7	-2	0	17	3	14
Community Behavioral Health & Recovery Services	192	1	-1	0	192	1	191
24 Hour and Emergency Services	30	0	0	0	30	0	30
Administrative Services	60	0	0	0	60	1	59
Criminal Justice & Substance Use Disorder & Recovery Svcs.	127	1	-2	0	126	1	125
Total	585	9	-5	0	589	34	555

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $65.6 million fund 589 budgeted positions of which 555 are regular positions and 34 are limited term positions. The budget reflects a net increase of 4 positions, which includes 9 additional regular positions and 5 deleted regular positions. Of the deleted positions, 4 regular positions were transferred to the MHSA budget unit and 1 regular position was transferred to the SUDRS budget unit to better align staffing with programmatic needs. The 9 additional positions include 7 new regular positions and 2 regular positions which are transferred from the MHSA budget unit to support Medical Services for workload increases that were previously managed by temporary psychiatrists and staffing to meet the integrated care requirements of the State Mental Health Plan.

Additions
1 Child Psychiatrist
2 Clinic Assistant
1 Clinical Therapist II *
2 Nurse Practitioner II
2 Psychiatrist II
1 Psychiatric Technician I *

* These positions are transferred from the MHSA budget unit.

Deletions
1 Clinical Therapist I *
1 Clinical Therapist I-Psychologist *
2 Clinical Therapist II **
1 Mental Health Clinic Supervisor *

* These positions are transferred to the MHSA budget unit.
** These positions are transferred to the SUDRS (1) & MHSA (1) budget unit.

Substance Use Disorder and Recovery Services

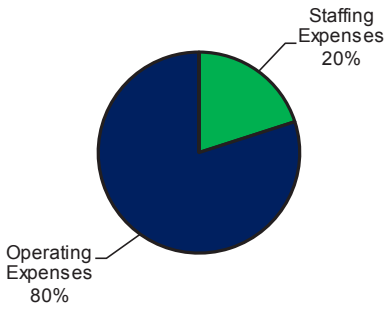
DESCRIPTION OF MAJOR SERVICES

The Department of Behavioral Health – Substance Use Disorder and Recovery Services (SUDRS), formerly named Alcohol and Drug Services (ADS), provides comprehensive Substance Use Disorder (SUD) services through various substance abuse prevention, recovery, and treatment programs to County residents. Services include outpatient, residential and narcotic treatment services, prevention and recovery residence.

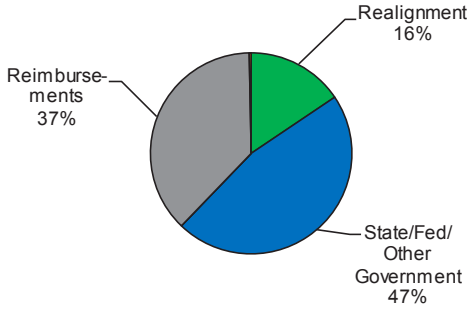
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$48,076,870
Total Sources (Incl. Reimb.)	$47,927,412
Net County Cost	$149,458
Total Staff	115
Funded by Net County Cost	0%

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Substance Use Disorder and Recovery Services
FUND: General

BUDGET UNIT: 101 1000
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	4,365,811	4,924,939	4,798,101	7,266,216	5,413,227	9,629,259	**2,363,043**
Operating Expenses	23,362,138	23,504,377	25,150,083	29,817,155	29,053,345	38,447,611	**8,630,456**
Capital Expenditures	6,163	0	1,305	52,600	16,364	0	**(52,600)**
Total Exp Authority	27,734,112	28,429,316	29,949,489	37,135,971	34,482,936	48,076,870	**10,940,899**
Reimbursements	(16,761,292)	(13,462,018)	(15,375,062)	(19,913,601)	(17,036,644)	(18,031,945)	**1,881,656**
Total Appropriation	10,972,820	14,967,298	14,574,427	17,222,370	17,446,292	30,044,925	**12,822,555**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	10,972,820	14,967,298	14,574,427	17,222,370	17,446,292	30,044,925	**12,822,555**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	5,922,210	7,529,756	7,620,747	7,481,778	7,949,228	7,481,778	**0**
State/Fed/Other Government	4,900,174	6,270,345	6,826,104	9,590,834	9,191,223	22,413,389	**12,822,555**
Fee/Rate	200	0	0	300	133,812	300	**0**
Other Revenue	578	37,007	25,569	0	22,571	0	**0**
Total Revenue	10,823,162	13,837,108	14,472,419	17,072,912	17,296,834	29,895,467	**12,822,555**
Operating Transfers In	0	980,732	0	0	0	0	**0**
Total Financing Sources	10,823,162	14,817,840	14,472,419	17,072,912	17,296,834	29,895,467	**12,822,555**
Net County Cost	149,658	149,458	102,008	149,458	149,458	149,458	**0**
Budgeted Staffing*	75	90	85	88	88	115	**27**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Staffing Expenses of $9.6 million fund 115 budgeted positions. Operating Expenses of $38.4 million are comprised primarily of $34.0 million in professionally contracted services and $3.2 million in interdepartmental transfers for prevention services, contracted physician services, rents, facility charges, and Behavioral Health (BH) General Fund administrative support. Together these expenditures support the clinics and programs that provide SUD services to County residents.

Reimbursements of $18.0 million include support from the Transitional Assistance Department, Children and Family Services, and the department's special revenue funds for SUD services provided to their consumers.

Sources of $29.9 million include the following federal and state funds: Drug Medi-Cal (DMC), Affordable Care Act Drug Medi-Cal, Substance Abuse Prevention and Treatment Block Grant, 2011 Realignment, and Public Safety Realignment.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $12.8 million. Operating Expenses are increasing by $8.6 million primarily due to increased contracted professional services that provide SUD treatment and recovery services under the Drug Medi-Cal Organized Delivery System (DMC-ODS) program. Reimbursements are decreasing by $1.9 million due to a reduction in services to be provided for CalWORKs Counseling, Family Stabilization, Children & Family Services counseling, and Probation Transitional Housing.

Sources are increasing by $12.8 million due to a net increase in the State general fund allocation and DMC-ODS revenue related to the implementation of the DMC-ODS.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Office of Compliance	1	0	0	0	1	0	1
Admin Services	7	0	0	0	7	0	7
Community Behavioral Health & Recovery	1	0	0	0	1	0	1
Criminal Justice & SUDRS	78	28	-1	0	105	15	90
Program Support Services	1	0	0	0	1	0	1
Total	88	28	-1	0	115	15	100

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $9.6 million fund 115 budgeted positions of which 100 are regular positions and 15 are limited term positions. The budget reflects a net increase of 27 positions. The budget includes 28 new positions (12 limited term and 16 regular) and the deletion of 1 position which is transferred to the Mental Health Services Act (MHSA) budget. Two of the new regular positions are transferred from the MHSA and BH General Fund budget units to better align staffing with programmatic needs. The remaining new positions are necessary due to the expansion of SUD treatment and recovery services related to the implementation of the DMC-ODS for consumers.

Additions

- 14 Alcohol & Drug Counselor
- 1 Office Assistant III*
- 1 Clinical Therapist II*
- 2 Contract Mental Health Specialist
- 1 Contract Supv Office Assistant
- 1 Contract Clinical Therapist II
- 4 Contract Social Worker II
- 1 Contract Accountant III
- 1 Contract Nurse Practitioner II
- 1 Contract Program Specialist I
- 1 Contract Accounting Technician

Deletions

- 1 Social Worker II**

*Positions transferred from the BH General Fund & MHSA budget units.
**Position transferred to the MHSA budget unit.

Mental Health Services Act

DESCRIPTION OF MAJOR SERVICES

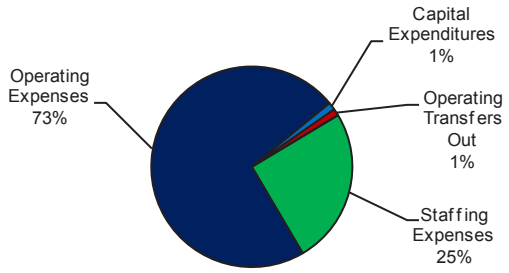
On November 2, 2004, voters passed Proposition 63, which established a state personal income tax surcharge of one percent on the portion of taxpayers' annual taxable income that exceeds $1.0 million. The proposition was enacted into law as the Mental Health Services Act (MHSA), effective January 1, 2005. The overall purpose and intent is "to reduce the long-term adverse impact on individuals, families, and state and local budgets resulting from untreated serious mental illness and to ensure that all funds are expended in the most cost effective manner and to ensure accountability to taxpayers and to the public."

Budget at a Glance

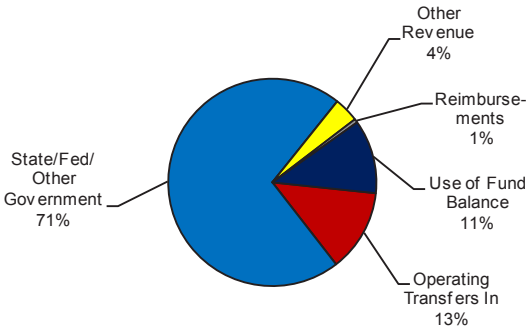
Total Requirements (Excl. Reimb.)	$222,073,109
Total Sources (Incl. Reimb.)	$196,532,063
Use of/ (Contribution to) Fund Balance	$25,541,046
Total Staff	655

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES (INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Behavioral Health
FUND: Mental Health Services Act

BUDGET UNIT: 920 2200
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	31,128,037	36,206,510	40,617,843	53,557,605	42,391,351	55,876,238	**2,318,633**
Operating Expenses	79,997,020	79,330,400	99,654,999	152,764,196	130,401,045	161,029,959	**8,265,763**
Capital Expenditures	813,629	194,818	793,864	5,007,506	2,951,820	2,716,116	**(2,291,390)**
Total Exp Authority	111,938,686	115,731,728	141,066,706	211,329,307	175,744,216	219,622,313	**8,293,006**
Reimbursements	(712,960)	(2,200,724)	(930,237)	(995,824)	(685,955)	(1,296,884)	**(301,060)**
Total Appropriation	111,225,726	113,531,004	140,136,469	210,333,483	175,058,261	218,325,429	**7,991,946**
Operating Transfers Out	125,003	2,141,765	10,652,897	35,661,338	26,082,668	2,450,796	**(33,210,542)**
Total Requirements	111,350,729	115,672,769	150,789,366	245,994,821	201,140,929	220,776,225	**(25,218,596)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	123,572,346	109,684,216	145,407,494	156,806,038	129,080,753	158,138,132	**1,332,094**
Fee/Rate	(128)	573	1,208	0	191	0	**0**
Other Revenue	4,810,783	5,655,978	4,975,757	6,357,072	7,450,056	8,567,218	**2,210,146**
Total Revenue	128,383,001	115,340,767	150,384,459	163,163,110	136,531,000	166,705,350	**3,542,240**
Operating Transfers In	9,154,618	12,259,711	20,424,111	17,685,504	21,301,073	28,529,829	**10,844,325**
Total Financing Sources	137,537,619	127,600,478	170,808,570	180,848,614	157,832,073	195,235,179	**14,386,565**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(26,186,890)	(11,927,709)	(20,019,204)	65,146,207	43,308,856	25,541,046	**(39,605,161)**
Available Reserves				67,242,554		63,554,804	**(3,687,750)**
Total Fund Balance				132,388,761		89,095,850	**(43,292,911)**
Budgeted Staffing*	517	567	618	655	655	655	**0**

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

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Staffing Expenses of $55.9 million fund 655 budgeted positions. Operating Expenses of $161.0 million include $123.1 million in contracted and specialized services and $18.4 million in interdepartmental transfers for mental health crisis services provided by Children's Network, Children and Family Services, Probation, Public Defender and Public Health.

State, Federal and Other Government sources in the amount of $158.1 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 $8.6 million includes revenue from Children and Family Services for Screening, Assessment, Referral and Treatment services (SART), Social Security Supplemental Security Income through Interim Assistance for indigent clients, rent reimbursement, and anticipated interest earnings.

Operating Transfers In from the Behavioral Health (BH) General Fund budget unit of $28.5 million primarily consist of 2011 Realignment for Early and Periodic Screening, Diagnosis and Treatment (EPSDT) Services, and Public Safety Realignment for mental health services to probationers.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $25.2 million, primarily due to a decrease in Operating Transfers Out of $33.2 million reflecting the completion of two Crisis Stabilization Units (CSUs) located in the East Valley and West Valley and four Crisis Residential Treatment (CRT) facilities located in San Bernardino, High Desert, West Valley, and Morongo Basin. These decreases are partially offset by an increase in Staffing Expenses of $2.3 million due to negotiated salary and retirement cost increases, and an increase of $8.3 million in Operating Expenses due primarily to increases in contracted services for Childrens' programs.

Sources are increasing by $14.4 million. Operating Transfers In is increasing $10.8 million primarily due to 2011 Realignment for Early and Periodic Screening, Diagnosis and Treatment (EPSDT) services, and Public Safety Realignment, received from the BH General Fund budget unit. Other Revenue is increasing $2.2 million reflecting lease revenue from the opening of the new CSU and CRT facilities. MHSA revenue is increasing $1.3 million based on the state's projections.

ANALYSIS OF FUND BALANCE

The $25.5 million Use of Fund Balance reflects program expenditures required to avoid reversion of prior year's funding that must be used within three years of receipt. Fund Balance usage has declined from the prior year and reflects the department has continued efforts to reduce the ongoing Use of Fund Balance.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
24 Hour	192	1	0	0	193	0	193
Administration	72	0	0	0	72	4	68
Community Behavioral Health & Recovery Services	132	1	-3	0	130	0	130
Criminal Justice & SUDRS	45	1	0	0	46	0	46
Office of Compliance	7	0	0	0	7	0	7
Children, Transitional Age Youth and MHSA	117	2	-2	0	117	4	113
Office of Cultural Competency	19	0	0	0	19	0	19
Director	1	0	0	0	1	1	0
Program Support Services	70	0	0	0	70	28	42
Total	655	5	-5	0	655	37	618

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $55.9 million fund 655 budgeted positions of which 618 are regular positions and 37 are limited term positions. There are no new staffing increases included in the 2018-19 budget. Additions include 4 positions to be transferred from the BH General Fund budget unit and 1 position to be transferred from the Substance Use Disorder & Recovery Services (SUDRS) budget unit. Position deletions reflect the transfer of 2 positions to the BH General Fund budget unit, 1 position transfer to the SUDRS budget unit, the deletion of 1 duplicate position, and the deletion of an unfilled contract position for the Children's Fund. This contract position was to provide administrative support for assessments provided at the Children's Assessment Center, the necessary support does not require a full-time position and this service is being provided through an existing position. Staffing changes have no material impact on operations.

Additions

- 1 Social Worker II**
- 1 Clinical Therapist I-Psychologist*
- 1 Mental Health Clinic Supervisor*
- 1 Clinical Therapist I*
- 1 Clinical Therapist II*

*These positions are transferred to the BH General Fund Budget Unit.
**One position is transferred to the SUDRS Budget Unit.

Deletions

- 1 Psychiatric Technician II*
- 1 Clinical Therapist II*
- 1 Staff Analyst II
- 2 Office Assistant III**

*These positions are transferred to the BH General Fund Budget Unit.
**One position is transferred to the SUDRS Budget Unit.

Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$11,424,688
Total Sources (Incl. Reimb.)	$11,052,755
Use of/ (Contribution to) Fund Balance	$371,933
Total Staff	0

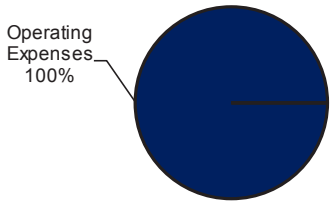
Block Grant Carryover Program funding is utilized by Substance Use Disorder and Recovery Services (SUDRS), formerly known as Alcohol and Drug Services (ADS). This funding is received from the State Department of Health Care Services (DHCS) under a multi-year cost reimbursement contract that allows the County to retain unused federal Substance Abuse Prevention and Treatment (SAPT) funds for use in the next fiscal year. These funds are to be spent on alcohol abuse prevention, education, and treatment in schools and the community as described in the annual update to the contract between the County and the State. Funds are transferred to the SUDRS 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 by Senate Bill 920 of September 24, 1996 that requires persons convicted of specific alcohol related offenses to pay an additional alcohol abuse education and prevention penalty assessment in an amount not to exceed $50. Funds are transferred to the SUDRS Budget Unit for preventative services and a diversion program, based on needs of the program.

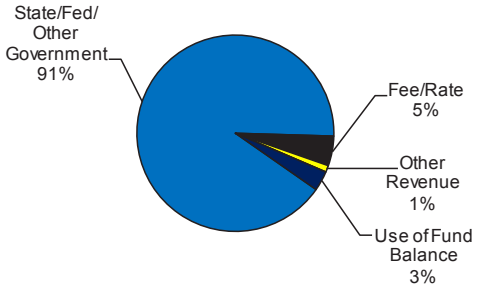
Driving Under the Influence Program funding is provided by fees charged pursuant to Title 9, Division 4, Chapter 3, 9878 (m) of the State Regulations and Health and Safety Code section 11837.8 (a). The Department of Behavioral Health charges fees to privately owned and operated contractors for monitoring Penal Code (PC) section 1000 and DUI programs. The County supervises these programs as required by Vehicle Code Section 1660.7, which states that the supervision and regulation of the first offender program resides with the County. Fees collected from privately owned and operated DUI programs within the County are deposited to this special revenue fund budget unit. Funds are then transferred to the SUDRS 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.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Behavioral Health
FUND: Consolidated Special Revenue

BUDGET UNIT: Various
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	13,543,756	8,926,172	10,474,788	12,744,008	12,104,872	11,424,688	**(1,319,320)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	13,543,756	8,926,172	10,474,788	12,744,008	12,104,872	11,424,688	**(1,319,320)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	13,543,756	8,926,172	10,474,788	12,744,008	12,104,872	11,424,688	**(1,319,320)**
Operating Transfers Out	538,131	0	0	0	0	0	**0**
Total Requirements	14,081,887	8,926,172	10,474,788	12,744,008	12,104,872	11,424,688	**(1,319,320)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	9,906,395	10,061,327	10,250,665	10,367,299	9,990,094	10,367,299	**0**
Fee/Rate	637,458	587,082	694,121	667,197	470,896	560,075	**(107,122)**
Other Revenue	27,479	73,106	97,871	76,366	215,057	125,381	**49,015**
Total Revenue	10,571,332	10,721,515	11,042,657	11,110,862	10,676,047	11,052,755	**(58,107)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	10,571,332	10,721,515	11,042,657	11,110,862	10,676,047	11,052,755	**(58,107)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	3,510,555	(1,795,343)	(567,869)	1,633,146	1,428,825	371,933	**(1,261,213)**
Available Reserves				9,052,445		10,054,175	**1,001,730**
Total Fund Balance				10,685,591		10,426,108	**(259,483)**
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 2018-19 ADOPTED BUDGET

	2018-19				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
Block Grant Carry Over Program (Fund 2712)	10,457,887	10,457,887	0	6,790,880	0
Court Alcohol & Drug Program (Fund 2714)	788,040	416,108	371,932	2,649,383	0
Driving Under the Influence Program (Fund 2706)	178,761	178,760	1	613,912	0
Total Special Revenue Funds	11,424,688	11,052,755	371,933	10,054,175	0

Block Grant Carryover Program has Requirements of $10.5 million for Operating Expenses which primarily consist of transfers to the SUDRS General Fund budget unit for salaries and benefits as well as other costs related to alcohol abuse prevention, education, and treatment in schools and the community. Sources of $10.5 million are primarily from federal aid received through DHCS and anticipated interest revenue. Since sources correspond to the Requirements, there will be no Contribution to Fund Balance.

Court Alcohol and Drug Program has Requirements of $788,040 for Operating Expenses to fund Substance Use Disorder (SUD) programs which are expensed in the SUDRS General Fund budget unit. Sources of $416,108 include fines collected from DUI offenders and anticipated interest. Use of Fund Balance of $371,932 will be used to expand a diversion program.

Driving Under the Influence Program has Requirements of $178,761 for Operating Expenses to fund salaries and benefits and other expenditures in the SUDRS 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.

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating Expenses are decreasing by $1.3 million. This reflects a decrease in transfers to the SUDRS budget unit due to a decline in services for TB testing and contracted physicians in the Block Grant Carryover program, and the completion of equipment purchases for administrative staff relocation.

Sources are decreasing by $58,107 due to a projected decrease in fee revenue from the Court Alcohol and Drug Program based on current revenue trends. This is due to a projected increase of $35,855 in the Federal Block Grant award and a decrease of $93,963 in fees collected from the Court Alcohol and Drug Program based on current revenue trends.

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 are the 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 Fund Balance.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

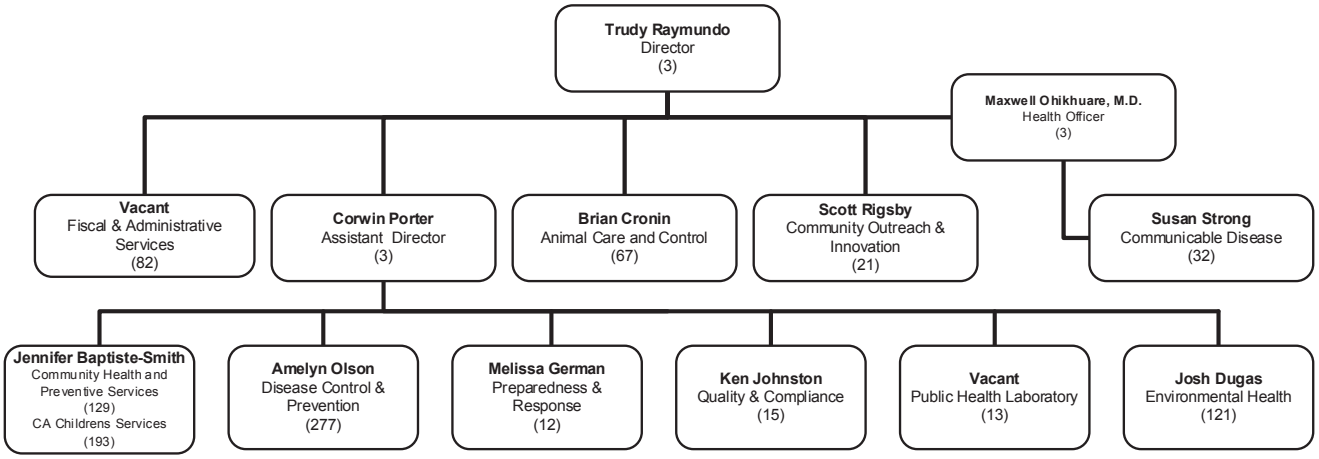
PUBLIC HEALTH
Trudy Raymundo

DEPARTMENT MISSION STATEMENT



Working in partnership to promote and improve health, wellness, safety and quality of life in San Bernardino County.

ORGANIZATIONAL CHART



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Public Health	86,413,553	80,713,032	5,700,521			778
California Children's Services	25,155,183	19,914,391	5,240,792			193
Indigent Ambulance	472,501	0	472,501			0
Total General Fund	112,041,237	100,627,423	11,413,814	0	0	971
Special Revenue Funds						
Special Revenue Funds - Consolidated	3,975,773	4,052,362		(76,589)		0
Total Special Revenue Funds	3,975,773	4,052,362	0	(76,589)	0	0
Total - All Funds	116,017,010	104,679,785	11,413,814	(76,589)	0	971

2017-18 MAJOR ACCOMPLISHMENTS

- Implemented an Electronic Health Record system (EHR) within the Clinical Health and Prevention Services Section, providing fully integrated practice management and electronic medical records designed to assist in enhancing clinical and financial productivity. The EHR was operational effective December 11, 2017.
- Convened a community sexually transmitted disease (STD) task force with partners from multiple sectors to address the large number of STDs reported in the County.
- Conducted a Safe and Sober Prom/Graduation Kick Off Event with participation from 21 area high schools and multiple community partnerships, which was live streamed for the first time.
- Applied for Public Health National Accreditation
- Received National Association of Counties (NACo) Achievement Awards for the Environmental Health Services' "Virtual Receptionist" program and "After an Emergency: Using Mutual Aid to Help Rebuild a Local Government Department When Resources Are Limited."
- Partnered with 186 qualifying early child care education sites, 125 school sites and 98 afterschool sites to train teachers and program staff to conduct food garden activities, nutrition, healthy beverage and physical activity education interventions reaching 50,605 students.
- Launched "HealthStat" an open performance site that showcases the department's Strategic Plan 2015-2020.
- Created and adopted the Local Area Management Plan (LAMP) to meet requirements of Assembly Bill (AB) 885 to promulgate consistent, statewide standards for the regulation of onsite water treatment systems.
- Engaged 116 seniors (who reported improved grip and overall body strength, improved flexibility, and decreased stress and depression) at 5 locations through the Steps to Healthier Aging Walk With Ease program.
- Changed from a Hearing Panel to a Hearing Officer for the Solid Waste Program making the hearing process easier, more efficient and reducing conflict of interest when hearings are requested by solid waste operators.
- Partnered with 508 non-profit, private sector animal rescue group organizations to receive homeless animals from its shelters and conducted 20 special adoption events.
- Provided over 730,000 food vouchers at 17 sites throughout the County, generating over $43 million in sales at more than 200 authorized Women, Infant, and Children (WIC) grocers.
- Processed more than 36,000 disease and outbreak reports.
- Received National Association of Counties (NACo) Achievement Awards for the Accreditation "SharePoint" and "Laserfiche" programs created by the Information Services Section.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPLEMENT THE COUNTYWIDE VISION		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 Target
OBJECTIVE	**Continue to promote the Countywide Vision and support the Element Groups.**	Complete annual Community Vital Signs tasks: 1. Complete the Implementation Action plan to support the Community Transformation Plan's (CTP) four Priority Areas (16-17). 2. Conduct progress tracking of the Implementation Action Plan (17 through 19). 3. Update the 2013 Community Health Assessment (CVS Final Report) (18 through 19). 4. Maintain and update the CVS Open Performance site and redesign the CVS website (18-19).	95%	100%	100%	100%
STRATEGY	Public Health serves as the staff liaison to the Countywide Vision Project's Wellness Element Group which has initiated a multi-year community-driven process to identify priority areas for improving health and wellness. The department will continue to support and facilitate the development, implementation, and evaluation of the Community Transformation Plan.					
STRATEGY	Public Health will reconstitute the Data Committee to begin the process of updating the Community Health Assessment to add multi-dimensional contact, with a focus on identifying racial disparity and health inequities.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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: - 30 Public Health staff to complete the Mentoring program.	85%	100%	99%	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** **NEW**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of programs that collect consumer feedback annually.	N/A	N/A	N/A	45%
STRATEGY	Public Health programs will have an annual routine mechanism for collecting consumer feedback such as satisfaction surveys, community advisory groups, suggestion box, etc.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure** **NEW**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of staff who receive emergency training during the year.	N/A	N/A	N/A	66%
STRATEGY	Ensure Public Health staff have received emergency training on workplace preparedness and their roles as Disaster Services Workers.					

DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure NEW	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 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 elevated risk facilities receiving fewer high risk violations as reported through Envision Connect.	N/A	N/A	N/A	81%
STRATEGY	Increase the number of food facilities initially identified with elevated risk, that with training and education, show improvement in later inspections (evidenced by fewer high risk violations).					
COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		Measure NEW	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 Target
OBJECTIVE	**Maintain close working relationships with cities, tribes and other governmental agencies.**	Increase the number of Healthy Communities partners actively participating at Healthy Communities meetings.	N/A	N/A	N/A	12
STRATEGY	Increase participation of Healthy Communities and Healthy Cities partners actively participating in one or more quarterly Healthy Communities meetings by sharing, and/or presenting best practices on strategies.					
COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 Target
OBJECTIVE	**Maintain close working relationships with cities, tribes and other governmental agencies.**	Number of rescue group partners (RGPs).	449	463	508	525
STRATEGY	Increase number of public/private collaborations with non-profit animal rescue group partners (corporations).					

Public Health

DESCRIPTION OF MAJOR SERVICES

The Department of Public Health provides a wide range of services to prevent diseases and improve the health, safety and quality of life for residents and visitors of San Bernardino County. Many services are mandated by California Health and Safety Code.

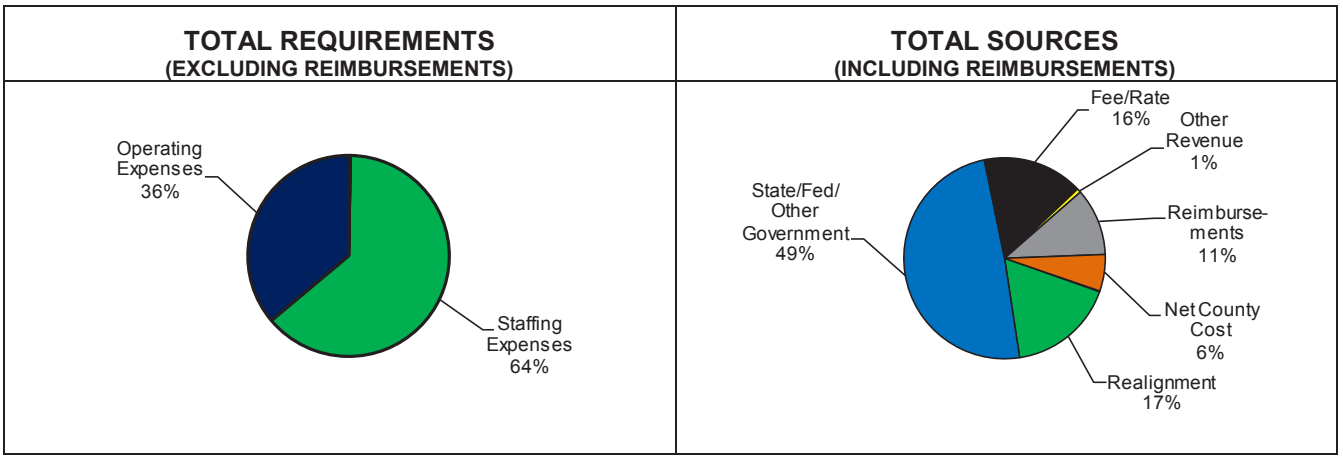
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$96,918,301
Total Sources (Incl. Reimb.)	$91,217,780
Net County Cost	$5,700,521
Total Staff	778
Funded by Net County Cost	6%

Key delivery areas include Clinical Health and Prevention Services, Community and Family Health, Disease Control and Prevention, Environmental Health, Animal Care and Control, and Community Outreach and Innovation. Clinical Health and Prevention provides health care services that promote and improve the health of County residents and visitors, and assures the quality and accessibility of health care services to the public by providing clinical services through a network of Federally Qualified Health Centers (FQHCs) and Public Health clinics. Community and Family Health works to increase opportunities for children and families to lead healthier lives by organizing community efforts to embrace health education promotion and wellness core values, providing education on nutrition, promoting breastfeeding and infant health, and coordinating community-wide efforts to improve the oral health of County residents. Disease Control and Prevention provides for surveillance and prevention of communicable diseases, including tuberculosis, HIV, and other transmitted diseases, and provision of immunizations to prevent disease. Environmental Health prevents, eliminates, or reduces hazards adversely affecting health, safety and quality of life through integrated, regulatory programs such as Food Protection, Vector Control, and other Land Use/Water Protection programs. Animal Care and Control protects the public from rabies through dog vaccinations, stray animal abatement, wildlife rabies surveillance, and public education.

Community Outreach and Innovation encompasses Community Vital Signs, an ongoing community driven process that acts as a complement to the Wellness component of the Countywide Visioning process. This initiative builds upon the Countywide Vision by setting evidence-based goals and priorities for action that encompass policy, education, environment and systems change in addition to quality, affordable and accessible health care and prevention services. 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 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 the goal of improving community health.

2018-19 ADOPTED BUDGET



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Public Health
FUND: General Fund

BUDGET UNIT: 930 1000
FUNCTION: Health and Sanitation
ACTIVITY: Health

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	47,967,081	46,550,614	49,492,752	59,116,733	51,779,057	61,655,998	**2,539,265**
Operating Expenses	27,874,098	30,579,785	32,047,771	37,375,112	33,688,236	35,130,183	**(2,244,929)**
Capital Expenditures	345,030	528,870	692,244	801,774	657,363	132,120	**(669,654)**
Total Exp Authority	76,186,209	77,659,269	82,232,767	97,293,619	86,124,656	96,918,301	**(375,318)**
Reimbursements	(8,338,724)	(8,032,056)	(7,784,616)	(10,705,159)	(9,181,345)	(10,504,748)	**200,411**
Total Appropriation	67,847,485	69,627,213	74,448,151	86,588,460	76,943,311	86,413,553	**(174,907)**
Operating Transfers Out	2,465,108	602,225	64,559	0	0	0	**0**
Total Requirements	70,312,593	70,229,438	74,512,710	86,588,460	76,943,311	86,413,553	**(174,907)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	12,404,341	12,239,775	14,360,711	17,818,474	14,812,167	16,665,115	**(1,153,359)**
State/Fed/Other Government	37,209,584	36,195,506	36,999,999	47,149,448	39,256,882	47,654,173	**504,725**
Fee/Rate	14,954,669	14,535,008	15,402,017	15,188,547	16,209,239	15,630,866	**442,319**
Other Revenue	1,294,316	1,405,794	2,159,297	769,921	1,282,767	630,819	**(139,102)**
Total Revenue	65,862,910	64,376,083	68,922,024	80,926,390	71,561,055	80,580,973	**(345,417)**
Operating Transfers In	68,321	107,101	126,113	125,000	162,154	132,059	**7,059**
Total Financing Sources	65,931,231	64,483,184	69,048,137	81,051,390	71,723,209	80,713,032	**(338,358)**
Net County Cost	4,381,362	5,746,254	5,464,573	5,537,070	5,220,102	5,700,521	**163,451**
Budgeted Staffing*	715	736	751	757	757	778	**21**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Requirements of $86.4 million primarily consist of Staffing Expenses of $61.7 million, which fund 778 positions and represent staffing for four Federally Qualified Health Centers (FQHCs), three Public Health clinics, 17 Women, Infant and Children (WIC) clinics, and two animal shelters, as well as multiple outlying County sites performing environmental health inspections, home visits and animal control staff canvassing. Operating Expenses of $35.1 million include services and supplies, travel, and transfers to other County departments.

Sources of $80.7 million consist of $47.7 million in state and federal funding primarily from grants and Medi-Cal; $15.6 million in Fee/Rate revenue primarily from license and permits, and fees for service; and $16.7 million in 1991 Health Realignment funding.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $174,907 primarily due to reduced expenditures in temporary help (Operating Expenses) to support the Division of Environmental Health Services (EHS) and the elimination of one-time capital expenditures for the electronic health record system (EHR), offset by increased Staffing Expenses as a result of increases in retirement costs and negotiated salary increases. Also included is funding ($100,000) for a contract Animal Rescue Coordinator that will work closely with rescue groups to help ensure more animals are being rescued/adopted out of our County shelters.

Sources are decreasing by $338,358 primarily due to the reduction of one-time 1991 Health Realignment funding for EHR implementation services and the elimination of one-time 2011 Realignment funding related to the Sheriff's sexually transmitted disease testing pilot program, offset by new grant funding for the Oral Health program.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Director	6	0	0	-3	3	0	3
Health Officer	3	0	0	0	3	0	3
Assistant Director	4	1	0	-2	3	0	3
Community Health and Preventive Services	195	6	-5	-67	129	3	126
Disease Control and Prevention	205	11	-9	70	277	3	274
Fiscal and Administrative Services	61	6	0	15	82	10	72
Quality and Compliance	31	2	-1	-17	15	0	15
Animal Care and Control	67	0	0	0	67	0	67
Environmental Health	118	5	-2	0	121	17	104
Preparedness and Response	11	1	0	0	12	1	11
Community Outreach and Innovation	14	4	-1	4	21	2	19
Public Health Laboratory	10	3	0	0	13	3	10
Communicable Disease	32	0	0	0	32	0	32
Total	757	39	-18	0	778	39	739

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $61.7 million fund 778 budgeted positions of which 739 are regular positions and 39 are limited term positions. There is a net increase of 21 budgeted positions, with an increase of 26 new regular positions and 13 limited term positions, offset by the deletion of 18 positions, of which 17 are regular positions and 1 is limited term. In addition, 1 Health Education Specialist I position was reclassified to a Health Education Specialist II, and 1 Health Services Assistant I position was reclassified to an Office Assistant III. The department made staffing adjustments to limited term positions through mid-year actions, however, it is through the annual budget process that these positions are added to the budget. These staffing changes are needed to address changes in grant funding, operational needs, quality improvement, and to increase efficiency in operations.

Additions

1 Accountant III
1 Automated Systems Analyst II
1 Business Applications Manager
1 Contract Public Health Laboratory Manager
1 Contract Safe Routes to Schools Coordinator
1 Contract Vector Control Technician I
1 Department Systems Engineer
1 Environmental Health Specialist II
3 Environmental Technician I
1 Fiscal Assistant
2 Fiscal Specialist
1 Health Education Assistant
1 Health Information Management Coordinator
1 Nurse Educator
2 Office Specialist
1 PH Program Manager
1 Program Specialist II
1 Public Health Dentist
1 Public Heath Epidemiologist
4 Public Health Nurse II
3 Public Health Nurse II – Per Diem
1 Public Health Program Coordinator
5 Public Service Employees
1 Recurrent Laboratory Assistant
1 Recurrent Public Health Microbiologist II
1 Statistical Analyst

Deletions

1 Contract Supervising Office Assistant
1 Environmental Health Specialist II
5 Health Services Assistant I
1 Nutritionist (job share)
3 Office Assistant II
1 Office Assistant III
1 Program Specialist I
3 Registered Nurse II – PH
1 Staff Analyst II
1 Supervising Health Services Assistant

California Children's Services

DESCRIPTION OF MAJOR SERVICES

California Children's Services (CCS) is a state program that provides case management, diagnosis and treatment services to individuals up to 21 years of age with severe qualifying medical conditions and whose families are unable to pay for all or part of the care. State law requires the County to maintain a mandated minimum funding level. In addition to realignment dollars and the County's mandated contribution, funding also comes from Medi-Cal, private insurance and patient co-payments.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$25,155,183
Total Sources (Incl. Reimb.)	$19,914,391
Net County Cost	$5,240,792
Total Staff	193
Funded by Net County Cost	21%

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 the 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:

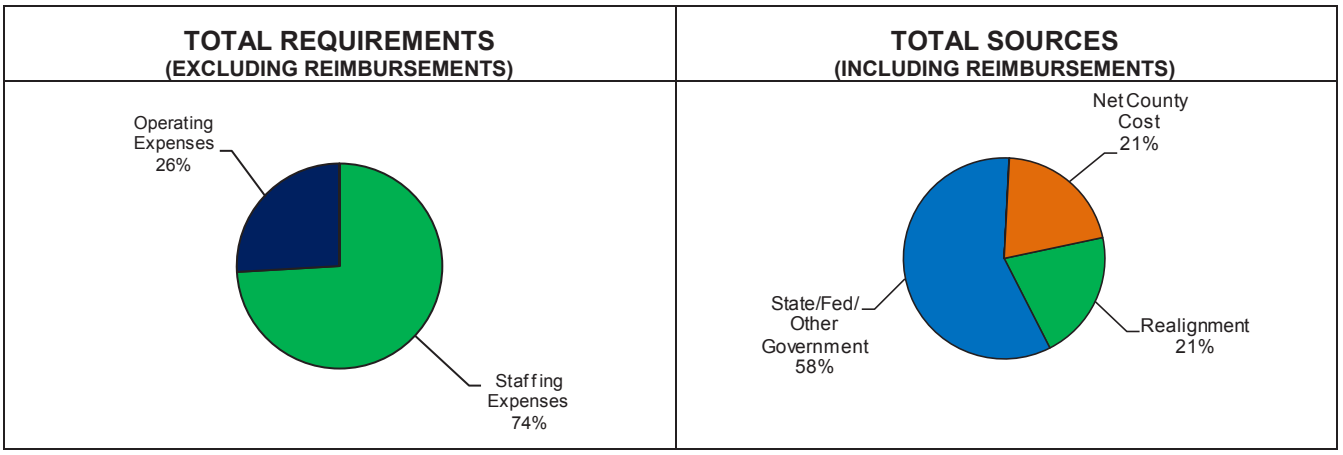
- Medi-Cal accounts for 83% of the caseload. Federal and state funds reimburse CCS for 100% of the costs.

- Optional Targeted Low Income Children's Program (OTLICP) accounts for 11% of the caseload. This federal and state program pays 94% of the costs. The remaining 6% local share is equally funded by Social Services Realignment (3%) and County General Fund support (3%) 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 90% of the caseload in the medical therapy component is Medi-Cal eligible. The state also reimburses approximately $80,000 at 100% for personnel costs while attending individualized educational programs per California AB3632.

2018-19 ADOPTED BUDGET



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

BUDGET UNIT: 933 1000
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	12,853,404	13,116,192	13,202,478	16,955,946	13,366,058	18,635,784	**1,679,838**
Operating Expenses	3,994,077	4,185,827	4,237,304	5,776,590	4,075,563	6,506,399	**729,809**
Capital Expenditures	0	0	0	27,969	0	13,000	**(14,969)**
Total Exp Authority	16,847,481	17,302,019	17,439,782	22,760,505	17,441,621	25,155,183	**2,394,678**
Reimbursements	(1,549)	(1,468)	(1,178)	0	0	0	**0**
Total Appropriation	16,845,932	17,300,551	17,438,604	22,760,505	17,441,621	25,155,183	**2,394,678**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	16,845,932	17,300,551	17,438,604	22,760,505	17,441,621	25,155,183	**2,394,678**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	2,298,641	2,902,216	2,438,575	4,468,393	2,726,317	5,240,792	**772,399**
State/Fed/Other Government	12,221,961	11,285,856	12,323,833	13,809,119	11,976,716	14,658,999	**849,880**
Fee/Rate	7,645	11,754	6,345	14,000	11,621	14,000	**0**
Other Revenue	18,752	70,241	228,880	600	650	600	**0**
Total Revenue	14,546,999	14,270,067	14,997,633	18,292,112	14,715,304	19,914,391	**1,622,279**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	14,546,999	14,270,067	14,997,633	18,292,112	14,715,304	19,914,391	**1,622,279**
Net County Cost	2,298,933	3,030,484	2,440,971	4,468,393	2,726,317	5,240,792	**772,399**
Budgeted Staffing*	174	179	179	180	180	193	**13**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Staffing Expenses of $18.6 million fund 193 budgeted positions and comprise the majority of requirements within this budget unit. Operating Expenses of $6.5 million include payments to the state and other providers for treatment costs and medical supplies.

Sources of $19.9 million primarily consist of state and federal aid of $14.7 million and $5.2 million in Social Services Realignment funding.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $2.4 million primarily due to increased Staffing Expenses associated with negotiated salary increases, 13 new positions, and increased Operating Expenses reflecting payments to the Public Health budget unit for indirect overhead costs.

Sources are increasing by $1.6 million primarily due to an increase in federal and state grant funding, and increased use of Social Services Realignment. This increase funds the cost of the negotiated salary increases noted above and is not expected to have an operational impact to this program. County General Fund support is also increased as a result of matching requirements.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
California Children's Services	180	13	0	0	193	0	193
Total	180	13	0	0	193	0	193

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $18.6 million fund 193 budgeted regular positions. The budget includes the addition of 6 Public Health Nurses, 6 Office Assistant IIIs, and 1 Fiscal Specialist to meet state staffing requirements.

Indigent Ambulance

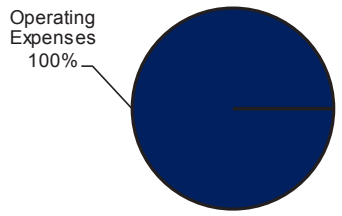
DESCRIPTION OF MAJOR SERVICES

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.

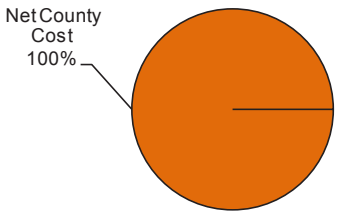
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$472,501
Total Sources (Incl. Reimb.)	$0
Net County Cost	$472,501
Total Staff	0
Funded by Net County Cost	100%

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Public Health
FUND: General Fund

BUDGET UNIT: 929 1000
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 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 2018-19 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

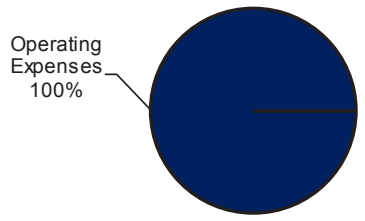
Total Requirements (Excl. Reimb.)	$3,975,773
Total Sources (Incl. Reimb.)	$4,052,362
Use of/ (Contribution to) Fund Balance	($76,589)
Total Staff	0

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 section 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% is 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.

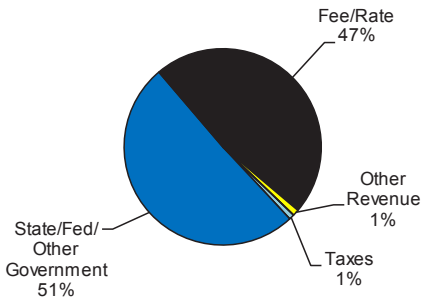
Vector Control Assessments funding is received via the property tax roll and is dedicated for vector control services. The assessments are levied against parcels within the unincorporated areas of the County and the amount assessed depends upon the level of improvement on a given parcel. Services provided 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.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Public Health
FUND: Consolidated Special Revenue

BUDGET UNIT: Various
FUNCTION: Health and Sanitation
ACTIVITY: Health

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	3,616,916	3,442,130	3,485,863	5,108,562	4,590,952	3,975,773	**(1,132,789)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	3,616,916	3,442,130	3,485,863	5,108,562	4,590,952	3,975,773	**(1,132,789)**
Reimbursements	(75,643)	0	0	0	0	0	**0**
Total Appropriation	3,541,273	3,442,130	3,485,863	5,108,562	4,590,952	3,975,773	**(1,132,789)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	3,541,273	3,442,130	3,485,863	5,108,562	4,590,952	3,975,773	**(1,132,789)**
Sources							
Taxes	39,079	34,086	33,042	34,686	31,561	35,976	**1,290**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	1,903,716	2,003,440	1,878,553	3,234,570	3,047,969	2,053,453	**(1,181,117)**
Fee/Rate	1,832,572	1,842,494	1,785,634	1,861,547	1,750,111	1,921,497	**59,950**
Other Revenue	17,228	24,729	43,735	33,723	65,759	41,436	**7,713**
Total Revenue	3,792,595	3,904,749	3,740,965	5,164,526	4,895,400	4,052,362	**(1,112,164)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	3,792,595	3,904,749	3,740,965	5,164,526	4,895,400	4,052,362	**(1,112,164)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(251,322)	(462,619)	(255,102)	(55,964)	(304,448)	(76,589)	**(20,625)**
Available Reserves				4,756,177		5,081,250	**325,073**
Total Fund Balance				4,700,213		5,004,661	**304,448**
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 2018-19 ADOPTED BUDGET

	2018-19				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
Bioterrorism Preparedness (Fund 2696)	2,053,453	2,055,536	(2,083)	17,745	0
Vital Statistics State Fees (Fund 2704)	142,980	189,732	(46,752)	1,038,472	0
Vector Control Assessments (Fund 2746)	1,779,340	1,807,094	(27,754)	4,025,033	0
Total Special Revenue Funds	3,975,773	4,052,362	(76,589)	5,081,250	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 $142,980 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 $189,732 are primarily vital statistics fees set by the state.

Vector Control Assessments: Requirements of $1.8 million represent transfers to the Public Health General Fund budget unit for the operation of the Vector Control program. Sources of $1.8 million are primarily funding received via property tax assessments.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and Sources are decreasing by $1.1 million primarily due to the reduction in one-time expenses related to the use of public health emergency preparedness carryover funds, as there is no carryover of unspent grant funds budgeted for 2018-19.

ANALYSIS OF FUND BALANCE

The Contribution to Fund Balance in the Bioterrorism Preparedness fund reflects an estimate of accumulated interest revenue that is due to the state.

The Contribution to Fund Balance in the Vital Statistics fund represents amounts collected that are not used during the year. These amounts are set aside for use in low revenue years or to fund larger automation/improvement projects.

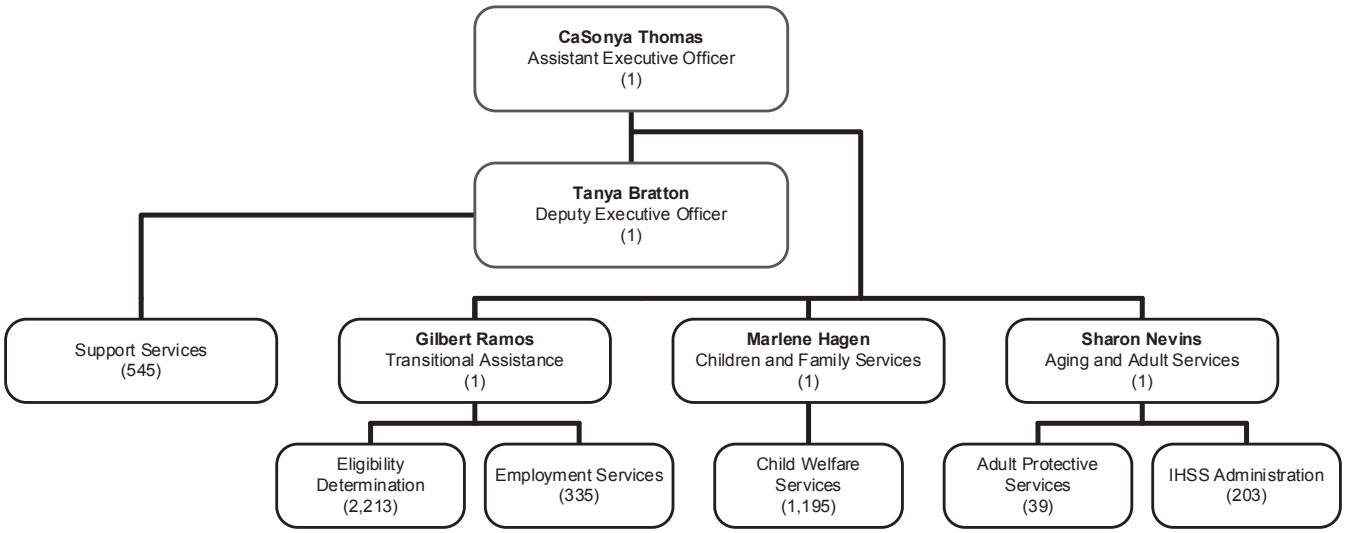
Contributions to Fund Balance in the Vector Control fund have historically been used to replace equipment.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit. Services for the above programs are provided by staff budgeted in Public Health's General Fund budget unit.

HUMAN SERVICES ADMINISTRATIVE CLAIM
CaSonya Thomas

ORGANIZATIONAL CHART



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Human Services Administrative Claim	589,449,186	556,691,927	32,757,259			4,535
Human Services Subsistence Funds - Consolidated	575,419,533	536,235,715	39,183,818			0
Total General Fund	1,164,868,719	1,092,927,642	71,941,077	0	0	4,535
Special Revenue Funds						
Wraparound Reinvestment Fund	8,289,529	5,025,000		3,264,529		0
Total Special Revenue Funds	8,289,529	5,025,000	0	3,264,529	0	0
Total - All Funds	1,173,158,248	1,097,952,642	71,941,077	3,264,529	0	4,535

2017-18 MAJOR ACCOMPLISHMENTS

Transitional Assistance Department (TAD)

- Processed 850,000 phone requests (average of 70,800 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 the Consortia/DHCS/Covered CA.
- Collaborated with Workforce Development Department (WDD) in placing 319 CalWORKs customers into subsidized employment.
- Processed CalFresh cases at a 96.4% accuracy Rate.
- Processed over $35 million in federal and state tax refunds and served more than 19,789 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.

- Received the 2017 CSAC Challenge Award for permanently housing 397 CalWORKs families in collaboration with the Housing Authority of the County of San Bernardino (HACSB) to promote housing stability through the Housing Support Program (HSP).

Children and Family Services (CFS)

- On August 1, 2017, Children and Family Services, in collaboration with the Department of Behavioral Health (DBH) began the Referral, Screening, Assessment and Treatment (RSAT) process to ensure children entering care were getting the appropriate mental health assessment and services in a timely manner. Since implementation, 66% of all children entering care received mental health assessments and/or treatment.
- Received National Association of Counties (NACo) Achievement Awards for Kinship Support Services and Jurisdiction/Disposition (JD) Writer Unit.
- Assessed 25,332 child abuse and neglect referrals encompassing over 27,271 children.
- Provided case management services to 10,673 children and young adults.
- Reunited 2,108 children with their families.
- Achieved permanency for 865 children through adoption and guardianship.

Department of Aging and Adult Services (DAAS)

- Received National Association of Counties (NACo) Achievement Award for “Enhancing Adult Protective Services (APS) through In-Home Capacity Assessments” project.
- 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 21,426 calls and referrals at the 24 hour Adult Protective Services hotline.
- Provided 320,708 congregate and 386,843 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	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 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.	95.5%	80%	96.4%	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**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Percentage of participants engaged in a Federal WtW activity.	52.2%	50%	52.6%	50%
STRATEGY	Increase the Work Participation Rate (WPR) of recipients of CalWORKs benefits.					
STRATEGY	Increase the number of Welfare to Work (WtW) CalWORKs participants who are engaged in a mandated federal WtW activity.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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.	2.1%	3%	3.6%	3%
STRATEGY	Maintain CalFresh (CF) error rate below the federal tolerance level of 6% to avoid fiscal sanction.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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.	18,823	15,634	19,789	16,103
STRATEGY	Provide Volunteer Income Tax Assistance (VITA) preparation services for eligible County families and individuals thereby stimulating economic activity.					

DEPARTMENT PERFORMANCE MEASURES

Children and Family Services (CFS)

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 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.	1,380	1,400	2,776	2,700
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**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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.	93	300	367	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 arrangments 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**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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 by child and family team meetings.	3,038	2,250	4,813	4,000
STRATEGY	Utilize Child and Family Team meetings, which include the child and family. These meetings are collaborative processes involving the family and their community support systems who know and care about the child(ren). They are also designed to make the best informed decisions concerning a child(ren)'s safety and living environment, as well as, identify and address their mental health needs.					

Administrative Claim

DESCRIPTION OF MAJOR SERVICES

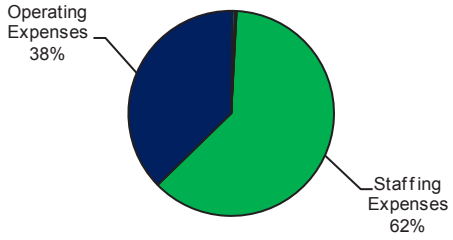
This budget unit represents the administrative claim made by the County for social services programs under applicable mandatory federal and state regulations. Transitional Assistance Department (TAD), Children and Family Services (CFS), Adult Services programs of the Department of Aging and Adult Services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

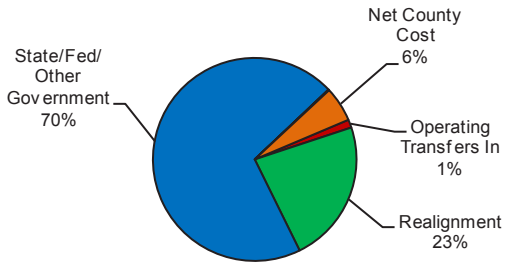
Total Requirements (Excl. Reimb.)	$591,873,143
Total Sources (Incl. Reimb.)	$559,115,884
Net County Cost	$32,757,259
Total Staff	4,535
Funded by Net County Cost	6%

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Administrative Claim
FUND: General

BUDGET UNIT: 501 1000
FUNCTION: Public Assistance
ACTIVITY: Public Assistance Admin

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	309,808,520	333,910,995	343,572,231	353,009,268	340,203,555	366,146,020	**13,136,752**
Operating Expenses	161,814,570	187,722,536	177,469,053	213,562,045	198,805,998	222,050,728	**8,488,683**
Capital Expenditures	2,010,248	1,314,996	942,957	2,459,400	1,175,516	2,572,400	**113,000**
Total Exp Authority	473,633,338	522,948,527	521,984,241	569,030,713	540,185,069	590,769,148	**21,738,435**
Reimbursements	(2,643,873)	(2,928,451)	(2,482,618)	(2,166,732)	(2,736,475)	(2,423,957)	**(257,225)**
Total Appropriation	470,989,465	520,020,075	519,501,623	566,863,981	537,448,594	588,345,191	**21,481,210**
Operating Transfers Out	1,009,125	1,044,444	1,081,000	1,368,835	1,368,835	1,103,995	**(264,840)**
Total Requirements	471,998,590	521,064,519	520,582,623	568,232,816	538,817,429	589,449,186	**21,216,370**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	95,630,342	100,526,436	104,183,372	123,424,911	144,340,885	134,493,510	**11,068,599**
State/Fed/Other Government	359,435,407	400,978,217	389,614,066	410,609,873	360,792,328	413,635,348	**3,025,475**
Fee/Rate	606,761	637,234	587,334	470,000	731,362	470,000	**0**
Other Revenue	1,010,420	1,194,344	1,275,421	598,622	1,060,527	432,040	**(166,582)**
Total Revenue	456,682,930	503,336,231	495,660,193	535,103,406	506,925,102	549,030,898	**13,927,492**
Operating Transfers In	823,248	1,044,444	3,851,085	7,161,029	6,612,324	7,661,029	**500,000**
Total Financing Sources	457,506,177	504,380,675	499,511,278	542,264,435	513,537,426	556,691,927	**14,427,492**
Net County Cost	14,492,413	16,683,844	21,071,345	25,968,381	25,280,003	32,757,259	**6,788,878**
Budgeted Staffing*	4,707	4,854	4,859	4,660	4,660	4,535	**(125)**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Major requirements include the following:

- Staffing Expenses of $366.1 million fund 4,535 positions.
- Operating Expenses of $222.1 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 $2.6 million include expenses for fixed asset equipment, capitalized software and vehicles.
- Reimbursements of $2.4 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 $134.5 million is used to match available federal funding and replace state funding for programs that have been realigned.
- Federal and state funding of $413.6 million represents total available funding for the administration of mandated Human Services programs.
- Operating Transfers In of $7.7 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 includes funding and mandated program changes as addressed in the 2018-19 Governor's Budget and an analysis of actual current realignment growth receipts. Caseload changes, mandated program changes, augmented funding for continuation of the Affordable Care Act and increasing Realignment revenue receipts continue to provide additional funding for most HS programs.

This budget anticipates stagnant or decreased allocations across many social services programs and the ongoing availability of statewide revenue and realignment revenue is uncertain. Because of this, HS continues to plan for the maximum possible available funding to effectively take advantage of potential funding increases, yet remains prepared for unexpected funding decreases. To prepare for possible future funding challenges, HS will continue to monitor developments at the state and federal levels in an effort to maintain mandated public services at appropriate levels while utilizing all available funding.

Plans for significant expenditures, whether for staff, services and supplies, equipment, or services to clients will be monitored closely and necessary adjustments will be made as future changes to the state budget are known. Any significant differences between this budget and actual allocations received from the state will be addressed through the County's quarterly budget adjustment process.

Overall, sources within this budget unit are expected to increase by 2.7%. Increases in available federal/state sources and increased use of Realignment funds result in a net Requirements increase of $21.2 million as follows:

- Staffing Expenses are increasing by $13.1 million. This is primarily due to negotiated salary increases and increases in CFS staffing. These increases are partially offset by savings realized from reductions in TAD and DAAS staffing for a net staffing decrease of 125 positions. TAD and CFS staff reductions are necessary due to decreases in program funding.
- Operating Expenses are increasing by $8.5 million. Cost increases are primarily driven by state mandated increases to IHSS provider payments and increases in county services costs for COWCAP, ISD and Risk Management. Cuts have been made in computer software and support, furniture, professional services and other accounts to help offset some of the overall increase.
- Capital Expenditures are increasing by $113,000, which is primarily due to updates and refresh of media equipment purchases.
- Reimbursements are increasing by $257,225, which reflects the increase in staffing costs for HS administrative support.
- Operating Transfers Out are decreasing by $264,840. This is due to decreased costs for the IHSS Public Authority related to a reduction in state funding.

Sources are increasing by $14.4 million as follows:

- Realignment usage is increasing by $11.1 million and is possible because of redirected and accelerated Realignment collections related to changes to the IHSS Maintenance of Effort (MOE) legislation. This increase is required to fund a shift from state funding of IHSS administration to Realignment ($1.3 million), the mandated IHSS MOE increase ($6.5 million), increased program expenditures for CFS programs ($3.2 million) and increases in Foster Care and KinGAP administration ($100,000).
- Federal and state funding available for HS programs is increasing by $3.0 million primarily due to increases in IHSS and Child Welfare Administrative funding.
- Operating Transfers In is increasing by $500,000 due to increased wraparound reinvestment matching funds for Child Welfare Services program increases.

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				2017-18 Final Budget	2018-19 Budget	Increase/ (decrease)
	2014-15	2015-16	2016-17	2017-18			
Administrative Budget (DPA)							
1991 Realignment	12.8	12.6	10.2	12.9	17.1	20.2	**3.1**
2011 Realignment	40.6	44.2	48.8	54.8	51.3	52.8	**1.5**
Family Support Realignment	-	-	-	21.5	-	-	**-**
Net County Cost	14.5	16.7	21.1	25.3	26.0	32.8	**6.8**
IHSS MOE (DPA)							
1991 Realignment	42.2	43.7	45.2	55.0	55.0	61.5	**6.5**
Total 1991 Realignment	**55.0**	**56.3**	**55.4**	**68.0**	**72.1**	**81.7**	**9.6**
Total 2011 Realignment	**40.6**	**44.2**	**48.8**	**54.8**	**51.3**	**52.8**	**1.5**
Total Family Support Realignment	**-**	**-**	**-**	**21.5**	**-**	**-**	**-**
Grand Total Realignment	**95.6**	**100.5**	**104.2**	**144.3**	**123.4**	**134.5**	**11.1**
Total Net County Cost	**14.5**	**16.7**	**21.1**	**25.3**	**26.0**	**32.8**	**6.8**

Note: Totals may not add due to rounding.

In aggregate, the HS Administrative Claim (DPA) budget unit includes a $6.8 million net increase to Net County Cost. $2.5 million of this increase is the local share requested by CFS for additional positions necessary to enhance services to an increasing number of County families in need, $3.2 million is the local share required for HS to access the federal and state funding required to fund increased salary, IT, insurance and COWCAP costs and $1.1 million is the local share required to fully fund the County share of the elimination of enhanced state CalFresh Administration funding.

For CalFresh, the incremental increase of $1.1 million in Discretionary General Funding (Net County Cost) represents funding necessary to maintain current staffing levels after the elimination of the CalFresh waiver. This represents a reduction of $1.7 million of one-time funding and an increase of $2.8 million ongoing. This brings the current year match to $6.1 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.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Transitional Assistance Department	2,720	0	-170	-1	2,549	0	2,549
Children and Family Services	1,108	89	-1	0	1,196	6	1,190
Department of Aging and Adult Services	284	0	-41	0	243	1	242
HS Administration and Support Services	548	6	-8	1	547	10	537
Total	4,660	95	-220	0	4,535	17	4,518

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $366.1 million fund 4,535 budgeted positions of which 4,518 are regular positions and 17 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 reduce the following 170 positions that are currently unfilled, or that become vacant through attrition:

Deletions

- 1 Deputy Director of Transitional Assistance
- 25 Eligibility Worker I
- 49 Eligibility Worker II
- 9 Eligibility Worker III
- 2 Eligibility Worker Supervisor I
- 1 Employment Services Manager
- 46 Employment Services Specialist
- 1 Employment Services Technician
- 10 Employment Services Specialist Trainee
- 4 Interpreter/Translator
- 16 Office Assistant II
- 1 Secretary I
- 1 Staff Analyst II
- 2 Supervising Office Assistant
- 1 Supervising Employment Services Specialist
- 1 TAD District Manager

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 88 budgeted positions (addition of 89, deletion of 1) as follows:

Deletions
- 1 Administrative Supervisor I

Additions
- 3 Fiscal Specialist
- 1 Office Assistant II
- 7 Office Assistant III
- 67 Social Service Practitioner IV
- 1 Staff Analyst II
- 10 Supervising Social Service Practitioner

DEPARTMENT OF AGING AND ADULT SERVICES (DAAS)

DAAS funding decreases due to a reduction in state and federal funding for IHSS Administration result in a decrease of the following 41 budgeted positions that are currently unfilled, or become vacant due to attrition:

Deletions
- 1 DAAS District Manager
- 3 Office Assistant II
- 4 Office Assistant III
- 1 Office Assistant IV
- 2 Registered Nurse II
- 3 Social Service Practitioner IV
- 21 Social Worker II
- 1 Staff Analyst II
- 3 Supervising Social Worker
- 2 Supervising Social Service Practitioner

ADMINISTRATION

HS Administration Divisions are deleting 6 C-IV contracted positions that remained unfilled in 2017-18 and adding 1 contracted positon for a net decrease of 5. Additionally, there will be a net increase of 3 regular positions (addition of 5, deletion of 2 vacant positions) for a total decrease of 2 net budgeted positions as follows:

Deletions
- 1 Contract C-IV Accountant I
- 4 Contract Business Analyst
- 1 Contract Business Applications Manager
- 1 Administrative Supervisor II
- 1 Supervising Office Assistant

Additions
- 1 Contract CalACES Executive Director
- 1 IT Technical Assistant II
- 3 Office Assistant III
- 1 Systems Accountant 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	Appropriation	Federal	% Federal	State	% State	Other	% Other	Total Federal/State/Other	Realignment	% Realignment	Net County Cost (NCC)	% NCC	Total Local Share	Total Revenue	Staffing
CalFresh	61,650,549	30,825,274	50%	20,835,335	34%			51,660,610			9,989,939	16%	9,989,939	61,650,549	725
CalFresh- Food Stamps Waiver One-Time Funding	37,798,991	18,899,497	50%	12,774,493	34%			31,673,991			6,125,000	16%	6,125,000	37,798,991	
Single Allocation															
CalWorks - Eligibility	32,406,617	32,406,617	100%					32,406,617						32,406,617	491
CalWorks - Mental Health	8,614,120			8,614,120	100%			8,614,120						8,614,120	
CalWorks - Cal-Learn	1,652,772	1,520,550	92%	132,222	8%			1,652,772						1,652,772	
CalWorks - Welfare to Work	66,774,872	66,774,872	100%					66,774,872						66,774,872	335
CalWorks - Child Care Admin - Stage 1	3,795,788	3,795,788	100%					3,795,788						3,795,788	32
Total Single Allocation	113,244,168	104,497,826	92%	8,746,342	8%			113,244,168						113,244,168	858
Medi-Cal	97,720,454	48,860,227	50%	48,860,227	50%			97,720,454						97,720,454	900
Foster Care Administration	4,288,671	1,999,836	47%					1,999,836	2,288,834	53%			2,288,834	4,288,671	49
General Relief Administration	686,155										686,155	100%	686,155	686,155	5
Other Programs	11,402,391	6,271,315	55%	5,131,076	45%			11,402,391						11,402,391	12
Total	326,791,377	211,353,976	65%	96,347,473	29%			307,701,450	2,288,834	1%	16,801,094	5%	19,089,928	326,791,378	2,549
Department of Children's Services															
Child Welfare Services - Basic	132,554,638	56,695,953	43%			7,661,029	6%	64,356,982	53,256,622	40%	14,941,035	11%	68,197,657	132,554,638	987
Foster Training and Recruitment	312,009	162,920	52%					162,920	149,089	48%			149,089	312,009	2
Support and Therapeutic Options Program	1,052,874								1,052,874	100%			1,052,874	1,052,874	
Adoptions	7,239,719	3,164,347	44%					3,164,347	4,075,372	56%			4,075,372	7,239,719	51
ILP	1,399,671	841,603	60%					841,603	558,068	40%			558,068	1,399,671	
Relative Family Assistance	3,039,713	1,144,314	38%	1,895,400	62%			3,039,713	-				-	3,039,713	
Foster Parent Recruitment, Retention and Support	3,720,849	1,152,110	31%	2,568,738	69%			3,720,849						3,720,849	26
Commercially Sexually Exploited Children (State Allocation)	915,619	283,509	31%	632,110	69%			915,619						915,619	6
Promoting Safe and Stable Families	2,173,030	2,173,030	100%					2,173,030						2,173,030	15
Promoting Safe and Stable Families Monthly Visits	128,652	128,652	100%					128,652						128,652	1
Licensing	365,994	155,687	43%	210,308	57%			365,994						365,994	3
Other Programs	14,796,305	5,345,557	36%	5,246,464	35%			10,592,021	4,204,284	28%			4,204,284	14,796,305	105
Total	167,699,072	71,247,681	42%	10,553,020	6%	7,661,029	5%	89,461,729	63,296,308	38%	14,941,035	9%	78,237,343	167,699,073	1,196
Aging and Adult Services															
In-Home Supportive Services	23,643,458	11,821,729	50%	7,553,823	32%			19,375,551	4,267,906	18%			4,267,906	23,643,457	204
Adult Protective Services	6,056,188	2,707,782	45%					2,707,782	3,106,261	51%	242,145	4%	3,348,406	6,056,188	39
IHSS Provider MOE	61,534,201								61,534,201	100%			61,534,201	61,534,201	
Total	91,233,846	14,529,511	16%	7,553,823	8%			22,083,333	68,908,368	76%	242,145	0	69,150,513	91,233,846	243
Support Staff															547
Non Claimable Costs															
PERC Training Expense	400,575										400,575	100%	400,575	400,575	
Other	3,324,315			2,049,864	62%	902,040	27%	2,951,904			372,410	11%	372,410	3,324,314	
Total	3,724,890			2,049,864	55%	902,040	24%	2,951,904			772,985	21%	772,985	3,724,889	
Total Administrative Budget	589,449,186	297,131,167	50%	116,504,180	20%	8,563,069	1%	422,198,416	134,493,510	23%	32,757,259	6%	167,250,770	589,449,186	4,535

Note: Totals may not add due to rounding.

Human Services Subsistence Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$576,327,433
Total Sources (Incl. Reimb.)	$537,143,615
Net County Cost	$39,183,818
Total Staff	0
Funded by Net County Cost	7%

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 45% federally funded. The remaining 55% is funded with Realignment and Discretionary General Funding (Net County Cost).

AFDC-Foster Care provides aid payments for children living in foster homes and group-care facilities. The Foster Care caseload consists of cases from both Children and Family Services (CFS) (approximately 90%) and Probation (approximately 10%). The cost of Probation related foster care cases is approximately two times greater than CFS cases due to the higher levels of care required for these juveniles. There are two funding eligibility criteria in the Foster Care Program, federal (federal, Realignment and County participation) and non-federal (Realignment and County only). Foster Care placements are generally eligible for federal financial participation if the parents meet the previous Aid to Families with Dependent Children (AFDC) Program criteria.

- For federal cases, the cost-sharing ratios are now approximately 45% federal and 55% County.
- For non-federal cases, all costs are borne by the County.
- All County share-of-cost is funded with Realignment and Discretionary General Funding (Net County Cost).

Refugee Cash Assistance provides assistance payments for a maximum of eight months to all refugees who cannot meet the requirements for the Refugee Demonstration Project and CalWORKs programs. This program is 100% federally funded, and federal participation is open-ended.

Cash Assistance for Immigrants program, under AB 2779, provides cash assistance to aged, blind and disabled legal immigrants, who meet the Supplemental Security Income/State Supplementary Payment (SSI/SSP) immigration status requirements in effect on August 21, 1998, and all other current SSI/SSP eligibility requirements, yet are no longer eligible for SSI/SSP solely due to their immigration status. This program is 100% state funded.

CalWORKs – All Other Families provides CalWORKs assistance payments to families eligible for aid and includes all cases that have not been identified as two-parent families. The federal government reimburses 31% of the costs of the CalWORKs programs. Approximately 67% is funded with Realignment. The mandated 2% County share is funded by Discretionary General Funding (Net County Cost).

Kinship Guardianship Assistance Program (Kin-Gap) provides a subsidy to children who leave the juvenile court dependency system to live with a relative legal guardian. It offers relative caregivers of dependent children an option for providing a permanent home to these children. To be eligible for the program, the child must have lived with the relative at least 12 consecutive months, the relative guardianship must be established pursuant to Welfare and Institutions Code 366.26, and the juvenile court dependency for the child must be dismissed. Movement to the Kin-Gap program is not automatic. The court, with a recommendation from the social worker, has discretion regarding whether termination of dependency is in the child's best interest. This program is approximately 50% state and federally funded. The remaining 50% is funded with Realignment and Discretionary General Funding (Net County Cost).

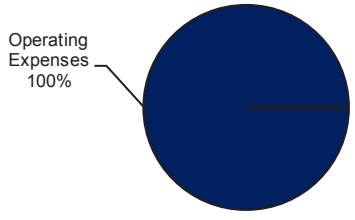
CalWORKs – 2-Parent Families provides payments to resident families who are eligible for aid in accordance with state law. This budget includes all cases identified as having two parents in the home. The federal government reimburses 31% of the costs of the CalWORKs programs. Approximately 67% is funded with Realignment. The mandated 2% County share is funded by Discretionary General Funding (Net County Cost).

All HS Subsistence programs are mandated by federal or state law.

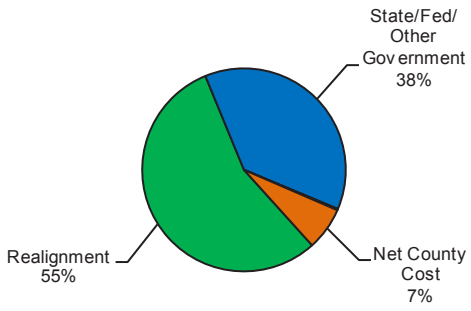
There is no staffing associated with these budget units. Services for the above programs are provided by staff budgeted in the Human Services (HS) Administrative Claim budget unit.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Human Services Subsistence
FUND: General

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

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	516,486,644	526,466,309	544,271,607	579,597,996	566,889,620	576,327,433	**(3,270,563)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	516,486,644	526,466,309	544,271,607	579,597,996	566,889,620	576,327,433	**(3,270,563)**
Reimbursements	(778,504)	(787,715)	(732,264)	(907,900)	(715,210)	(907,900)	**0**
Total Appropriation	515,708,140	525,678,595	543,539,343	578,690,096	566,174,410	575,419,533	**(3,270,563)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	515,708,140	525,678,595	543,539,343	578,690,096	566,174,410	575,419,533	**(3,270,563)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	293,435,357	304,994,529	298,136,716	317,774,589	326,251,280	318,696,038	**921,449**
State/Fed/Other Government	186,852,301	184,447,739	207,560,295	221,973,137	200,204,897	215,446,666	**(6,526,471)**
Fee/Rate	1,773,562	1,866,459	1,775,160	1,453,059	2,087,351	1,793,011	**339,952**
Other Revenue	249,531	350,872	482,558	300,000	411,907	300,000	**0**
Total Revenue	482,310,751	491,659,600	507,954,729	541,500,785	528,955,435	536,235,715	**(5,265,070)**
Operating Transfers In	4,500,000	3,500,000	2,500,000	1,500,000	1,500,000	0	**(1,500,000)**
Total Financing Sources	486,810,751	495,159,600	510,454,729	543,000,785	530,455,435	536,235,715	**(6,765,070)**
Net County Cost	28,897,389	30,518,995	33,084,615	35,689,311	35,718,975	39,183,818	**3,494,507**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents final budgeted staffing.

DETAIL OF 2018-19 ADOPTED BUDGET

	2018-19			
	Requirements	Sources	Net County Cost	Staffing
Subsistence Funds				
Aid to Indigents (Dept/Fund 504 1000)	1,020,000	300,000	720,000	0
Domestic Violence/Child Abuse Services (Dept/Fund 508 1000)	531,812	531,812	0	0
Entitlement Payments (Child Care) (Dept/Fund 509 1000)	22,595,464	22,595,464	0	0
Out-of-Home Child Care (Dept/Fund 513 1000)	2,269,890	0	2,269,890	0
Aid to Adoptive Children (Dept/Fund 503 1002)	85,900,500	82,901,209	2,999,291	0
AFDC - Foster Care (Dept/Fund 505 1002)	182,483,240	156,905,240	25,578,000	0
Refugee Cash Assistance (Dept/Fund 506 1002)	150,000	150,000	0	0
Cash Assistance for Immigrants (Dept/Fund 507 1002)	2,521,954	2,521,954	0	0
CalWORKs - All Other Families (Dept/Fund 511 1002)	223,157,502	218,993,220	4,164,282	0
Kinship Guardianship Assistance Program (Dept/Fund 512 1002)	21,582,578	18,828,802	2,753,776	0
CalWORKs - 2 Parent Families (Dept/Fund 514 1002)	33,206,593	32,508,014	698,579	0
Total Subsistence Funds	575,419,533	536,235,715	39,183,818	0

Aid to Indigents (General Relief): Requirements of $1.0 million provide cash aid for food, shelter and transportation as well as SSI advocacy legal fees to indigents who do not meet categorical eligibility requirements for state and federally funded programs. Sources of $300,000 represent aid payment reimbursement and SSI collections. This budget unit has a Net County Cost of $720,000.

Domestic Violence/Child Abuse Services: Operating Expenses of $1.4 million are for contracts with agencies to ensure temporary shelter, food, transportation, emergency services and treatment/counseling for adults and children who are victims of domestic violence and child abuse. This is funded by Reimbursements of $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 $22.6 million provide payments to child care providers for CalWORKs Stage One Child Care. Sources of $22.6 million represent state and federal funding for the program. There is no Net County Cost for this budget unit.

Out-of-Home Child Care: Requirements of $2.3 million provide assistance grants for room, board and care for children pending determination of eligibility for state or federal aid, those who are ineligible due to other resources, or those who are undocumented residents. This budget unit is 100% funded with Net County Cost.

Aid to Adoptive Children: Requirements of $85.9 million provide assistance to adoptive parents who would otherwise not be able to provide for a child's special needs. Sources of $82.9 million include $38.6 million in federal revenue and $44.3 million in Realignment revenue. This budget unit has a Net County Cost of $3.0 million.

AFDC-Foster Care: Requirements of $182.5 million consist of $181.0 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 $156.9 million include $60.9 million in federal revenue, $5.5 million in state revenue, $89.4 million of Realignment revenue, and $1.1 million in Child Support collections. This budget unit has a Net County Cost of $25.6 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 $223.2 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 $219.0 million include $63.5 million in federal revenue, $154.9 million in Realignment revenue, and $620,031 in Child Support collections. This budget unit has a Net County Cost of $4.2 million.

Kinship Guardianship Assistance Program (Kin-GAP): Requirements of $21.6 million provide subsidies to relative caregivers of children who leave the juvenile court dependency system to live with a relative legal guardian. Sources of $18.8 million include $10.7 million in federal and state revenue, $8.1 million in Realignment revenue, and $48,990 in Child Support collections. This budget unit has a Net County Cost of $2.8 million.

CalWORKs – 2-Parent Families: Requirements of $33.2 million provide assistance payments to families eligible for aid and includes all cases that have been identified as two-parent families. Sources of $32.5 million include $11.0 million in federal revenue, $21.5 million in Realignment revenue and $21,043 in Child Support collections. This budget unit has a Net County Cost of $698,579.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $3.3 million due to an decrease in Operating Expenses that are direct payments of benefits to clients and contracted payments to service providers that provide vital, necessary services to children.

Sources are decreasing by $6.8 million due to the following:

- Realignment is increasing by $921,449 overall due to increases in Adoptions and Kinship Assistance programs offset by decreases in the CalWORKs assistance budgets.
- State/Federal/Other is decreasing by $6.5 million overall due to decreases in the CalWorks assistance budgets offset by increases in the Adoptions, Foster Care and Kinship Assistance Programs.
- Operating Transfers In is decreasing by $1.5 million due to a lack of available funding in the Wraparound Reinvestment budget that is used to offset local matching funds for Foster Care.
- Child Support Collections are increasing by $339,952.

Net County Cost is increasing by $3.5 million primarily due to caseload increases in Adoptions, Foster Care and Kinship Guardianship Assistance Programs, offset by the reduction in Operating Transfers In.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with these budget units. Services for the above programs are provided by staff budgeted in the Human Services (HS) Administrative Claim budget unit.

History of Social Services Realignment and Net County Cost
HS Subsistence Budgets
(In Millions)

	ACTUALS				2017-18 Final Budget	2018-19 Budget	Increase/ (decrease)
	2014-15	2015-16	2016-17	2017-18			
Domestic Violence							
2011 Realignment	0.5	0.5	0.5	0.5	0.5	0.5	-
Aid to Adoptive Children							
1991 Realignment	6.5	7.3	6.3	8.6	8.6	9.0	**0.4**
2011 Realignment	25.7	27.5	30.9	32.0	33.7	35.3	**1.7**
Net County Cost	2.0	1.9	2.0	1.9	2.7	3.0	**0.3**
AFDC Foster Care							
1991 Realignment	28.5	31.5	34.3	36.9	38.2	55.6	**17.4**
2011 Realignment	31.6	37.3	41.1	48.6	47.9	32.7	**(15.3)**
Child Poverty Realignment	-	-	-	-	0.7	0.2	**(0.5)**
CalWORKs MOE Realignment	-	-	-	-	3.7	1.0	**(2.7)**
Net County Cost	17.6	19.2	21.4	24.7	23.1	25.6	**2.5**
CalWORKs Cash Aid							
Family Support Realignment	98.0	91.3	74.1	91.1	83.0	83.6	**0.6**
CalWORKs MOE Realignment	98.3	105.1	105.8	103.4	96.0	92.8	**(3.3)**
Net County Cost	6.1	5.8	5.5	4.9	5.1	4.9	**(0.2)**
Kinship Guardianship Assistance Program							
Family Support Realignment	0.8	0.5	0.4	-	0.6	0.6	**(0.1)**
2011 Realignment	3.7	4.0	4.0	5.1	4.8	7.5	**2.8**
CalWORKs MOE Realignment	-	-	0.8	-	-	-	**-**
Net County Cost	1.1	1.3	1.7	1.9	2.1	2.8	**0.7**
All other subsistence budgets							
Net County Cost	2.1	2.4	2.5	2.4	2.8	3.0	**0.2**
Total 1991 Realignment	**35.0**	**38.8**	**40.5**	**45.5**	**46.8**	**64.5**	**17.7**
Total 2011 Realignment	**61.5**	**69.3**	**76.6**	**86.1**	**86.9**	**76.1**	**(10.8)**
CalWORKs MOE Realignment	**98.3**	**105.1**	**106.6**	**103.4**	**99.7**	**93.8**	**(5.9)**
Family Support Realignment	**98.8**	**91.8**	**74.4**	**91.1**	**83.7**	**84.1**	**0.5**
Child Poverty Realignment	**-**	**-**	**-**	**-**	**0.7**	**0.2**	**(0.5)**
Grand Total Realignment	**293.6**	**305.0**	**298.1**	**326.2**	**317.8**	**318.7**	**0.9**
Total Net County Cost	**28.9**	**30.5**	**33.1**	**35.7**	**35.7**	**39.2**	**3.5**

Note: Totals may not add due to rounding.

Wraparound Reinvestment Fund

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$9,789,529
Total Sources (Incl. Reimb.)	$6,525,000
Use of/ (Contribution to) Fund Balance	$3,264,529
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.

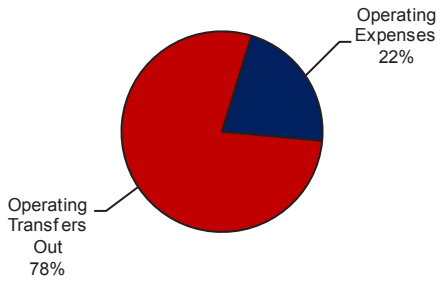
Contracts have been established with four agencies to provide countywide wraparound program services to high-risk children. These contracts stipulate that the County will retain 5% of the monthly Wraparound Foster Care payments for federally eligible cases and 10% of the monthly Wraparound Foster Care 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.

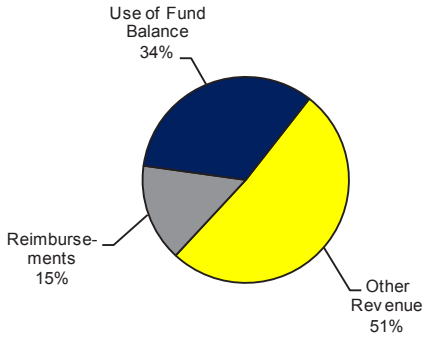
This budget unit requires no Discretionary General Funding (Net County Cost) since amounts are withheld from existing AFDC – Foster Care maintenance payments.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

BUDGET UNIT: 505 2738
FUNCTION: Public Assistance
ACTIVITY: Aid Program

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	(1,088)	0	0	0	0	0	**0**
Operating Expenses	2,421,619	2,440,966	1,904,529	3,226,000	3,001,633	2,128,500	**(1,097,500)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	2,420,531	2,440,966	1,904,529	3,226,000	3,001,633	2,128,500	**(1,097,500)**
Reimbursements	(1,472,398)	(1,236,717)	(1,436,632)	(1,500,000)	(1,308,516)	(1,500,000)	**0**
Total Appropriation	948,133	1,204,249	467,897	1,726,000	1,693,117	628,500	**(1,097,500)**
Operating Transfers Out	4,500,000	3,500,000	5,270,085	8,661,029	7,487,324	7,661,029	**(1,000,000)**
Total Requirements	5,448,133	4,704,249	5,737,982	10,387,029	9,180,441	8,289,529	**(2,097,500)**
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	12,069	0	0	0	0	**0**
Other Revenue	4,621,970	4,731,570	5,337,841	7,025,000	6,317,610	5,025,000	**(2,000,000)**
Total Revenue	4,621,970	4,743,639	5,337,841	7,025,000	6,317,610	5,025,000	**(2,000,000)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	4,621,970	4,743,639	5,337,841	7,025,000	6,317,610	5,025,000	**(2,000,000)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	826,163	(39,390)	400,141	3,362,029	2,862,831	3,264,529	**(97,500)**
Available Reserves				3,170,143		404,811	**(2,765,332)**
Total Fund Balance				6,532,172		3,669,340	**(2,862,832)**
Budgeted Staffing*	1	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 2018-19 ADOPTED BUDGET

Requirements of $8.3 million consist of the following:

- Operating Expenses of $2.1 million for services and supplies, travel and public assistance expenses, to provide supportive services to children in need.
- Reimbursements of $1.5 million reflecting the retention of funds from contractor payments.
- Operating Transfers Out of $7.7 million representing a transfer to the Human Services Administrative Claim budget unit to provide matching funds allowing access to additional federal funding in support of the Child Welfare Services Program.

Sources of $5.0 million are anticipated from unexpended funds that will be recovered from contractors as each annual contract settlement is concluded.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $2.1 million 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.

Sources are decreasing by $2.0 million due to a decline in recoveries from contractors.

Available Reserves are decreasing by $2.8 million. These reserves may be used to cover future Wraparound Services program payments.

ANALYSIS OF FUND BALANCE

The budget includes a use of Fund Balance of $3.3 million to provide matching funds for Child Welfare Services Programs. This Fund Balance usage is less than the prior year usage of $3.4 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.

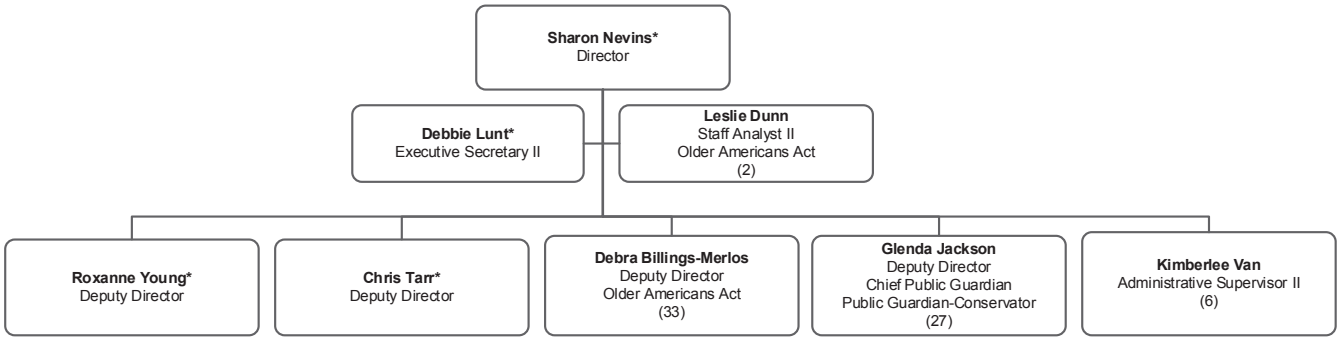
AGING AND ADULT SERVICES
Sharon Nevins

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.

2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Aging and Adult Services	9,774,694	9,774,694	0	0	0	41
Public Guardian - Conservator	1,400,463	465,000	935,463			27
Total General Fund	11,175,157	10,239,694	935,463	0	0	68

2017-18 MAJOR ACCOMPLISHMENTS

- Received National Association of Counties (NACo) Achievement Award for "Enhancing Adult Protective Services (APS) through In-Home Capacity Assessments" project.
- 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 as a result of services provided.
- Processed 21,426 calls and referrals at the 24 hour Adult Protective Services hotline.
- Provided 320,708 congregate and 386,843 home delivered meals to eligible seniors and their spouses.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 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.	93%	90%	90%	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**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Number of customers contacted by Senior Information and Assistance staff.	14,461	14,000	14,323	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**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Percentage of emergency APS referrals responded to within 24 hours.	100%	100%	100%	100%
STRATEGY	Provide in-person response within 24 hours to emergency Adult Protective Services (APS) referrals, including intake, intervention and/or reports of life threats or crises.					

Aging and Adult Services

DESCRIPTION OF MAJOR SERVICES

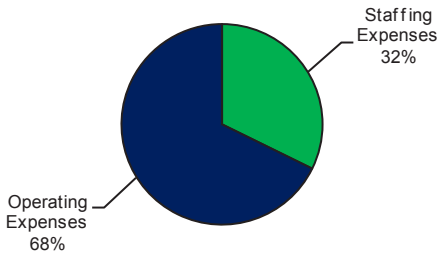
The Department of Aging and Adult Services (DAAS), under the direction of the California Department of Aging (CDA), serves as the federally-designated Area Agency on Aging (AAA) for the County of San Bernardino and is responsible for administering programs under the Older Americans Act.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$10,416,899
Total Sources (Incl. Reimb.)	$10,416,899
Use of/ (Contribution to) Fund Balance	$0
Total Staff	41

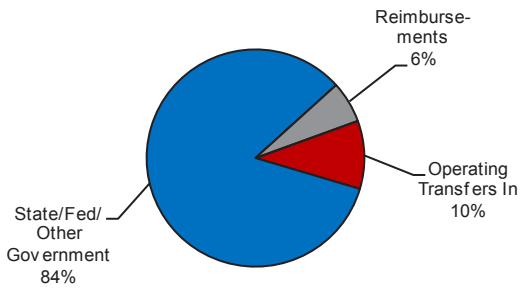
The department works to ensure options are easily accessible to all older individuals and to ensure a visible resource where seniors can go or call for information. Programs offered by the department include Senior Information and Assistance (SIA), Elderly Nutrition, Senior Community Service Employment Program (SCSEP), Senior Supportive Services, Health Insurance Counseling and Advocacy Program (HICAP), Family Caregiver Support Program (FCSP), Multipurpose Senior Services Program (MSSP), and Long-term Care Ombudsman Program (OMB).

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Aging and Adult Services
FUND: General

BUDGET UNIT: 529 1036
FUNCTION: Public Assistance
ACTIVITY: Other Assistance

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	2,934,147	2,732,085	2,932,257	3,157,820	2,966,709	3,362,687	**204,867**
Operating Expenses	6,709,684	7,176,126	7,467,611	7,453,698	7,196,081	7,054,212	**(399,486)**
Capital Expenditures	0	51,019	25,224	12,000	10,692	0	**(12,000)**
Total Exp Authority	9,643,831	9,959,230	10,425,092	10,623,518	10,173,482	10,416,899	**(206,619)**
Reimbursements	(356,476)	(416,196)	(430,903)	(952,249)	(864,752)	(642,205)	**310,044**
Total Appropriation	9,287,355	9,543,034	9,994,189	9,671,269	9,308,730	9,774,694	**103,425**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	9,287,355	9,543,034	9,994,189	9,671,269	9,308,730	9,774,694	**103,425**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	8,322,691	8,650,071	7,945,278	8,613,649	8,275,253	8,717,074	**103,425**
Fee/Rate	0	0	0	0	(283)	0	**0**
Other Revenue	(7,938)	2,366	141,160	0	(34,803)	0	**0**
Total Revenue	8,314,753	8,652,437	8,086,438	8,613,649	8,240,167	8,717,074	**103,425**
Operating Transfers In	1,057,620	1,059,925	1,060,006	1,057,620	1,057,620	1,057,620	**0**
Total Financing Sources	9,372,373	9,712,362	9,146,444	9,671,269	9,297,787	9,774,694	**103,425**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(85,018)	(169,328)	847,745	0	10,943	0	**0**
Available Reserves				627,515		701,799	**74,284**
Total Fund Balance				627,515		701,799	**74,284**
Budgeted Staffing*	38	40	41	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 2018-19 ADOPTED BUDGET

Staffing Expenses of $3.4 million fund 34 regular positions and 7 limited term positions. Operating Expenses of $7.1 million include $5.5 million for contracted services for the Elderly Nutrition, Senior Supportive Services, and Family Caregiver programs, and $1.4 million for contracted services for the MSSP and TREP programs. Operating Transfers In of $1.1 million are funded with Discretionary General Funding and reflect the required County match.

Sources of $9.8 million include $8.7 million from federal and state funding sources, of which $3.3 million is for Senior Nutrition Services (Title IIIC), $1.2 million is for MSSP, $1.3 million is for Senior Supportive Services (Title IIIB), and $676,000 is for Family Caregiver.

BUDGET CHANGES AND OPERATIONAL IMPACT

Total Requirements are increasing by $103,425. Staffing Expenses are increasing by $204,867 due to negotiated salary increases. Operating Expenses are decreasing by $399,486 due to a reduction in one-time Reimbursements to be received for the C1 food program.

Sources are increasing by $103,425 primarily due to a slight increase in State and Federal revenue.

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.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Administration	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 $3.4 million fund 41 budgeted positions of which 34 are regular positions and 7 are limited term positions. There are no changes to the staffing associated with this budget unit.

Public Guardian - Conservator

DESCRIPTION OF MAJOR SERVICES

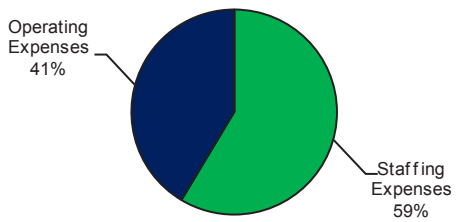
By court appointment, the Public Guardian-Conservator acts as conservator of last resort for individuals found to be gravely disabled or who lack capacity to manage their finances and provide their own care. A conservator has the responsibility for the conservatee's care, custody, and control. The conservator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

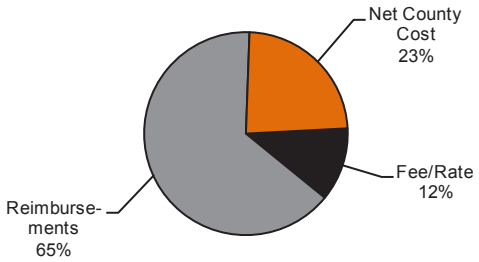
Total Requirements (Excl. Reimb.)	$3,963,422
Total Sources (Incl. Reimb.)	$3,027,959
Net County Cost	$935,463
Total Staff	27
Funded by Net County Cost	23%

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: DAAS - Public Guardian
FUND: General

BUDGET UNIT: 536 1000
FUNCTION: Public Protection
ACTIVITY: Other Protection

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	1,418,119	1,407,780	1,615,758	2,198,844	1,936,462	2,321,893	**123,049**
Operating Expenses	695,182	1,017,750	1,102,207	1,377,264	1,198,814	1,641,529	**264,265**
Capital Expenditures	42,427	0	32,078	0	0	0	**0**
Total Exp Authority	2,155,729	2,425,531	2,750,043	3,576,108	3,135,276	3,963,422	**387,314**
Reimbursements	(1,183,544)	(1,370,439)	(1,459,174)	(2,132,284)	(1,744,962)	(2,562,959)	**(430,675)**
Total Appropriation	972,185	1,055,092	1,290,869	1,443,824	1,390,314	1,400,463	**(43,361)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	972,185	1,055,092	1,290,869	1,443,824	1,390,314	1,400,463	**(43,361)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	81,242	0	0	0	0	0	**0**
Fee/Rate	351,329	496,598	550,103	555,000	509,422	465,000	**(90,000)**
Other Revenue	1,498	459	51	0	(337)	0	**0**
Total Revenue	434,069	497,057	550,154	555,000	509,085	465,000	**(90,000)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	434,069	497,057	550,154	555,000	509,085	465,000	**(90,000)**
Net County Cost	538,116	558,035	740,715	888,824	881,229	935,463	**46,639**
Budgeted Staffing*	19	21	24	27	27	27	**0**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Staffing Expenses of $2.3 million fund 27 regular positions. Operating Expenses of $1.6 million represent program expenses that include COWCAP, Central Services, and County Counsel legal expenses. Reimbursements of $2.6 million include funding received from the Department of Behavioral Health for conservatee case costs and from the Sheriff/Coroner/Public Administrator for shared warehouse costs.

Estate fee revenue of $465,000 represents court-ordered fees paid to the Department from the estates of conservatees.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $43,361 as the result of an additional $430,675 of Reimbursements from the Department of Behavioral Health which fund increases in Staffing and Operating Expenses.

Sources are decreasing by $90,000 due to anticipated reductions in fees collected for estate services and legal services.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Public Guardian	27	0	0	0	27	0	27
Total	27	0	0	0	27	0	27

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $2.3 million fund 27 budgeted regular positions. There are no staffing changes associated with this budget unit.

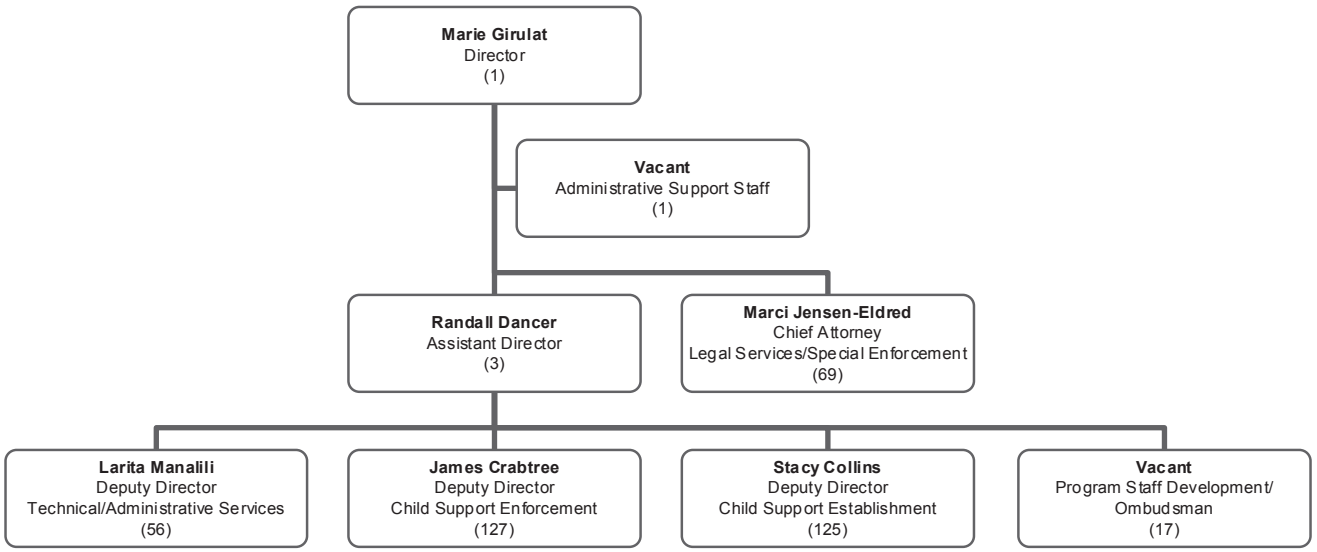
CHILD SUPPORT SERVICES
Marie Girulat

DEPARTMENT MISSION STATEMENT



Partner with parents and the community in delivering reliable child support services.

ORGANIZATIONAL CHART



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Child Support Services	40,876,745	40,876,745	0			399
Total General Fund	40,876,745	40,876,745	0	0	0	399
Total - All Funds	40,876,745	40,876,745	0	0	0	399

2017-18 MAJOR ACCOMPLISHMENTS

- Created and implemented a new holistic case management philosophy for staff focused on meeting the needs of both parents and helping to remove barriers like unemployment, underemployment, domestic violence, and homelessness to move families toward self-sufficiency.
- Collected $187.2 million in child support payments for federal fiscal year 2017, a 1.8% increase from the prior year.
- Increased the amount of money collected through wage withholding to over $44 million, a 3% increase from the prior year.
- Collected $624,409 via MoneyGram and PayNearMe services, a 22.4% increase over last fiscal year.
- Answered 168,926 customer calls in the Call Center, of which 93.05% were resolved within the Call Center at first point of contact.
- Educated customers on availability and use of TouchPay kiosks located in each branch office as a payment option; customers used these kiosks to make over 9,000 payments totaling $1.7 million.
- Achieved a program cost effectiveness of $4.63 in support collected for every $1.00 spent on program operations; the most cost-effective child support agency in the State of California.
- Assisted 3,235 customers through attendance at 106 outreach events and activities.
- Expanded services for customers by partnering with the County Library to host “DCSS in Your Community” offering after hours services at various locations throughout the County.
- Implemented the Procedural Justice Informed Alternatives to Contempt (PJAC) 5-year grant after a year in development to assist parents in overcoming barriers encountered in paying child support.
- Partnered with the Family Law Facilitator’s Office and have assisted 313 customers with their child support legal issues at the Loma Linda, Ontario and Victorville Child Support branches.
- Received National Association of Counties (NACO) awards for the Bridges to Employment Program and License Release Project. Both programs assist parents towards self-sufficiency and consistent child support payments for their children and families.
- Received the Western Interstate Child Support Enforcement Association award for Program Awareness for enhancing Program Awareness through social and radio media as well as educating our local partners.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure NEW	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 Target
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Number of Customers Contacted Through Outreach and Engagement.	N/A	N/A	N/A	3,500
STRATEGY	Expand attendance at Community Resource Fairs, County sponsored events, Parolee Re-entry meetings, and various Community Events.					
STRATEGY	Continue our collaboration with Workforce Development by attending Rapid Response events and assisting employees of companies that are downsizing by providing information on our services.					
STRATEGY	Expand services into the community beyond the traditional storefront and to be available at more convenient times for the families we serve. The Department will begin by providing services at County libraries in Fontana and Hesperia during early evening hours.					
STRATEGY	Increase availability to customers in remote areas of the County by using webcams located in Transitional Assistance Department offices.					

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure NEW	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 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.**	Average days from Establishment of a Child Support Order to First Payment.	N/A	N/A	N/A	50 days
STRATEGY	Dedicated Early Engagement caseworkers will focus on immediately engaging parents and employers upon the establishment of an order. This will include contacting the parents to discuss the court order, arrange for first payment, and next steps; contacting employers to send the Income Withholding Order and answer any questions about the process to begin receiving payments faster.					
STRATEGY	Continue our collaboration with Workforce Development by attending Rapid Response events and assisting employees of companies that are downsizing by providing information on our services.					
STRATEGY	Expand services into the community beyond the traditional storefront and to be available at more convenient times for the families we serve. The Department will begin by providing services at County libraries in Fontana and Hesperia during early evening hours.					
STRATEGY	Increase availability to customers in remote areas of the County by using webcams located in Transitional Assistance Department offices.					

DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure NEW	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 Target
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Total amount of child support collected and distributed.	N/A	N/A	N/A	$197,000,000
STRATEGY	Conduct a review of internal business processes, practices and policies to identify efficiencies to reduce the amount of time from case opening, to establishment of a child support order, to receipt of first payment.					
STRATEGY	Enhance our relationships with employers by initiating contact within 10 days of establishment of the child support order, resulting in reduced time in receiving the first payment through income withholding, and increasing the amount of payments received.					
STRATEGY	Provide early intervention on cases where payments have declined by partnering with the parents and assisting them with strategies to get their cases back on-track.					
STRATEGY	Continue our collaboration with Workforce Development in assisting unemployed and underemployed customers with job services so they can meet their child support obligations.					

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 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.	$4.67	$4.50	$4.75	$4.75
STRATEGY	Implement efficiencies in department processes in order to increase collections and improve cost effectiveness.					
STRATEGY	Partner with programs in the county and community to assist parents in removing barriers to paying child support, thus increasing collections.					

Child Support Services

DESCRIPTION OF MAJOR SERVICES

The Department of Child Support Services (DCSS) promotes family self-sufficiency by partnering with parents and the community to deliver reliable child support services. These services are offered throughout San Bernardino County with offices located in the high desert, west end, and the greater San Bernardino area.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$40,876,745
Total Sources (Incl. Reimb.)	$40,876,745
Net County Cost	$0
Total Staff	399
Funded by Net County Cost	0%

DCSS is dedicated to administering the program to ensure that the needs of the families are first and foremost. DCSS works collaboratively with parents to remove barriers to child support and assist in directing parents to services in the community. DCSS identifies partners who can help families with job training and skills, domestic violence resources, legal assistance and more. DCSS identifies collaborative opportunities to serve shared customers with other county programs and community based organizations.

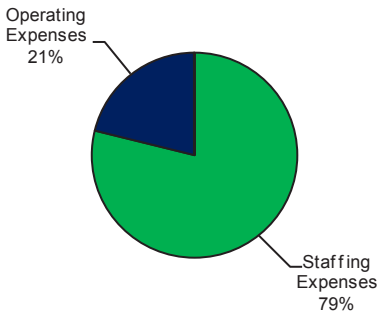
The services provided by DCSS include the following:

- Establishing court orders for parentage, child and medical support, and health insurance.
- Enforcing court orders for child, family, spousal, medical support and health insurance.
- Collecting and distributing support payments.
- Maintaining records of payments made and balances due.
- Modifying court orders when there is a change in circumstances.

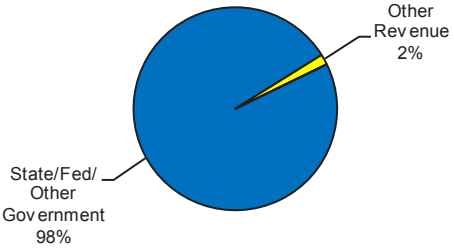
DCSS' brand, "Champion of Children" emphasizes making a positive difference in the lives of families.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



HUMAN SERVICES

ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Child Support Services
FUND: General

BUDGET UNIT: 452 1000
FUNCTION: Public Protection
ACTIVITY: Judicial

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	30,908,461	32,003,034	32,028,884	32,035,047	31,785,910	32,232,265	**197,218**
Operating Expenses	7,633,948	7,911,945	7,719,814	8,288,856	7,723,630	8,606,070	**317,214**
Capital Expenditures	0	5,752	362,639	229,956	228,695	38,410	**(191,546)**
Total Exp Authority	38,542,409	39,920,731	40,111,337	40,553,859	39,738,235	40,876,745	**322,886**
Reimbursements	(886)	(547)	0	0	0	0	**0**
Total Appropriation	38,541,523	39,920,184	40,111,337	40,553,859	39,738,235	40,876,745	**322,886**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	38,541,523	39,920,184	40,111,337	40,553,859	39,738,235	40,876,745	**322,886**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	38,905,341	39,889,120	40,013,523	40,188,859	39,667,025	40,194,745	**5,886**
Fee/Rate	0	1	0	0	0	0	**0**
Other Revenue	(380,387)	30,592	97,814	365,000	71,210	682,000	**317,000**
Total Revenue	38,524,954	39,919,713	40,111,337	40,553,859	39,738,235	40,876,745	**322,886**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	38,524,954	39,919,713	40,111,337	40,553,859	39,738,235	40,876,745	**322,886**
Net County Cost	16,569	471	0	0	(0)	0	**0**
Budgeted Staffing*	431	428	425	415	415	399	**(16)**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Staffing Expenses of $32.2 million fund 399 budgeted regular positions. Operating Expenses of $8.6 million include COWCAP, professional service contracts, utilities, telephone services, leases, insurance, and other operating costs. Capital Expenditures of $38,410 include purchases of technical equipment.

Sources of $40.9 million primarily represent the state and federal allocation to fund child support operations. DCSS has no Net County Cost.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $322,886 primarily due to increased Operating Expenses for COWCAP, leasing office space, and information technology costs. Negotiated salary increases require the department to reduce budgeted staffing by a net of 16 positions, which are currently vacant. Service levels will not be affected.

Sources are increasing by $322,886 primarily due to an increase of $100,000 from Human Services recoupment funds which will enable the department to earn an additional $200,000 in federal sources.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Director	1	0	0	0	1	0	1
Administrative Support Staff	1	0	0	0	1	0	1
Assistant Director	3	0	0	0	3	0	3
Child Support Enforcement	161	0	-6	-28	127	0	127
Technical & Administrative Services	57	1	-2	0	56	0	56
Legal Services & Special Enforcement	37	0	0	32	69	0	69
Child Support Establishment	139	0	-6	-8	125	0	125
Program / Staff Development & Ombudsman	16	0	-3	4	17	0	17
Total	415	1	-17	0	399	0	399

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $32.2 million fund 399 budgeted regular positions. Staffing changes include the addition of 1 Administrative Manager and the deletion of 10 Child Support Officer I positions, 1 Child Support Operations Manager position, 1 Program Specialist II position, 1 Supervising Office Assistant position, and 4 Supervising Child Support Officer positions, all of which are vacant.

With limited increases in state and federal sources, the deletion of 17 positions is necessitated by negotiated salary increases and other operational cost increases. The reduction in staffing will require redistribution of workload among existing staff. The budget includes a net decrease of 16 positions (addition of 1, deletion of 17).

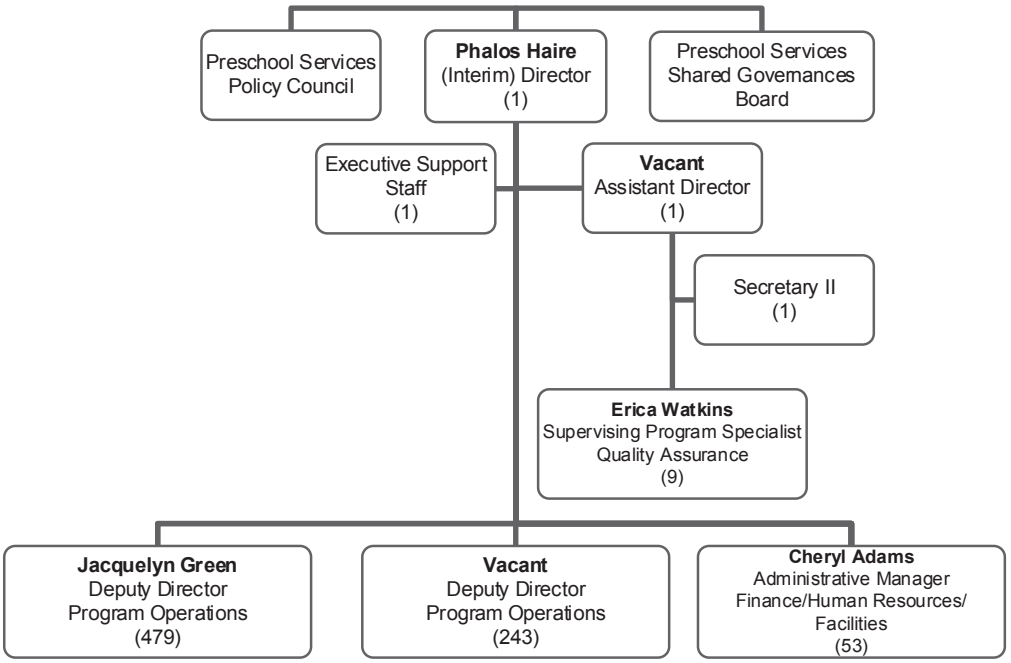
PRESCHOOL SERVICES
Phalos Haire



DEPARTMENT MISSION STATEMENT

Preschool Services improves the well-being of children, empowers families, and strengthens communities.

ORGANIZATIONAL CHART



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Special Revenue Funds						
Preschool Services (Fund 2220-2221)	56,703,384	58,260,490		(1,557,106)		788
Total Special Revenue Funds	56,703,384	58,260,490	0	(1,557,106)	0	788
Total - All Funds	56,703,384	58,260,490	0	(1,557,106)	0	788

2017-18 MAJOR ACCOMPLISHMENTS

- Completed two federal monitoring events that evaluated multiple areas of program compliance.
- Held the first commencement for parents of enrolled children who graduated from the newly established Online High School Diploma Program.
- Trained 66 Head Start parents as food service workers, custodians, clerks, and teacher aides through the Apprenticeship Program.
- Provided 6,952 hours of direct mental health services to Head Start families through the Prevention and Early Intervention (PEI) grant.
- Established new partnership with the Chance Project to meet the needs of homeless families with young children.
- Increased Classroom Assessment and Scoring System (CLASS) score in the Instructional Support Domain by 29%. CLASS is a tool that measures interactions between children and teachers.
- Completed the implementation of the Footsteps2Brilliance application – over 1.7 Million words read.
- Improved the Literacy measure for "Letter and Word Knowledge" scores of children based on the Desired Results Developmental Profile (DRDP) by 81% since the beginning of the year for children ages 3-5 attending school year round.
- Improved the qualifications for 10 Family Child Care providers for the Early Head Start – Child Care Partnership (EHS-CCP) program in the area of Health and Safety practices.
- Increased 15 EHS CCP provider scores in Environmental Rating Scales assessment.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPLEMENT THE COUNTYWIDE VISION		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 Target
OBJECTIVE	**Continue to promote the Countywide Vision and support the Element Groups.**	Percentage of children scoring below Building Level in literacy skills on the 1st assessment who subsequently meet the standard by the end of the program year, utilizing the Desired Results Developmental Profile (DRDP) 2015 assessment tool.	N/A	50%	97%	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 children ages 3 – 5 scoring below Building Level in Literacy skills on the first quarter's assessment, and reduce this count 50% by June 30, 2019 (the end of the program year).					

DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: IMPLEMENT THE COUNTYWIDE VISION		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 Target
OBJECTIVE	**Continue to promote the Countywide Vision and support the Element Groups.**	Percentage of children achieving below Exploring Level in social emotional skills on the 1st assessment who subsequently meet the standard by the end of the program year, utilizing the Desired Results Developmental Profile (DRDP) 2015 assessment tool.	N/A	25%	68%	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 scoring below Exploring Level in social emotional skills on the first quarter's assessment, and reduce this count 25% by June 30, 2019 (the end of the program year).					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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.	408	350	405	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**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Percentage of children identified at the beginning of the year as obese or overweight whose BMI is reduced.	75%	60%	72%	70%
STRATEGY	Identify obese and/or overweight children ages 2-5 years in an effort to promote a healthy lifestyle.					
STRATEGY	Promote nutrition education programs for parents at each school site.					
STRATEGY	Ensure that children receive both nutrition curriculum and physical activity daily within the classroom schedule.					
STRATEGY	Decrease the number of children who are identified as obese or overweight based on the first assessment, from the higher level of Body Mass Index (BMI) classification. This will be compared to the next lower level by children's height and weight based on the next assessment.					

Preschool Services

DESCRIPTION OF MAJOR SERVICES

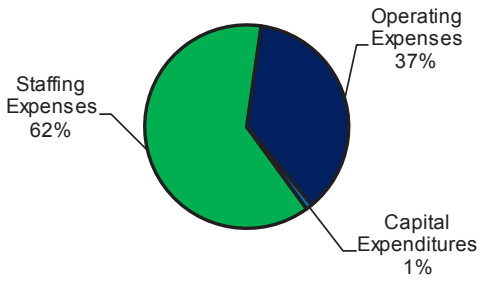
The Preschool Services Department (PSD) administers the Federal Head Start, Early Head Start, and Early Head Start – Child Care Partnership federal programs, the California Department of Education State Preschool program, as well as the Child and Adult Care Food Program at 71 locations throughout San 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.)	$57,524,384
Total Sources (Incl. Reimb.)	$59,081,490
Use of/ (Contribution to) Fund Balance	($1,557,106)
Total Staff	788

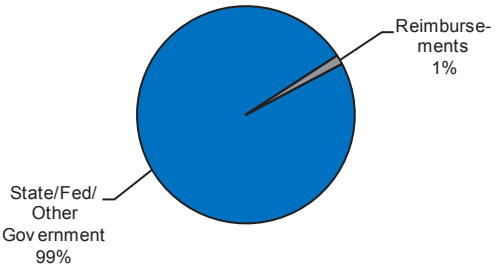
PSD serves approximately 6,000 low income and disadvantaged families with children from birth to five years of age and pregnant women. PSD's priority population includes children in foster care, those who are homeless, and children with special needs and/or disabilities. In addition, PSD's programs offer 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.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Preschool Services
FUND: Preschool Services

BUDGET UNIT: 591 2220, 591 2221
FUNCTION: Public Assistance
ACTIVITY: Other Assistance

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	27,059,176	27,764,155	29,930,940	34,061,956	32,164,215	35,646,024	**1,584,068**
Operating Expenses	21,809,021	23,227,540	22,962,254	25,533,096	24,323,868	21,036,200	**(4,496,896)**
Capital Expenditures	252,533	443,272	739,946	865,661	618,309	564,160	**(301,501)**
Total Exp Authority	49,120,730	51,434,967	53,633,140	60,460,713	57,106,392	57,246,384	**(3,214,329)**
Reimbursements	(771,715)	(749,436)	(710,697)	(821,000)	(721,712)	(821,000)	**0**
Total Appropriation	48,349,015	50,685,531	52,922,443	59,639,713	56,384,680	56,425,384	**(3,214,329)**
Operating Transfers Out	2,051,429	139,303	297,803	5,256,554	1,430,755	278,000	**(4,978,554)**
Total Requirements	50,400,444	50,824,834	53,220,246	64,896,267	57,815,435	56,703,384	**(8,192,883)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	49,263,924	49,407,459	53,292,032	65,195,557	56,372,708	58,254,490	**(6,941,067)**
Fee/Rate	15,123	19,287	15,385	0	698	0	**0**
Other Revenue	165,987	31,190	88,927	6,000	94,515	6,000	**0**
Total Revenue	49,445,034	49,457,936	53,396,344	65,201,557	56,467,921	58,260,490	**(6,941,067)**
Operating Transfers In	2,448	964,650	0	0	0	0	**0**
Total Financing Sources	49,447,482	50,422,586	53,396,344	65,201,557	56,467,921	58,260,490	**(6,941,067)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	952,962	402,248	(176,098)	(305,290)	1,347,514	(1,557,106)	**(1,251,816)**
Available Reserves				0		0	**0**
Total Fund Balance				(305,290)		(1,557,106)	**(1,251,816)**
Budgeted Staffing*	707	700	707	843	843	788	**(55)**

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

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Major expenditures include Staffing Expenses of $35.6 million to fund 788 budgeted positions that administer preschool program services. Operating Expenses of $21.0 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 $564,160 fund the purchase of playground flooring and fencing for Head Start and Early Head Start sites. Additionally, Capital Expenditures also include seven 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 $58.3 million are primarily from the federal and state governments.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $8.2 million due to the following factors; these decreases will not impact the level of services provided to enrolled children and their families:

- Requirements for Operating Expenses are decreasing by $4.5 million primarily driven by the elimination of one-time expenses for the Quality Rating and Improvement System (QRIS), reduction of the number of one-time projects for Extended Duration services, and decreases in ongoing costs for COWCAP, transportation, Delegate Agency contracts, classroom supplies, maintenance, and temporary help.

- Requirements for Operating Transfers Out are decreasing by $5.0 million primarily due to a one-time allocation awarded in 2017-18 to fund the purchase of a Head Start facility in Barstow, the purchase of a modular building for the Rancho Cucamonga facility, and expenditures to extend the duration of Head Start services for enrolled children and their families. The extended duration funds were allocated to renovate the Redlands Sun facility and add two modular buildings each at the Ontario Maple and Whitney Young facilities.

- The above-noted decreases in Requirements are partially offset by a $1.6 million increase in Requirements for Staffing Expenses primarily due to negotiated salary increases for contract employees.

Sources are decreasing by $6.9 million primarily due to two factors: (1) a reduction in the QRIS budgeted funding; and (2) budgeting for a lower Child and Adult Care Food Program (CACFP) reimbursement which is expected due to the delay in the start of Extended Duration services at some Head Start locations.

ANALYSIS OF FUND BALANCE

The 2018-19 Contribution to Fund Balance of $1,557,106 will eliminate the department's negative Total Fund Balance. This negative fund balance reflects 2017-18 obligations that will be reimbursed in 2018-19.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Executive Unit	4	0	0	0	4	0	4
Operations	774	23	-78	3	722	702	20
Administration	56	1	-1	-3	53	0	53
Quality Assurance	9	0	0	0	9	0	9
Total	843	24	-79	0	788	702	86

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $35.6 million fund 788 budgeted positions, of which 86 are regular positions and 702 are limited term positions. The budget includes a net decrease of 56 vacant limited term positions and an increase of 1 regular position.

Additions

- 16 Contract Teacher II 12-months
- 6 Contract Teacher Aide II 12-months
- 1 Contract Site Supervisor I 9-months
- 1 Automated System Analyst I

The addition of 1 regular Automated Systems Analyst I position will address the increase in workload for the Information Technology area and ensure compliance with Head Start Program Performance Standards.

Deletions

- 29 Contract Program Generalist 9-months
- 1 Contract Storekeeper 9-months
- 1 Contract Food Service Worker 12-months
- 4 Contract Center Clerk 9-months
- 2 Contract Custodian 12-months
- 4 Contract Custodian 9-months
- 16 Contract Teacher Aide II 9-months
- 20 Contract Teacher II 9-months
- 2 Contract Site Supervisor II 12-months

The net decrease of 56 limited term positions (addition of 23, deletion of 79) is primarily due to the 2017-18 transition from 9-month to 12-month operations at various locations. During 2017-18, it was necessary to have both 9 month and 12 month positions as the timing of contract changes was staggered throughout the program year. All deleted positions are now vacant.

Reorganization (3)

- 3 Contract Clerk 12-months reorganized/moved from Administration to Operations.

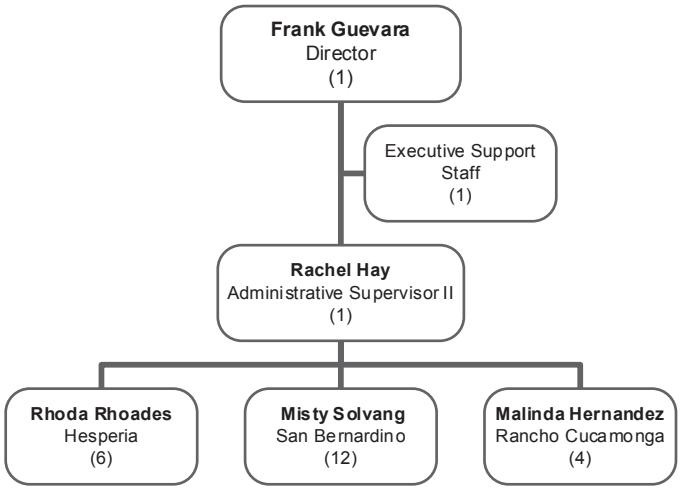
VETERANS AFFAIRS
Frank Guevara

DEPARTMENT MISSION STATEMENT



To serve veterans and their families and ensure they receive the benefits they have earned.

ORGANIZATIONAL CHART



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Veterans Affairs	2,668,169	645,000	2,023,169			25
Total General Fund	2,668,169	645,000	2,023,169	0	0	25
Total - All Funds	2,668,169	645,000	2,023,169	0	0	25

2017-18 MAJOR ACCOMPLISHMENTS

- Produced $45.1 million in new federal benefits for County residents. This level of new federal benefits exceeds that generated by all other counties in California.
- Continued prison outreach program, expanding to 14 institutions. This program enables incarcerated veterans to pursue benefits, allowing for resources and a potential source of income upon release from incarceration.
- Increased staffing by an additional four Veterans Service Officers, thus continuing the reduction in department wait times and enhancing customer service.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 Target
OBJECTIVE	**Work with Federal, State and regional governments and organizations, to ensure San Bernardino County receives its fair share of resources.**	Percentage of VSO staff maintaining federal accreditation.	100%	100%	100%	100%
STRATEGY	Maintain federal accreditation and maximize staff knowledge of federal benefits and services by ensuring Veterans Service Officers (VSO) meet the federal mandate for completion of 15 hours of continuing education per year					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of pending Veterans Affairs caseload with claim reviews less than 90 days past due.	100%	80%	100%	100%
STRATEGY	Ensure efficient case management and resolution of claims.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure** **NEW**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of customers who wait less than an hour to see a Veterans Service Officer.	N/A	N/A	N/A	90%
STRATEGY	Ensure department customers are seen in a timely manner					

Veterans Affairs

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$2,668,169
Total Sources (Incl. Reimb.)	$645,000
Net County Cost	$2,023,169
Total Staff	25
Funded by Net County Cost	76%

According to the Secretary of the United States Department of Veterans Affairs (USDVA), approximately one out of every three people in the United States is a potential Veterans Affairs beneficiary. The County Department of Veterans Affairs (VA) provides claims assistance, information and referral, advocacy, and outreach to County residents. The benefits include medical care, life insurance, home loans, pension benefits, disability compensation, education, and vocational rehabilitation. County VA employees are often the initial contact with the USDVA system for veterans and recently discharged military personnel in our community.

Services to the veteran's community are concentrated in the following areas:

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

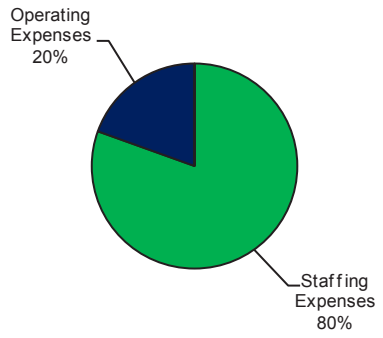
Information and Referral
Make referrals to other County departments, homeless and emergency service providers, as well as state and federal agencies.

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.

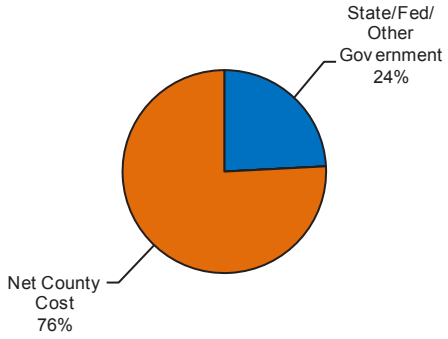
Outreach
Conduct outreach to retirement homes, mortuaries, schools, job fairs, military separation programs, local prisons, and service organizations such as the American Legion, Disabled American Veterans, Veterans of Foreign Wars, Elks, Rotary, Knights of Columbus, and Optimists for the express purpose of informing the community of veterans' benefits and services.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: Veterans Affairs
FUND: General

BUDGET UNIT: 540 1000
FUNCTION: Public Assistance
ACTIVITY: Veteran's Services

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	1,479,659	1,426,982	1,667,606	2,038,264	1,708,633	2,147,748	**109,484**
Operating Expenses	464,833	487,920	452,005	455,234	373,108	520,421	**65,187**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	1,944,492	1,914,902	2,119,611	2,493,498	2,081,741	2,668,169	**174,671**
Reimbursements	0	0	(1,000)	0	0	0	**0**
Total Appropriation	1,944,492	1,914,902	2,118,611	2,493,498	2,081,741	2,668,169	**174,671**
Operating Transfers Out	0	0	0	19,000	0	0	**(19,000)**
Total Requirements	1,944,492	1,914,902	2,118,611	2,512,498	2,081,741	2,668,169	**155,671**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	866,892	538,805	635,858	602,000	662,647	645,000	**43,000**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	4,957	79	839	0	40	0	**0**
Total Revenue	871,849	538,884	636,697	602,000	662,687	645,000	**43,000**
Operating Transfers In	0	0	492	0	0	0	**0**
Total Financing Sources	871,849	538,884	637,189	602,000	662,687	645,000	**43,000**
Net County Cost	1,072,643	1,376,018	1,481,423	1,910,498	1,419,054	2,023,169	**112,671**
Budgeted Staffing*	22	26	23	25	25	25	**0**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Staffing Expenses of $2.1 million fund 25 budgeted regular positions. Operating Expenses of $520,421 consist primarily of facilities management, interdepartmental transfers, COWCAP, general office supplies, printing, mailing, and outreach supplies.

Sources of $645,000 consist of state Subvention funding, Medi-Cal Cost Avoidance Program revenue, and the state Veterans Service Office fund.

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing Expenses are increasing by $109,484 due to an increase in retirement costs and negotiated salary increases. Operating Expenses are increasing primarily due to the addition of a break room at the Rancho Cucamonga Office.

Sources are increasing by $43,000 due to an increase in state Subvention funding.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Administration	3	0	0	0	3	0	3
Veterans Services	22	0	0	0	22	0	22
Total	25	0	0	0	25	0	25

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $2.1 million fund 25 budgeted regular positions. There are no staffing changes associated with this budget unit.

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SAN BERNARDINO COUNTY

LAW & 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	643,293	0	643,293	0
INDIGENT DEFENSE PROGRAM	373	10,581,033	0	10,581,033	0
COURT FACILITIES/JUDICIAL BENEFITS	375	958,202	0	958,202	0
COURT FACILITIES PAYMENTS	377	2,676,349	0	2,676,349	0
TRIAL COURT FUNDING - MAINTENANCE OF EFFORT	380	23,974,453	10,701,500	13,272,953	0
DISTRICT ATTORNEY	388				
CRIMINAL PROSECUTION	390	81,910,950	44,980,956	36,929,994	567
LAW AND JUSTICE GROUP ADMINISTRATION	398				
LAW AND JUSTICE GROUP ADMINISTRATION	400	178,313	178,313	0	2
PROBATION	406				
ADMINISTRATION, CORRECTIONS AND DETENTION	409	173,828,583	88,829,955	84,998,628	1,293
JUVENILE JUSTICE GRANT PROGRAM	413	0	0	0	49
PUBLIC DEFENDER	419	42,844,002	4,811,552	38,032,450	272
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	424				
SHERIFF/CORONER/PUBLIC ADMINISTRATOR	427	274,213,193	183,854,630	90,358,563	1,873
SHERIFF - DETENTIONS	430	241,135,201	85,365,084	155,770,117	1,472
SHERIFF - LAW ENFORCEMENT CONTRACTS	433	161,505,526	161,505,526	0	595
TOTAL GENERAL FUND		1,014,449,098	580,227,516	434,221,582	6,123

SPECIAL REVENUE FUND	Page #	Requirements	Sources	Use of (Contribution to) Fund Balance	Staffing
COUNTY TRIAL COURTS					
COURTHOUSE SEISMIC SURCHARGE	382	1,932,931	1,932,806	125	0
ALTERNATE DISPUTE RESOLUTION	384	360,000	360,200	(200)	0
REGISTRATION FEES	386	0	4,000	(4,000)	0
DISTRICT ATTORNEY					
SPECIAL REVENUE FUNDS - CONSOLIDATED	393	9,240,169	8,038,848	1,201,321	0
LAW AND JUSTICE GROUP ADMINISTRATION:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	403	1,112,123	611,642	500,481	0
PROBATION:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	416	14,620,553	13,695,362	925,191	0
SHERIFF/CORONER/PUBLIC ADMINISTRATOR:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	436	22,392,090	11,941,949	10,450,141	0
TOTAL SPECIAL REVENUE FUNDS		49,657,866	36,584,807	13,073,059	0

COUNTY TRIAL COURTS

2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	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	643,293	0	643,293			0
Indigent Defense	10,581,033	0	10,581,033			0
Court Facilities/Judicial Benefits	958,202	0	958,202			0
Court Facilities Payments	2,676,349	0	2,676,349			0
Trial Court Funding - Maintenance of Effort	23,974,453	10,701,500	13,272,953			0
Total General Fund	38,833,330	10,701,500	28,131,830	0	0	0
Special Revenue Funds						
Courthouse Seismic Surcharge	1,932,931	1,932,806		125		0
Alternate Dispute Resolution	360,000	360,200		(200)		0
Registration Fees	0	4,000		(4,000)		0
Total Special Revenue Funds	2,292,931	2,297,006	0	(4,075)	0	0
Total - All Funds	41,126,261	12,998,506	28,131,830	(4,075)	0	0

Drug Court Programs

DESCRIPTION OF MAJOR SERVICES

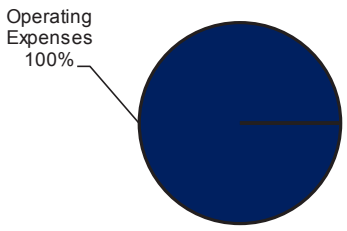
This budget unit accounts for administrative support and treatment costs for Drug Court Programs. Funding for these programs is provided by grant revenues and reimbursements from certain County departments. This budget unit funds one Treatment Coordinator and one Senior Account Clerk budgeted within the Superior Court.

Budget at a Glance

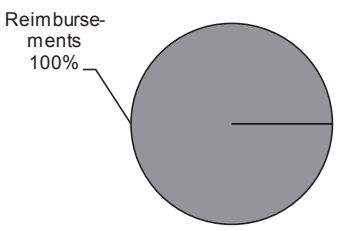
Total Requirements (Excl. Reimb.)	$181,168
Total Sources (Incl. Reimb.)	$181,168
Net County Cost	$0
Total Staff	0
Funded by Net County Cost	0%

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

BUDGET UNIT: 123 1000
FUNCTION: Public Protection
ACTIVITY: Judicial

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	202,372	181,168	181,168	181,168	163,463	181,168	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	202,372	181,168	181,168	181,168	163,463	181,168	**0**
Reimbursements	(181,168)	(181,168)	(181,168)	(181,168)	(157,146)	(181,168)	**0**
Total Appropriation	21,204	0	0	0	6,317	0	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	21,204	0	0	0	6,317	0	**0**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	11,843	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	11,843	0	0	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	11,843	0	0	0	0	0	**0**
Net County Cost	9,361	0	0	0	6,317	0	**0**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 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 to the Superior Court to fund two budgeted positions. Reimbursements of $181,168 represent payments from the 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

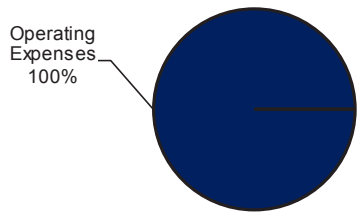
The San Bernardino County Grand Jury is appointed annually by the Superior Court. Its responsibilities include investigating local government, examining instances of public office crime and corruption, and returning indictments in certain criminal cases brought before it by the District Attorney's Office. Funding in this budget unit covers members' stipends, office supplies, administrative staff, and other support costs. This budget unit funds one Grand Jury Assistant position budgeted within the Superior Court.

Budget at a Glance

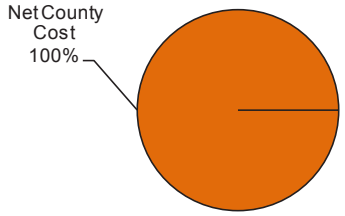
Total Requirements (Excl. Reimb.)	$643,293
Total Sources (Incl. Reimb.)	$0
Net County Cost	$643,293
Total Staff	0
Funded by Net County Cost	100%

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: Grand Jury
FUND: General

BUDGET UNIT: 124 1000
FUNCTION: Public Protection
ACTIVITY: Judicial

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	301,050	344,743	381,579	619,567	479,727	643,293	**23,726**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	301,050	344,743	381,579	619,567	479,727	643,293	**23,726**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	301,050	344,743	381,579	619,567	479,727	643,293	**23,726**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	301,050	344,743	381,579	619,567	479,727	643,293	**23,726**
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	301,050	344,743	381,579	619,567	479,727	643,293	**23,726**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Operating Expenses include transfers of $96,894 to the Superior Court to fund a Grand Jury Assistant position and juror fees of $244,669. The balance of Requirements is primarily for information system, facility, and administrative costs.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements have increased by $23,726 primarily due to an increase in the juror fee rate and increased information technology cost for website design and other technical support to the Grand Jurors.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Indigent Defense

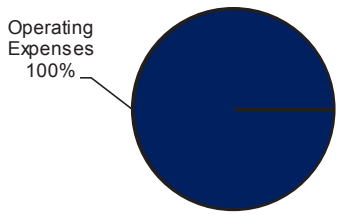
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$10,581,033
Total Sources (Incl. Reimb.)	$0
Net County Cost	$10,581,033
Total Staff	0
Funded by Net County Cost	100%

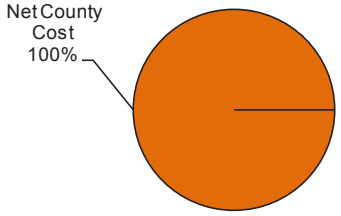
The Indigent Defense Program provides for representation services appointed by the Superior Court for indigent defendants in criminal and juvenile delinquency proceedings that the Public Defender is unable to represent, and for conservatorship, guardianship, probate, family law other than Family Code § 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 and Administration 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 the cost for secretarial support in the Finance and Administration budget.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: Indigent Defense Program
FUND: General

BUDGET UNIT: 125 1000
FUNCTION: Public Protection
ACTIVITY: Judicial

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	9,736,915	10,083,393	9,778,522	9,659,342	9,259,741	10,581,033	**921,691**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	9,736,915	10,083,393	9,778,522	9,659,342	9,259,741	10,581,033	**921,691**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	9,736,915	10,083,393	9,778,522	9,659,342	9,259,741	10,581,033	**921,691**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	9,736,915	10,083,393	9,778,522	9,659,342	9,259,741	10,581,033	**921,691**
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	58,803	62,911	47,831	32,000	23,423	0	**(32,000)**
Other Revenue	0	0	52,177	0	7,422	0	**0**
Total Revenue	58,803	62,911	100,008	32,000	30,845	0	**(32,000)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	58,803	62,911	100,008	32,000	30,845	0	**(32,000)**
Net County Cost	9,678,112	10,020,482	9,678,514	9,627,342	9,228,896	10,581,033	**953,691**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Operating Expenses of $10.6 million include contracted and *ad hoc* (non-contracted) court-appointed legal representation services for indigent defendants in criminal and juvenile delinquency cases, and for other cases requiring court-appointed representation services including conservatorship, guardianship, probate, mental health, 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 position for program administration services and part-time secretarial support is included in the budget as a transfer to the Finance and Administration budget unit.

BUDGET CHANGES AND OPERATIONAL IMPACT

The increase in Requirements of $921,691 is due to a $935,742 decrease in Requirements in the 2017-18 Final Budget. This 2017-18 one-time decrease reflects a transfer of Expenditure Authority to other County Trial Courts budget units.

Sources are decreasing by $32,000 as Fee/Rate revenue from receipt of client payments for appointed juvenile delinquency representation services is eliminated starting 2018-19 due to implementation of SB190 (Mitchell).

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.

Court Facilities/Judicial Benefits

DESCRIPTION OF MAJOR SERVICES

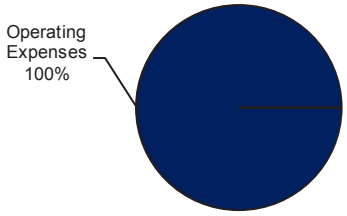
This budget unit annually appropriates an amount that the County provides in supplemental benefits for Superior Court judges appointed before January 1, 2008. These benefits include automobile, security and education allowances. This budget unit also continues to appropriate funds for property insurance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

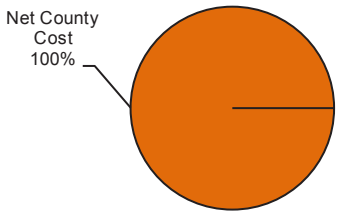
Total Requirements (Excl. Reimb.)	$958,202
Total Sources (Incl. Reimb.)	$0
Net County Cost	$958,202
Total Staff	0
Funded by Net County Cost	100%

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

BUDGET UNIT: 122 1000
FUNCTION: Public Protection
ACTIVITY: Judicial

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	1,070,413	960,522	655,754	1,084,425	1,084,424	958,202	**(126,223)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	1,070,413	960,522	655,754	1,084,425	1,084,424	958,202	**(126,223)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	1,070,413	960,522	655,754	1,084,425	1,084,424	958,202	**(126,223)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	1,070,413	960,522	655,754	1,084,425	1,084,424	958,202	**(126,223)**
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	1,070,413	960,522	655,754	1,084,425	1,084,424	958,202	**(126,223)**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Operating Expenses of $958,202 include payment of judicial benefits for 40 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 COWCAP costs and transfers to the Sheriff/Coroner/Public Administrator for security services at the Fontana Court.

BUDGET CHANGES AND OPERATIONAL IMPACT

The decrease in Requirements of $126,223 reflects a one-time increase to the 2017-18 Final Budget to correct an accounting error. This error incorrectly charged a 2016-17 payment for Judicial Benefits to 2017-18.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



Court Facilities Payments

DESCRIPTION OF MAJOR SERVICES

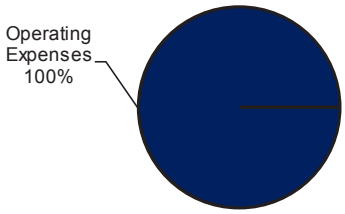
The Trial Court Facilities Act of 2002, SB 1732, requires the transfer of responsibility for funding and operations of trial court facilities from the counties to the State of California. The County must pay the state the amount that the County historically expended for the operation and maintenance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

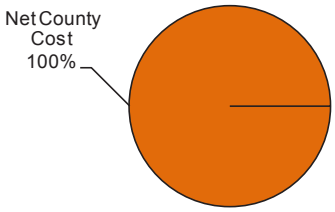
Total Requirements (Excl. Reimb.)	$958,202
Total Sources (Incl. Reimb.)	$0
Net County Cost	$958,202
Total Staff	0
Funded by Net County Cost	100%

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: County Trial Courts - Court Facilities Payments
FUND: General

BUDGET UNIT: 127 1000
FUNCTION: Public Protection
ACTIVITY: Judicial

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	2,674,628	2,675,105	2,674,628	2,676,349	2,674,628	2,676,349	0
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	2,674,628	2,675,105	2,674,628	2,676,349	2,674,628	2,676,349	0
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	2,674,628	2,675,105	2,674,628	2,676,349	2,674,628	2,676,349	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,674,628	2,675,105	2,674,628	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	2,674,628	2,675,105	2,674,628	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 2018-19 ADOPTED BUDGET

Requirements of $2.7 million represents payments to the state for operational and maintenance costs of the court facilities. The current facilities are detailed below:

Facility Name	Payment Amount
Barstow Courthouse	165,492
Big Bear Courthouse	25,584
Chino Courthouse	125,192
Fontana Courthouse	158,412
Fontana Jury Assembly	21,477
Joshua Tree Courthouse	67,664
Needles Clerk's Office and Courthouse	32,536
Rancho Cucamonga	834,964
Rancho Cucamonga Juvenile	29,204
San Bernardino Courthouse and Annex	812,480
San Bernardino Juvenile	7,752
Victorville Courthouse	224,980
Juvenile Traffic	19,078
Juvenile Delinquency Court	25,616
Court Executive Office (Old Hall of Records)	44,700
Appellate & Appeals (Old Law Library)	15,476
Redlands Courthouse	53,704
Twin Peaks	12,038
Total	**2,676,349**

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no budget changes in 2018-19.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Trial Court Funding Maintenance of Effort

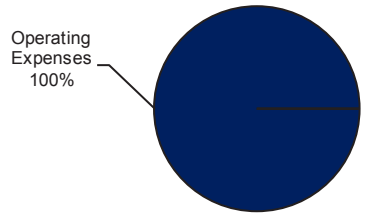
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$23,974,453
Total Sources (Incl. Reimb.)	$10,701,500
Net County Cost	$13,272,953
Total Staff	0
Funded by Net County Cost	55%

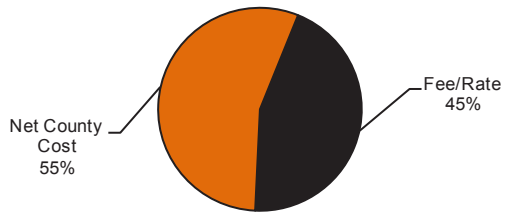
On January 1, 1998, AB 233, the Lockyer – Isenberg Trial Court Funding Act of 1997 went into effect in the State of California. This bill fundamentally changed how the trial courts are funded by transferring primary responsibility for funding the courts to the state, including sole responsibility for 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.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

BUDGET UNIT: 126 1000
FUNCTION: Public Protection
ACTIVITY: Judicial

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	25,422,520	24,046,262	23,974,638	25,031,757	24,260,896	23,974,453	**(1,057,304)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	25,422,520	24,046,262	23,974,638	25,031,757	24,260,896	23,974,453	**(1,057,304)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	25,422,520	24,046,262	23,974,638	25,031,757	24,260,896	23,974,453	**(1,057,304)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	25,422,520	24,046,262	23,974,638	25,031,757	24,260,896	23,974,453	**(1,057,304)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	14,255,821	10,890,186	10,612,628	12,226,316	11,453,369	10,701,500	**(1,524,816)**
Other Revenue	1,061	0	0	0	2,086	0	**0**
Total Revenue	14,256,881	10,890,186	10,612,628	12,226,316	11,455,455	10,701,500	**(1,524,816)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	14,256,881	10,890,186	10,612,628	12,226,316	11,455,455	10,701,500	**(1,524,816)**
Net County Cost	11,165,639	13,156,076	13,362,011	12,805,441	12,805,441	13,272,953	**467,512**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Operating Expenses of $24.0 million reflects the County's capped MOE payment and estimated revenue sharing to the state for court operations. Sources of $10.7 million include traffic and criminal fines, penalty assessments, vital statistics fees, civil filing fees, traffic school and recording fees.

BUDGET CHANGES AND OPERATIONAL IMPACT

On June 24, 2015, Governor Brown signed the Traffic Tickets/Infractions Amnesty Program into law. The program went into effect October 1, 2015, and remained in force until March 31, 2017. The program forgave unpaid traffic tickets due by January 1, 2013, in order to provide relief to qualified individuals who defaulted on a court-ordered obligation and may have had driving privileges suspended as a result. The amnesty resulted in a significant decline in revenue which, in turn, resulted in a significant increase to Net County Cost beginning in 2015-16. It was anticipated that there would be a corresponding increase in revenue in 2017-18 after amnesty expired. However, that rebound has not yet materialized. Requirements are decreasing by $1.1 million primarily reflecting a one-time adjustment to the 2017-18 budget to fund a higher than anticipated MOE payment to the state.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Courthouse Seismic Surcharge

DESCRIPTION OF MAJOR SERVICES

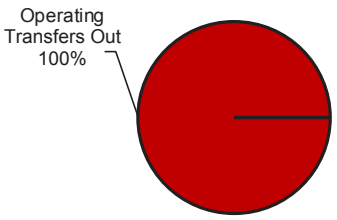
Funding for this budget unit comes from a $35 surcharge on civil filings as authorized by Government Code Section 70624. Surcharge revenues were used for the Central Courthouse seismic retrofit/remodel project, which was completed in January 2011. These revenues were also used to make contributions to the state for the new courthouse in downtown San Bernardino.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$1,932,931
Total Sources (Incl. Reimb.)	$1,932,806
Use of/ (Contribution to) Fund Balance	$125
Total Staff	0

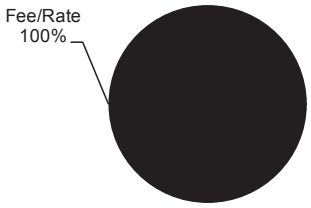
In June 2007 the County privately placed $18.4 million of revenue bonds for courthouse improvements. These bonds mature on June 1, 2037, and are payable solely from revenues generated by a $35 civil filing fee surcharge and related interest earnings. They are not an obligation of the County. The purchasers 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.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: County Trial Courts
FUND: Courthouse Seismic Surcharge

BUDGET UNIT: 110 2320
FUNCTION: General
ACTIVITY: Plant Acquisition

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 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	1,671,569	1,583,139	1,703,723	2,007,654	1,861,063	1,932,931	**(74,723)**
Total Requirements	1,671,569	1,583,139	1,703,723	2,007,654	1,861,063	1,932,931	**(74,723)**
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	1,671,396	1,582,910	1,703,369	2,007,377	1,860,466	1,932,258	**(75,119)**
Other Revenue	181	267	394	277	729	548	**271**
Total Revenue	1,671,577	1,583,177	1,703,763	2,007,654	1,861,195	1,932,806	**(74,848)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	1,671,577	1,583,177	1,703,763	2,007,654	1,861,195	1,932,806	**(74,848)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(8)	(38)	(40)	0	(132)	125	**125**
Available Reserves				125		132	**7**
Total Fund Balance				125		257	**132**
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 2018-19 ADOPTED BUDGET

Operating Transfers Out of $1.9 million reflect the amount of projected revenue and fund balance to be transferred to the bond trustee. Principal and interest payments on the bonds total $1.1 million for the fiscal year.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and Sources are decreasing, reflecting an anticipated decrease in surcharge revenue, and the transfer of this revenue to the bond trustee.

ANALYSIS OF FUND BALANCE

Revenues received for the surcharge placed on civil filings are transferred to the trustee on a monthly basis for payments on the bonds issued for the seismic retrofit of the courthouse. Any fund balance reflected at year-end is only a result of timing.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Alternate Dispute Resolution

DESCRIPTION OF MAJOR SERVICES

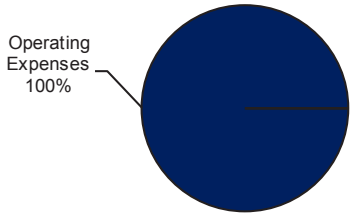
The Dispute Resolution Programs Act of 1986 ("DRPA") authorizes the local establishment and funding of dispute resolution programs as an alternative to more formal court proceedings. The County presently receives $8 per civil filing which funds contract alternate dispute resolution services for small 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.)	$360,200
Use of/ (Contribution to) Fund Balance	($200)
Total Staff	0

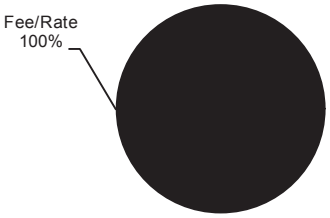
The special revenue fund was established January 1, 2005 to account for this program. The fund balance is reserved in the event revenues from the DRPA $8 civil filing fees decline to below the payment amount for the contracted alternate dispute resolution services.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: County Trial Courts
FUND: Alternate Dispute Resolution

BUDGET UNIT: 110 2724
FUNCTION: Public Protection
ACTIVITY: Judicial

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	476,667	360,000	360,000	360,000	360,000	360,000	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	476,667	360,000	360,000	360,000	360,000	360,000	**0**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	476,667	360,000	360,000	360,000	360,000	360,000	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	476,667	360,000	360,000	360,000	360,000	360,000	**0**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	53	0	8	0	48	0	**0**
Fee/Rate	382,620	375,922	407,205	360,000	440,948	360,000	**0**
Other Revenue	303	72	487	100	1,234	200	**100**
Total Revenue	382,976	375,994	407,700	360,100	442,230	360,200	**100**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	382,976	375,994	407,700	360,100	442,230	360,200	**100**
Fund Balance							
Use of / (Contribution to) Fund Balance**	93,691	(15,994)	(47,700)	(100)	(82,230)	(200)	**(100)**
Available Reserves				67,346		149,676	**82,330**
Total Fund Balance				67,246		149,476	**82,230**
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 2018-19 ADOPTED BUDGET

Operating Expenses of $360,000 represent costs related to contracted alternate dispute resolution services. Sources of $360,200 are primarily from the collection of the DRPA $8 civil filing fee.

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.

There is no significant change to Sources.

ANALYSIS OF FUND BALANCE

Fund Balance is reserved for future needs in the event revenues from the DRPA $8 civil filing fee decline to amounts below the cost of contracted alternate dispute resolution services.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Registration Fees

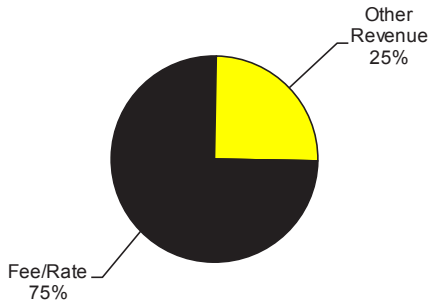
DESCRIPTION OF MAJOR SERVICES

This budget unit accounts for the "registration fee" that is collected from indigent defendants under Penal Code § 987.5 at the time appointed defense counsel is assigned. Effective July 1, 2010, the fee was increased from $25 to a maximum of $50 in accordance with California Senate Bill 676. The revenues from this fee are distributed at the discretion of the Board of Supervisors pursuant to Penal Code § 987.5 (e).

Budget at a Glance

Total Requirements (Excl. Reimb.)	$0
Total Sources (Incl. Reimb.)	$4,000
Use of/ (Contribution to) Fund Balance	($4,000)
Total Staff	0

2018-19 ADOPTED BUDGET

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

ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: County Trial Courts
FUND: Registration Fees

BUDGET UNIT: 125 2694
FUNCTION: Public Protection
ACTIVITY: Judicial

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 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	2,658	2,305	4,780	2,600	3,945	3,000	**400**
Other Revenue	648	1,125	2,551	600	2,514	1,000	**400**
Total Revenue	3,306	3,430	7,331	3,200	6,459	4,000	**800**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	3,306	3,430	7,331	3,200	6,459	4,000	**800**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(3,306)	(3,430)	(7,331)	(3,200)	(6,459)	(4,000)	**(800)**
Available Reserves				180,825		188,083	**7,258**
Total Fund Balance				177,625		184,083	**6,458**
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 2018-19 ADOPTED BUDGET

Sources of $4,000 are being set aside in Available Reserves for future allocation by the Board of Supervisors.

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no significant budget changes or operational impacts.

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.

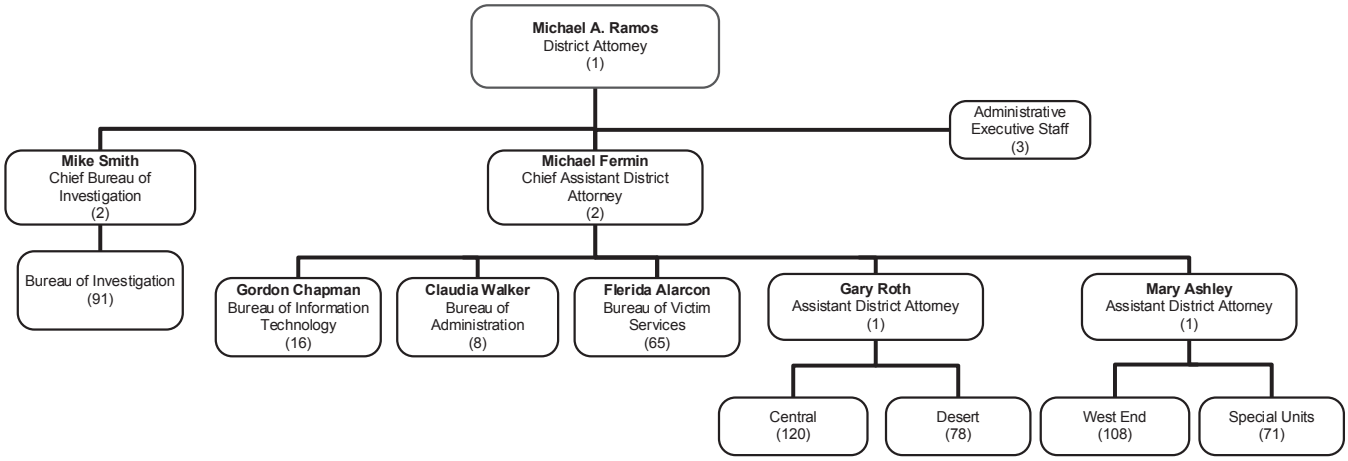
DISTRICT ATTORNEY
Michael A. Ramos

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



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Criminal Prosecution	81,910,950	44,980,956	36,929,994			567
Total General Fund	81,910,950	44,980,956	36,929,994	0	0	567
Special Revenue Funds						
Special Revenue Funds - Consolidated	9,240,169	8,038,848		1,201,321		0
Total Special Revenue Funds	9,240,169	8,038,848	0	1,201,321	0	0
Total - All Funds	91,151,119	53,019,804	36,929,994	1,201,321	0	567

2017-18 MAJOR ACCOMPLISHMENTS

- Developed and implemented a District Attorney based countywide crisis response team to work in conjunction with municipal, county, state, and federal agencies by providing trauma informed services to victims impacted by critical incidents of mass violence.
- Expanded investigative capacity into Cyber Crime and Computer Forensics through partnerships with other law enforcement agencies.
- Started Major Frauds Unit to investigate and prosecute large, complex fraud cases on a countywide basis.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 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.	3,773	5,475	4,772	5,500
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**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Number of victims served by the Department's Victim Advocates at the Children's Assessment Center.	1,587	1,875	1,473	1,900
STRATEGY	Minimize the impact of crime upon the lives of child victims by providing assistance at the Children's Assessment Center.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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%	93%	90%	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.)	$94,037,759
Total Sources (Incl. Reimb.)	$57,107,765
Net County Cost	$36,929,994
Total Staff	567
Funded by Net County Cost	39%

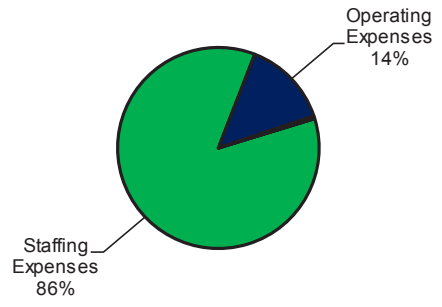
The District Attorney is the public prosecutor and has the mandated responsibility to prosecute crimes committed within the County of San Bernardino, including all city jurisdictions pursuant to the Government Code 26500. Additionally, the District Attorney's Office provides legal assistance for criminal 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 civic commitment petitions to keep Mentally Disordered Offenders and Sexually Violent Predators in locked facilities; employs civic proceedings in asset forfeiture matters to seek the proceeds of criminal activity; and utilizes civic 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.

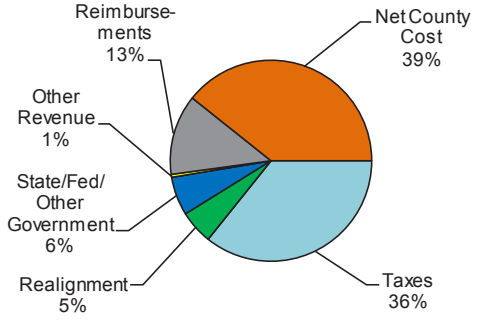
Finally, as the public prosecutor who handles all cases in the name of the People, the District Attorney has a responsibility to keep the citizens of this County informed through regular interaction with the media and the public.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: District Attorney
FUND: General

BUDGET UNIT: 450 1000
FUNCTION: Public Protection
ACTIVITY: Judicial

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	63,244,732	66,092,098	68,124,442	73,201,721	70,573,365	80,502,106	**7,300,385**
Operating Expenses	9,614,909	12,008,401	12,252,347	15,696,310	15,639,123	13,125,653	**(2,570,657)**
Capital Expenditures	0	84,583	85,175	432,200	320,554	335,000	**(97,200)**
Total Exp Authority	72,859,641	78,185,082	80,461,964	89,330,231	86,533,042	93,962,759	**4,632,528**
Reimbursements	(8,529,214)	(9,044,649)	(9,237,351)	(11,138,467)	(9,916,354)	(12,126,809)	**(988,342)**
Total Appropriation	64,330,427	69,140,433	71,224,613	78,191,764	76,616,688	81,835,950	**3,644,186**
Operating Transfers Out	465,238	489,242	1,924,281	1,245,000	1,227,083	75,000	**(1,170,000)**
Total Requirements	64,795,665	69,629,675	73,148,894	79,436,764	77,843,771	81,910,950	**2,474,186**
Sources							
Taxes	27,300,000	28,840,000	30,267,769	31,634,200	31,634,178	33,600,000	**1,965,800**
Realignment	3,618,924	3,910,518	4,517,516	4,709,479	4,709,479	5,085,074	**375,595**
State/Fed/Other Government	5,751,365	4,832,071	5,083,353	5,803,067	5,320,372	5,847,955	**44,888**
Fee/Rate	(177)	0	1,105	0	508	0	**0**
Other Revenue	464,425	448,467	428,854	441,341	449,501	447,927	**6,586**
Total Revenue	37,134,537	38,031,056	40,298,597	42,588,087	42,114,038	44,980,956	**2,392,869**
Operating Transfers In	0	0	21,114	0	0	0	**0**
Total Financing Sources	37,134,537	38,031,056	40,319,711	42,588,087	42,114,038	44,980,956	**2,392,869**
Net County Cost	27,661,128	31,598,619	32,829,183	36,848,677	35,729,733	36,929,994	**81,317**
Budgeted Staffing*	503	511	531	542	542	567	**25**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Requirements of $82.0 million include Staffing Expenses of $80.5 million and Operating Expenses of $13.1 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 $37.0 million.
- Proposition 172 sales tax revenue of $33.6 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 $5.1 million as part of the 2011 Public Safety Realignment.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $2.5 million primarily due to the following:

- $7.3 million increase in Staffing Expenses related to negotiated salary increases, retirement costs and a net increase of 25 positions.
- $2.6 million decrease in Operating Expenses, primarily due to the completion of Phase II of the case management enhancement project.
- $97,200 decrease in Capital Expenditures due to capital improvement projects being completed, less capitalized equipment needed and the fulfillment of one-time budget requests.
- $1.0 million increase in Reimbursements due to the expansion of the Let's End Truancy program.

Sources are increasing by $2.4 million primarily due to the following:

- $2.0 million increase in Proposition 172 sales tax revenue.
- $375,595 of additional Realignment funds.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Management	8	0	0	0	8	0	8
Bureau of Administration	8	0	0	0	8	0	8
Bureau of Victim Services	61	4	0	0	65	0	65
Bureau of Information Technology	16	0	0	0	16	0	16
Special Units	70	1	0	0	71	1	70
Bureau of Investigation	92	2	-1	0	93	0	93
Criminal Prosecution - Central	103	17	0	0	120	13	107
Criminal Prosecution - West End	107	1	0	0	108	1	107
Criminal Prosecution - Desert	77	1	0	0	78	3	75
Total	542	26	-1	0	567	18	549

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $80.5 million fund 567 budgeted positions of which 549 are regular positions and 18 are limited term positions. This budget reflects a net increase of 25 positions as follows:

Additions

- A total of 4 positions (3 Victim Advocate I's and 1 Victim Advocate Supervisor) are added for the Bureau of Victim Services to provide a variety of social services to victims of and witnesses to crime. 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).
- 2 District Attorney Senior Investigators are added for the Bureau of Investigation to provide more vigilant and rigorous prevention and investigation of threats and attacks on District Attorney staff members. These positions will be funded with additional Discretionary General Funding.
- 3 Office Assistant III's are added for compliance with Proposition 63 to assist the Probation Department in providing documentation necessary to complete the required investigations of defendants subject to firearms and ammunition prohibitions. These positions will be funded with additional Discretionary General Funding.
- 1 District Attorney IV is added to prosecute complex white-collar fraud cases. These positions will be funded with additional Discretionary General Funding.
- A total of 6 positions (4 Deputy District Attorney IV's and 2 Secretary I's) for the expansion of the Let's End Truancy program funded by the Juvenile Justice Grant Program funds.
- 10 limited term Law Clerk II positions are added as part of a new departmental initiative to train and develop third and fourth year law students for a future prosecutorial career with the District Attorney's Office. These positions were funded within the department's existing budget allocation.

Deletions

- 1 Assistant Chief Investigator Extra Help position in the Bureau of Investigation is no longer needed as the individual's participation in an outstanding case has concluded.

Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$9,240,169
Total Sources (Incl. Reimb.)	$8,038,848
Use of/ (Contribution to) Fund Balance	$1,201,321
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. The District Attorney's Office is collaborating with the Assessor-Recorder's Office on a program to send notices of recently-recorded property transactions to confirm the accuracy of the transactions and to assist in the early detection of fraudulent property recordings.

Auto Insurance Fraud Prosecution represents activity related to the investigation and prosecution of automobile insurance fraud. Insurance fraud is a particular problem for automobile policy holders. It contributes substantially to the cost of automobile insurance, particularly in urban areas. Prevention of automobile insurance fraud can significantly reduce insurance claim payments and may therefore produce a commensurate reduction in automobile insurance premiums. Under direction of the Insurance Commissioner, the California Department of Insurance makes funds available, as authorized by the California Insurance Code, to the District Attorney's Office for investigation and prosecution of automobile insurance fraud. Sources are transferred to the District Attorney's Criminal Prosecution budget unit to offset the cost of staff assigned to investigate/prosecute auto insurance fraud.

Workers' Compensation Insurance Fraud Prosecution accounts for activity related to the investigation and prosecution of workers' compensation insurance fraud. The California Department of Insurance, pursuant to section 1872.8 of the Insurance Code, distributes grant funds to the District Attorney's Office for this purpose. The funds received by San Bernardino County are administered through this budget unit. The insurance grant revenue is transferred to the District Attorney's Criminal Prosecution budget unit to offset the cost of staff assigned to prosecute workers' compensation insurance fraud.

Consumer/Environmental Protection Unit (formerly entitled Specialized Prosecutions) was established in 1990 – 1991, with funding from various fines and forfeitures, for the District Attorney's Office to prosecute crimes such as hazardous waste dumping, consumer fraud, and violations of Cal/OSHA laws established to ensure safe and healthy working conditions for California workers. Sources are transferred to the District Attorney's Criminal Prosecution budget unit to offset the cost of staff associated with these specialized prosecutions.

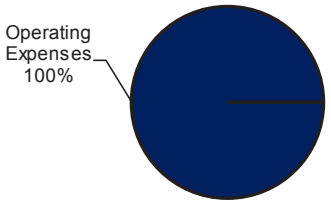
Vehicle Fees – Auto Theft Prosecution accounts for the receipt of assessments on vehicles registered in San Bernardino County. On May 2, 1995, the Board adopted a resolution, pursuant to Vehicle Code section 9250.14, to impose a $1.00 fee on each San Bernardino County new and renewal vehicle registration. The Board adopted a subsequent resolution on June 16, 2015, to increase this fee from $1.00 to $2.00 per vehicle. The revenue from this fee is used to enhance the capacity of local law enforcement and prosecutors to deter, investigate and prosecute vehicle theft crimes. This budget unit receives the District Attorney's share of the registration assessment on vehicles registered in San Bernardino County. Sources are transferred to the District Attorney's Criminal Prosecution budget unit to offset the costs of prosecuting and investigating automobile theft crimes.

State Asset Forfeitures represent receipt of the District Attorney's share of state asset forfeiture funds. The goal of asset forfeiture is to remove the profits from those who benefit from illegal activities. While seizure and arrests present a temporary setback for criminals, asset forfeiture is effective in permanently removing the proceeds from the criminals while diminishing their ability to continue the illegal enterprise. The law permits law enforcement agencies to use the proceeds of forfeitures to offset public safety expenses. Thus, law enforcement is able to convert criminal profits into supplemental funding to inhibit illegal activities. Sources are transferred to the District Attorney's Criminal Prosecution budget unit to help offset the cost of processing asset forfeiture cases.

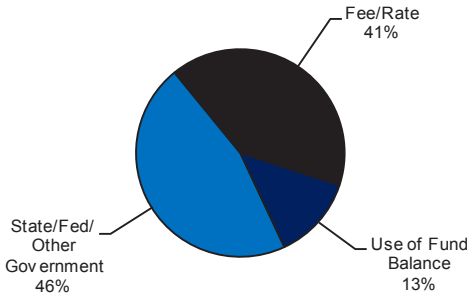
Federal Asset Forfeitures account for the share of federal asset forfeitures processed by the District Attorney's Office. In 1982, Congress enacted the comprehensive Crime Control Act that gave federal prosecutors new forfeiture provisions to combat crime. Also created by this legislation was the Department of Justice Assets Forfeiture Fund. Proceeds from the sale of forfeited assets such as real property, vehicles, businesses, financial instruments, vessels, aircraft and jewelry are deposited 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. On January 1, 2017, California Senate Bill 443 went into effect, which significantly curtailed the ability of local agencies to participate in asset forfeitures adopted by federal agencies under Health & Safety Code sections 11470.1, 11471.2, 11488.4, 11488.5 and 11495.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: District Attorney
FUND: Special Revenue Funds - Consolidated

BUDGET UNIT: Various
FUNCTION: Public Protection
ACTIVITY: Judicial

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	6,932,225	7,454,127	7,743,175	9,076,610	8,085,907	9,240,169	**163,559**
Capital Expenditures	0	0	197,050	0	0	0	**0**
Total Exp Authority	6,932,225	7,454,127	7,940,225	9,076,610	8,085,907	9,240,169	**163,559**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	6,932,225	7,454,127	7,940,225	9,076,610	8,085,907	9,240,169	**163,559**
Operating Transfers Out	0	0	360,000	0	0	0	**0**
Total Requirements	6,932,225	7,454,127	8,300,225	9,076,610	8,085,907	9,240,169	**163,559**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	3,548,114	3,571,216	4,103,297	4,218,278	4,556,555	4,257,348	**39,070**
Fee/Rate	4,130,274	4,467,214	7,494,387	4,200,000	3,972,631	3,750,000	**(450,000)**
Other Revenue	18,071	27,040	37,442	24,000	103,097	31,500	**7,500**
Total Revenue	7,696,459	8,065,470	11,635,126	8,442,278	8,632,283	8,038,848	**(403,430)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	7,696,459	8,065,470	11,635,126	8,442,278	8,632,283	8,038,848	**(403,430)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(764,234)	(611,343)	(3,334,901)	634,332	(546,376)	1,201,321	**566,989**
Available Reserves				8,532,124		8,511,510	**(20,614)**
Total Fund Balance				9,166,456		9,712,831	**546,375**
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 2018-19 ADOPTED BUDGET

	2018-19				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
Real Estate Fraud Prosecution (Fund 2668)	2,328,963	2,950,000	(621,037)	3,764,270	0
Auto Insurance Fraud Prosecution (Fund 2670)	699,677	699,616	61	304,959	0
Workers' Comp Ins Fraud Prosecution (Fund 2672)	2,007,796	2,009,732	(1,936)	514,625	0
Consumer/Environmental Protection Unit (Fund 2676)	1,858,108	665,000	1,193,108	1,576,089	0
Vehicle Fees - Auto Theft Prosecution (Fund 2678)	1,518,086	1,552,500	(34,414)	381,663	0
State Asset Forfeitures (Fund 2674)	250,131	150,000	100,131	156,008	0
Federal Asset Forfeiture Special Revenue (Fund 2680)	577,408	12,000	565,408	1,813,896	0
Total Special Revenue Funds	9,240,169	8,038,848	1,201,321	8,511,510	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 $3.0 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 $699,677 are for transfers to the department's Criminal Prosecution budget unit for costs related to prosecuting auto insurance fraud cases. Sources of $699,616 represent projected grant funds from the California Department of Insurance.

Workers' Compensation Insurance Fraud Prosecution: Requirements of $2.0 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.

Consumer/Environmental Protection Unit (formerly Specialized Prosecutions): Requirements of $1.9 million are for transfers to the department's Criminal Prosecution budget unit for staffing and other costs related to specialized prosecution. Sources of $665,000 reflect revenue from anticipated case settlements. The Use of Fund Balance of $1.2 million is for the costs to prosecute crimes such as hazardous waste dumping, consumer fraud, and violations of Cal OSHA laws. These types of cases often continue for many months or possibly years in some instances. When these cases eventually conclude, the department receives funding for cost reimbursement and Fund Balance is replenished at that time.

Vehicle Fees – Auto Theft Prosecution: Requirements of $1.5 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 $250,131 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 $100,131 is to assist with the costs of processing asset forfeiture claims. Proceeds from these asset forfeitures tend to fluctuate on an annual basis. When these cases conclude, the department receives funding pursuant to California law and Fund Balance is replenished at that time.

Federal Asset Forfeitures: Requirements of $577,408 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 $565,408 is to assist with the aforementioned costs. Proceeds from these Federal asset forfeitures tend to fluctuate on an annual basis. When these cases conclude, the department receives funding pursuant to Federal law and the Fund Balance is replenished at that time.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $163,559 primarily due to additional transfers to the department's Criminal Prosecution budget unit as a result of negotiated salary and retirement cost increases.

Sources are decreasing by $403,430 primarily due to a change in the estimated number of cases anticipated to be settled in the Consumer/Environmental Protection budget unit. These cases often continue for many months, years in some instances, and revenue will be received when the cases are settled.

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:

- Consumer/Environmental Protection Unit – 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 Forfeiture 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
Scott Frymire

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.



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	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	178,313	178,313	0			2
Total General Fund	178,313	178,313	0	0	0	2
Special Revenue Funds						
Special Revenue Funds - Consolidated	1,112,123	611,642		500,481		0
Total Special Revenue Funds	1,112,123	611,642	0	500,481	0	0
Total - All Funds	1,290,436	789,955	0	500,481	0	2

2017-18 MAJOR ACCOMPLISHMENTS

- Supported the Stepping Up Initiative which is a national movement to provide counties with the tools they need to develop strategies that can lead to measurable reductions in the number of incarcerated adults with mental illness.
- Added a dedicated Law and Justice Data Analyst to support the Group's goal of evaluating the effectiveness of public safety services through data-driven decision making principles.
- Continued the Misdemeanor Pretrial Diversion Program which provides early intervention and education for low level offenders with a goal of reducing recidivism throughout the County.
- Implemented business practice changes to evaluate the County's Justice Assistance Grants (JAG) subrecipients' compliance with federal requirements and enhance performance goals.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 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.	1,371	1,100	1,180	1,150
STRATEGY	Establish and maintain accountability-based programs designed to reduce recidivism among adults who are referred by law enforcement personnel or agencies.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Percentage of individuals who completed the Pretrial Diversion Program.	N/A	72%	92%	90%
STRATEGY	Establish and maintain accountability-based programs designed to reduce recidivism among adults who are referred by law enforcement personnel or agencies.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Percentage of current year public safety services evaluation activities completed.	N/A	100%	67%	100%
STRATEGY	Due to the continuing impact of prison realignment, the Law and Justice Group will continue 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: -Establish standardized performance metrics based on data obtained from the newly created Jail Utilization Database. -Establish a standard practice by which Law and Justice committee members provide direction to and receive analysis from the newly hired Law and Justice Data Analyst. -Work with the Information Services Department to integrate multiple county department data sources and provide a means to share data across the County public safety departments.					

Law and Justice Group Administration

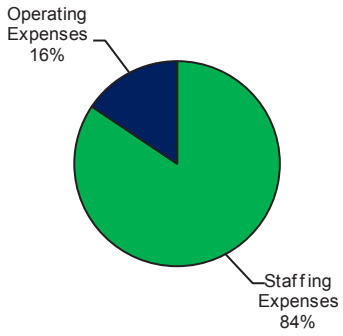
DESCRIPTION OF MAJOR SERVICES

Under general direction of the Law and Justice Group Chair, the law and justice departments collaborate on grant applications, projects and operational enhancements, with the assistance and coordination by the Administrative Analyst for the Law and Justice Group.

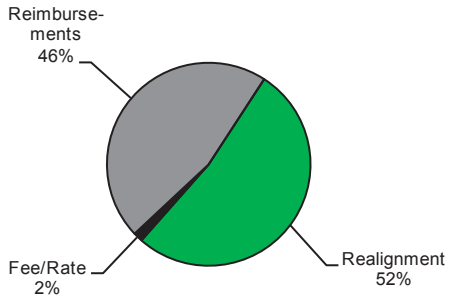
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$331,163
Total Sources (Incl. Reimb.)	$331,163
Net County Cost	$0
Total Staff	2
Funded by Net County Cost	0%

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

BUDGET UNIT: 113 1000
FUNCTION: Public Protection
ACTIVITY: Police Protection

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	169,967	176,553	97,182	240,903	154,706	279,577	**38,674**
Operating Expenses	103,428	90,366	13,423	38,475	19,001	51,586	**13,111**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	273,395	266,919	110,605	279,378	173,707	331,163	**51,785**
Reimbursements	(192,234)	(176,596)	(90,455)	(108,265)	(103,033)	(152,850)	**(44,585)**
Total Appropriation	81,161	90,323	20,150	171,113	70,674	178,313	**7,200**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	81,161	90,323	20,150	171,113	70,674	178,313	**7,200**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	166,113	55,459	173,313	**7,200**
State/Fed/Other Government	105,156	66,186	0	0	0	0	**0**
Fee/Rate	5,000	5,000	18,780	5,000	15,215	5,000	**0**
Other Revenue	0	0	1,370	0	0	0	**0**
Total Revenue	110,156	71,186	20,150	171,113	70,674	178,313	**7,200**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	110,156	71,186	20,150	171,113	70,674	178,313	**7,200**
Net County Cost	(28,995)	19,137	0	0	0	0	**0**
Budgeted Staffing*	1	1	1	2	2	2	**0**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Staffing Expenses of $279,577 represent the majority of expenditures and funds two budgeted positions. Operating Expenses of $51,586 include various administrative costs for providing services. Reimbursements of $152,850 are funded by the Finance and Administration budget unit and pay for operational expenses for services provided. Sources include $173,313 of Realignment funds allocated to this budget unit to fund the contract Law and Justice Data Analyst position and provide for administrative services.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $7,200 due to an increase in Staffing Expenses of $38,674 from negotiated salary increases, and an increase in Operating Expenses of $13,111 due to various administrative costs for providing services. This increase is offset by an increase in Reimbursements of $44,585 for Finance and Administration's share of the increase in expenses. Sources are increasing by $7,200 due to increased Realignment funding.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Administration	2	0	0	0	2	1	1
Total	2	0	0	0	2	1	1

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $279,577 fund 2 budgeted positions of which 1 is a regular position and 1 is a limited term position. There is no change in Budgeted Staffing.

Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Justice Assistance Grant (JAG) funding is used to support a broad range of law enforcement activities to improve the overall criminal justice system. The County of San Bernardino serves as the lead agency and passes allocations through to the various local jurisdictions. Grant funds have been used to provide equipment, supplies, prevention and education programs, and information systems for law enforcement. This fund receives allocations from the Edward Byrne Memorial Justice Assistance Grant Program administered by the Bureau of Justice Assistance (BJA).

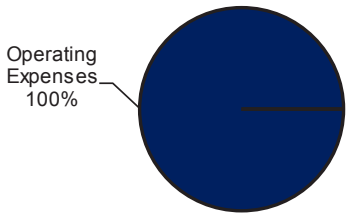
Budget at a Glance

Total Requirements (Excl. Reimb.)	$1,112,123
Total Sources (Incl. Reimb.)	$611,642
Use of/ (Contribution to) Fund Balance	$500,481
Total Staff	0

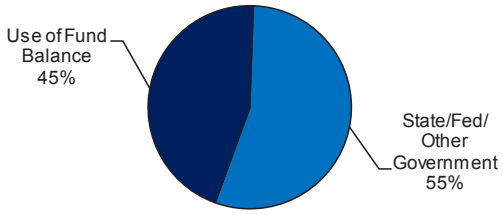
Southwest Border Prosecution Initiative is a reimbursement program under which jurisdictions in the four Southwestern U.S. Border States are eligible to be reimbursed for a portion of prosecution and detention costs in federal cases. These funds are used for law and justice activities that support and enhance prosecutorial and detention services. This fund receives allocations from the Federal Southwest Border Prosecution Initiative (SWBPI) program administered by the Bureau of Justice Assistance.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

BUDGET UNIT: Various
FUNCTION: Public Protection
ACTIVITY: Judicial

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	1,125,589	971,623	924,656	1,153,310	25,934	1,112,123	**(41,187)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	1,125,589	971,623	924,656	1,153,310	25,934	1,112,123	**(41,187)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	1,125,589	971,623	924,656	1,153,310	25,934	1,112,123	**(41,187)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	1,125,589	971,623	924,656	1,153,310	25,934	1,112,123	**(41,187)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	659,953	582,145	626,025	626,025	0	611,642	**(14,383)**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	12,825	15,937	22,138	0	28,720	0	**0**
Total Revenue	672,778	598,082	648,163	626,025	28,720	611,642	**(14,383)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	672,778	598,082	648,163	626,025	28,720	611,642	**(14,383)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	452,811	373,541	276,493	527,285	(2,786)	500,481	**(26,804)**
Available Reserves				1,770,951		1,800,542	**29,591**
Total Fund Balance				2,298,236		2,301,023	**2,787**
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 2018-19 ADOPTED BUDGET

	2018-19				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
Southwest Border Prosecution Initiative (Fund 2370)	438,320	0	438,320	1,800,542	0
Justice Assistance Grant (JAG) Consolidated (Fund 2368)	673,803	611,642	62,161	0	0
Total Special Revenue Funds	1,112,123	611,642	500,481	1,800,542	0

Southwest Border Prosecution Initiative: Requirements of $438,320 include transfers to the participating law and justice departments, including the District Attorney, Probation, Public Defender, and Sheriff/Coroner/Public Administrator for various one-time law enforcement projects and programs. Fund Balance of $438,320 is being used for these one-time expenses, such as the District Attorney's Gang Reduction Program (GRIP).

JAG Consolidated: Requirements of $673,803 primarily include pass-through costs to various law enforcement agencies for the Justice Assistance Grant Program. Sources of $611,642 represent Justice Assistance Grant funds. Fund Balance of $62,161 is primarily being used to pay for various law enforcement equipment, projects, and programs for participating law and justice departments including the District Attorney, Probation, Public Defender and Sheriff/Coroner/Public Administrator.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $41,187 primarily due to a decrease in one-time funding for projects included in the 2017-18 budget for the various grant programs.

ANALYSIS OF FUND BALANCE

The budget includes a Use of Fund Balance of $500,481, as there has not been an allocation by the federal government of SWBPI funding in the last four 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.

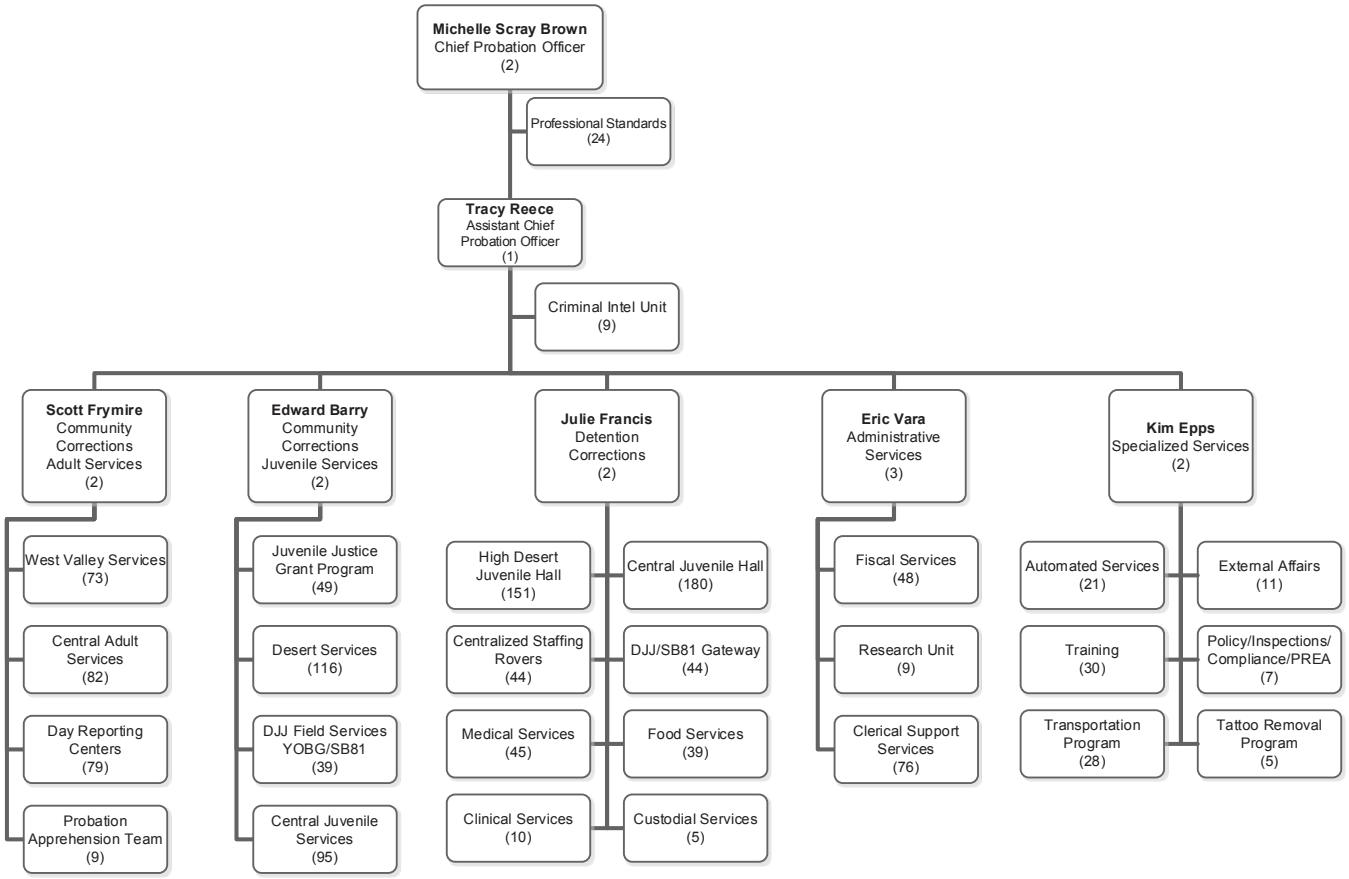
PROBATION
Michelle Scray Brown

DEPARTMENT MISSION STATEMENT

The Probation Department is dedicated to improving the lives of those we are committed to serve through a balanced approach of rehabilitation and the protection of the community.



ORGANIZATIONAL CHART



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Administration, Corrections and Detention	173,828,583	88,829,955	84,998,628			1,293
Juvenile Justice Grant Program	0	0	0			49
Total General Fund	173,828,583	88,829,955	84,998,628	0	0	1,342
Special Revenue Funds						
Special Revenue Funds - Consolidated	14,620,553	13,695,362		925,191		0
Total Special Revenue Funds	14,620,553	13,695,362	0	925,191	0	0
Total - All Funds	188,449,136	102,525,317	84,998,628	925,191	0	1,342

2017-18 MAJOR ACCOMPLISHMENTS

- Reduced the number of emergency room transports from Juvenile Detention and Assessment Centers (JDACs) by 50% as a direct result of the department's contract with Arrowhead Regional Medical Center's Dr. Michael Neeki, whose hands on approach and presence in the JDACs has shown a significant impact on the number of youth transported outside of the JDAC for medical emergencies.
- Launched Video Visiting in the JDACs as a supplemental family/guardian visiting option to facilitate more frequent communication between detained youth and parents/guardians.
- Filled every Probation Corrections Officer position. In conjunction with the Human Resources Department, after many years of innovative recruitment efforts through advertising, career fair workshops, internships and the department's volunteer program, 150 sworn officers graduated from CORE, including 41 Probation Officers, 88 Probation Corrections Officers, and 21 Probation Transportation Officers.
- Implemented requirements of AB 403, Continuum of Care Reform (CCR), including formation of Child & Family Teams (CFTs) in order to discuss placement and case plans for each youth court-ordered into out of home placement. In collaboration with the youth, their family and supporters, as well as representatives from child-serving agencies, educators and behavioral health specialists, 76 CFT Meetings were conducted.
- Expanded the Custody to Community initiative, whose mission is to offer a seamless continuity of services, in conjunction with Behavioral Health and other stakeholders, beginning in Sheriff's custody through the term of probation, utilizing community based contracts.
- Added 5 programs to the previously implemented Five Keys Charter School, which provides the opportunity to earn a high school diploma or GED.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 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.	98.70%	97.50%	99.30%	97.75%
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**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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.	96.50%	98.00%	97.00%	98.00%
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**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Percentage of adult cases recidivating.	25.00%	25.00%	23.90%	24.75%
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**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Percentage of juvenile cases recidivating.	24.70%	24.00%	27.00%	24.00%
STRATEGY	Supervise juvenile probationers at an appropriate level to reduce recidivism.					



Administration, Corrections and Detention

DESCRIPTION OF MAJOR SERVICES

Probation's executive management is responsible for the overall leadership of the department, developing and implementing policies and procedures which focus on improving public safety while operating in a fiscally responsible manner. These efforts are driven by ensuring integrity to the mission of the department, reliance on recognized professional practices and the development of innovative evidence-based programs to meet the changing needs of the population.

Budget at a Glance

Total Requirements (Excl. Reimb.)	$181,402,513
Total Sources (Incl. Reimb.)	$96,403,885
Net County Cost	$84,998,628
Total Staff	1,293
Funded by Net County Cost	47%

Each of the following bureaus focus on providing for the health and social service needs of County residents in a variety of ways, from managing field operations in the community to caring for minors in detention, by addressing each individual's criminogenic risk factors and providing services to meet those specific needs:

- Adult Community Corrections Bureau (ACCB) is responsible for adult supervision, training and treatment program options, Day Reporting Centers (DRC) and investigation reports for the courts along with case management services. ACCB utilizes appropriate evidence-based treatment and supervision services as identified through validated assessment tools. As a result of Public Safety Realignment (AB 109), the department created DRCs 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 SB 678 - 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 DRCs, 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.

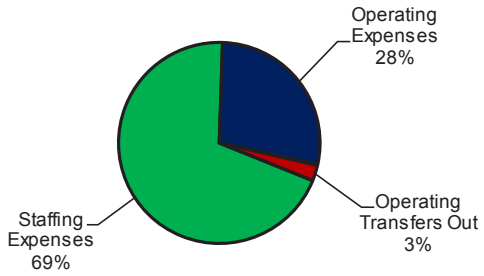
- Detention Corrections Bureau (DCB) is responsible for the County's Juvenile Detention and Assessment Centers (JDAC's) and department operated residential treatment options in secured environments for legally detained and court ordered minors. DCB works with all of the law enforcement agencies in the 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 and personnel, purchasing, payables, courier/file delivery, reception, clerical, research and analytical units, building management and facilities, vehicles, and other infrastructure needs. Each of these units work with other County agencies, from the County Administrative Office to Real Estate Services and Fleet Management, as well as outside vendors and suppliers, to ensure that the department is operating at maximal efficiency in a fiscally responsible manner, while staying focused on the primary mission, which is to improve long-term public safety.

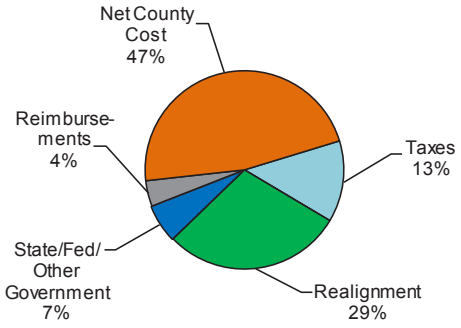
- Specialized Services Bureau (SSB) is responsible for activities and operations which address unique needs and department requirements beyond community corrections or detention services, and which often impact areas across the entire department. Units include Training & Safety Management, Automated Systems, External Affairs, Policies and Procedures, Audits and Inspections, Prison Rape Elimination Act (PREA), and the Criminal Intelligence Unit (CIU). Prior to the development of this bureau, these units were spread across the other bureaus and unifying these efforts resulted in coordination of service delivery across all bureaus, ensuring consistent operations across the County.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: Probation-Administration, Corrections & Detentions
FUND: General

BUDGET UNIT: 481 1000
FUNCTION: Public Protection
ACTIVITY: Detention and Corrections

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	105,208,126	106,473,126	107,543,771	121,005,090	115,448,422	125,907,534	**4,902,444**
Operating Expenses	33,231,436	34,325,854	38,289,324	47,635,647	44,552,088	50,569,979	**2,934,332**
Capital Expenditures	973,006	196,197	276,681	1,370,999	890,589	400,000	**(970,999)**
Total Exp Authority	139,412,568	140,995,177	146,109,776	170,011,736	160,891,099	176,877,513	**6,865,777**
Reimbursements	(4,274,835)	(6,062,237)	(4,869,125)	(8,225,600)	(7,861,671)	(7,573,930)	**651,670**
Total Appropriation	135,137,733	134,932,940	141,240,651	161,786,136	153,029,428	169,303,583	**7,517,447**
Operating Transfers Out	12,858,582	5,299,117	12,108,999	7,155,767	6,596,767	4,525,000	**(2,630,767)**
Total Requirements	147,996,315	140,232,057	153,349,650	168,941,903	159,626,195	173,828,583	**4,886,680**
Sources							
Taxes	23,727,218	21,390,525	21,137,500	21,797,400	21,797,400	24,000,000	**2,202,600**
Realignment	42,931,257	36,518,308	48,728,905	55,399,267	47,974,186	52,767,485	**(2,631,782)**
State/Fed/Other Government	10,132,772	12,392,600	13,618,128	10,225,308	13,349,690	11,400,370	**1,175,062**
Fee/Rate	1,050,444	960,317	995,173	642,100	911,626	662,100	**20,000**
Other Revenue	80,134	33,845	162,718	0	4,634	0	**0**
Total Revenue	77,921,825	71,295,595	84,642,424	88,064,075	84,037,536	88,829,955	**765,880**
Operating Transfers In	167,538	447,639	124,399	0	0	0	**0**
Total Financing Sources	78,089,363	71,743,234	84,766,823	88,064,075	84,037,536	88,829,955	**765,880**
Net County Cost	69,906,952	68,488,823	68,582,827	80,877,828	75,588,659	84,998,628	**4,120,800**
Budgeted Staffing*	1,183	1,238	1,269	1,294	1294	1,293	**(1)**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Requirements of $173.8 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 Realignment funds ($52.8 million), Proposition 172 sales tax revenue ($24.0 million), state funding for Juvenile Probation Activities ($5.7 million), Federal Title IV-E funds ($1.9 million), and Discretionary General Funding ($85.0 million).

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing Expenses are increasing by $4.9 million primarily due to negotiated salary increases and retirement cost increases. Operating Expenses are increasing by $2.9 million primarily resulting from additional charges for liability and vehicle insurance. These increased costs are partially offset by a decrease of $2.6 million in Operating Transfers Out to the County's Capital Improvement Program due to a reduction in planned capital projects in 2018-19.

Sources are increasing by $765,880 associated with an increase in projected Proposition 172 sales tax revenues ($2.2 million) and State/Federal/Other Government sources ($1.2 million). The additional State revenue is related to an estimated increase in Juvenile Probation funds reflecting 2017-18 projected receipts. These increases are partially offset by a reduction in Realignment revenue of $2.6 million. The department has agreed to receive a lower allocation of 1991 Social Services Realignment in order to assist the County Human Services Group with additional costs related to the In Home Support Services MOE Discontinuance.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Office of the Chief Probation Officer	36	0	0	0	36	12	24
Community Corrections Bureau - Adult	252	3	-10	0	245	0	245
Community Corrections Bureau - Juvenile	252	0	0	0	252	0	252
Detention Corrections Bureau	519	1	0	0	520	33	487
Administrative Services Bureau	131	5	0	0	136	3	133
Specialized Services Bureau	104	0	0	0	104	1	103
Total	1,294	9	-10	0	1,293	49	1,244

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $125.9 million fund 1,293 budgeted positions of which 1,244 are regular positions and 49 are limited term positions. This includes a net decrease of 1 regular position (addition of 9, deletion of 10) as follows:

Additions

- 3 positions (2 Probation Officer II's and 1 Office Assistant III) are needed for Proposition 63 compliance. These positions will assist in the administration of the new proposition which creates an administrative process for Probation Officers to assist the Court with the relinquishment of firearms for certain defendants.
- 1 General Maintenance Mechanic (limited term) to keep up with the growing demand of building maintenance for all department facilities while vacancies are recruited and filled.
- 2 Public Service Employees (limited-term) for support of the fiscal, budget, and personnel operations while vacant positions are recruited and filled.
- 2 Background Investigators (limited term) to supplement services currently provided by Probation Officers.
- 1 Probation Corrections Supervisor I is needed for the GATEWAY Program in order to meet the Board of State and Community Corrections (BSCC) requirements regarding night supervision of detained juveniles.

Deletions

- 10 vacant Probation Officer II positions are deleted from Adult Services due to a reduction in state funding for SB 678. The impact on department operations from these deletions will result in a reallocation of workloads to existing officers in the Adult Community Corrections Bureau, resulting in moderate caseload increases.

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.)	$9,269,367
Total Sources (Incl. Reimb.)	$9,269,367
Net County Cost	$0
Total Staff	49
Funded by Net County Cost	0%

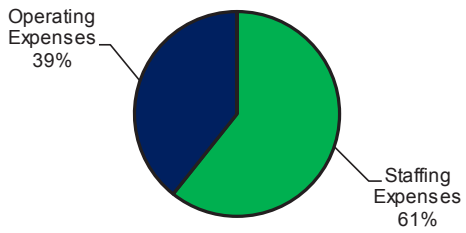
Current programs include Day Reporting Centers, School Probation Officers and a variety of other programs designed to effectively meet the diverse needs of youth.

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.

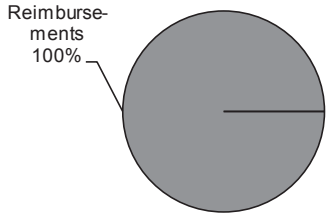
The Juvenile Justice Grant revenue is funded under the State Public Safety Realignment program.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

BUDGET UNIT: 482 1000
FUNCTION: Public Protection
ACTIVITY: Detention and Corrections

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	3,717,485	4,199,734	4,573,110	5,361,295	4,858,120	5,626,469	**265,174**
Operating Expenses	2,209,305	1,948,472	1,851,906	2,469,219	2,153,484	3,642,898	**1,173,679**
Capital Expenditures	0	111,471	0	0	0	0	**0**
Total Exp Authority	5,926,790	6,259,677	6,425,016	7,830,514	7,011,604	9,269,367	**1,438,853**
Reimbursements	(5,897,380)	(6,259,617)	(6,393,395)	(7,806,367)	(7,059,254)	(9,269,367)	**(1,463,000)**
Total Appropriation	29,410	60	31,621	24,147	(47,650)	0	**(24,147)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	29,410	60	31,621	24,147	(47,650)	0	**(24,147)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	(60)	0	123,288	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	677	(97)	60	0	0	0	**0**
Total Revenue	677	(97)	0	0	123,288	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	677	(97)	0	0	123,288	0	**0**
Net County Cost	28,733	157	31,621	24,147	(170,938)	0	**(24,147)**
Budgeted Staffing*	39	47	46	49	49	49	**0**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Staffing Expenses of $5.6 million and Operating Expenses of $3.6 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 $265,174 primarily due to negotiated salary increases and retirement costs. Operating Expenses are increasing by $1.2 million as a result of the expanded District Attorney LET Program, which added 6 new positions (4 Deputy District Attorney IV's and 2 Secretary I's) to the program. The LET Program expansion is intended to extend services to at-risk students in order to increase their educational opportunities and prevent them from entering the criminal justice system.



2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Juvenile Justice Grant Program	49	0	0	0	49	0	49
Total	49	0	0	0	49	0	49

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $5.6 million fund 49 budgeted regular positions. There are no staffing changes associated with this budget unit.

Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$14,620,553
Total Sources (Incl. Reimb.)	$13,695,362
Use of/ (Contribution to) Fund Balance	$925,191
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. Staffing is budgeted in the Probation General Fund budget unit and reimbursed by this budget unit.

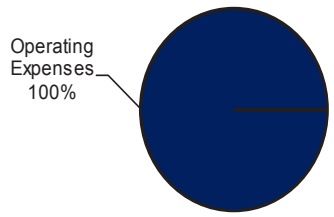
AB 1628 – Juvenile Reentry Program allocates state funding resources to gradually assume responsibility for supervision of juveniles released from the state's Division of Juvenile Justice (DJJ). This shift of parole supervision to the counties gives local officials more options for the reintegration 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.

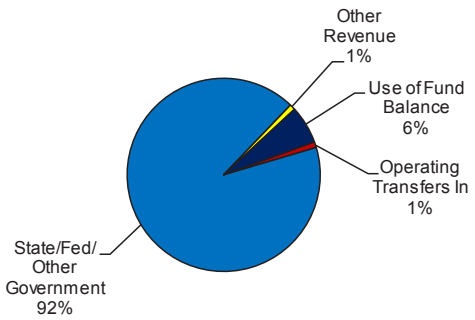
State Seized Assets accounts for Probation's proportionate share of asset forfeitures seized in conjunction with other agencies. Expenditures for this budget unit include safety equipment and training expenses not reimbursed through other sources.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: Probation
FUND: Special Revenue Funds - Consolidated

BUDGET UNIT: Various
FUNCTION: Public Protection
ACTIVITY: Detention and Corrections

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	8,429,423	10,860,882	9,891,591	14,652,924	13,430,935	14,620,553	**(32,371)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	8,429,423	10,860,882	9,891,591	14,652,924	13,430,935	14,620,553	**(32,371)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	8,429,423	10,860,882	9,891,591	14,652,924	13,430,935	14,620,553	**(32,371)**
Operating Transfers Out	0	4,702,000	6,669,041	0	0	0	**0**
Total Requirements	8,429,423	15,562,882	16,560,632	14,652,924	13,430,935	14,620,553	**(32,371)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	16,784,477	19,544,324	15,501,228	14,128,924	15,463,410	13,409,366	**(719,558)**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	52,905	119,720	213,722	50,966	340,211	140,996	**90,030**
Total Revenue	16,837,382	19,664,044	15,714,950	14,179,890	15,803,621	13,550,362	**(629,528)**
Operating Transfers In	110,000	69,339	145,000	145,000	119,827	145,000	**0**
Total Financing Sources	16,947,382	19,733,383	15,859,950	14,324,890	15,923,448	13,695,362	**(629,528)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(8,517,959)	(4,170,501)	700,682	328,034	(2,492,513)	925,191	**597,157**
Available Reserves				21,869,525		23,764,881	**1,895,356**
Total Fund Balance				22,197,559		24,690,072	**2,492,513**
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 2018-19 ADOPTED BUDGET

	2018-19				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
Juvenile Justice Crime Prevention Act (Fund 2736)	9,269,366	9,329,308	(59,942)	9,576,033	0
SB 678 - Criminal Recidivism (Fund 2742)	5,256,346	4,219,124	1,037,222	13,262,894	0
AB 1628 - Juvenile Reentry Program (Fund 2740)	15,000	145,000	(130,000)	925,954	0
Asset Forfeiture 15% (Fund 2682)	12,540	630	11,910	0	0
State Seized Assets (Fund 2684)	67,301	1,300	66,001	0	0
Total Special Revenue Funds	14,620,553	13,695,362	925,191	23,764,881	0

Juvenile Justice Crime Prevention Act: Requirements of $9.3 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 $9.3 million represent the projected state JJCPA allocation ($8.6 million) and estimated revenue from school districts participating in the School Probation Officer program ($653,298).

SB678 – Criminal Recidivism: Requirements of $5.3 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 $4.2 million represent the projected state allocation of SB 678 funding and projected interest earnings. The Use of Fund Balance of $1.0 million represents program costs to offset the reduction in state funding for 2018-19.

AB1628 – Juvenile Reentry Program: Requirements of $15,000 represent costs related to supervision and rehabilitative programs for juveniles. Sources of $145,000 represent the program's anticipated state allocation.

Asset Forfeiture 15%: Requirements of $12,540 represent costs related to drug abuse and gang diversion programs. $11,910 Use of Fund Balance is budgeted for these programs.

State Seized Assets: Requirements of $67,301 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. $66,001 Use of Fund Balance is budgeted for these programs.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $32,371 primarily due to a decrease in SB 678 – Criminal Recidivism program costs as a result of the deletion of 10 positions in the department's general fund budget unit.

Sources are decreasing by $629,528 primarily due to a reduction in state funding for the SB 678 program.

ANALYSIS OF FUND BALANCE

Significant Use of/Contributions to Fund Balance are as follows:

- The SB 678 – Criminal Recidivism Fund is budgeting the Use of Fund Balance of $1.0 million for program costs to help offset the reduction in state funding for 2018-19. The department has developed a plan to ensure the fund is balanced on an ongoing basis by deleting 10 positions from the program while continuing to monitor state revenue. If funding reductions continue into future fiscal years, a plan will be developed to ensure the fund is balanced on an ongoing basis.
- The AB 1678 – Juvenile Reentry Program is budgeting a Contribution to Fund Balance of $130,000 that will increase Available Reserves for future allocation.
- The Use of Fund Balance for the Asset Forfeiture 15% Fund ($11,910) and State Seized Assets Fund ($66,001) is for various one-time costs.

STAFFING CHANGES AND OPERATIONAL IMPACT

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

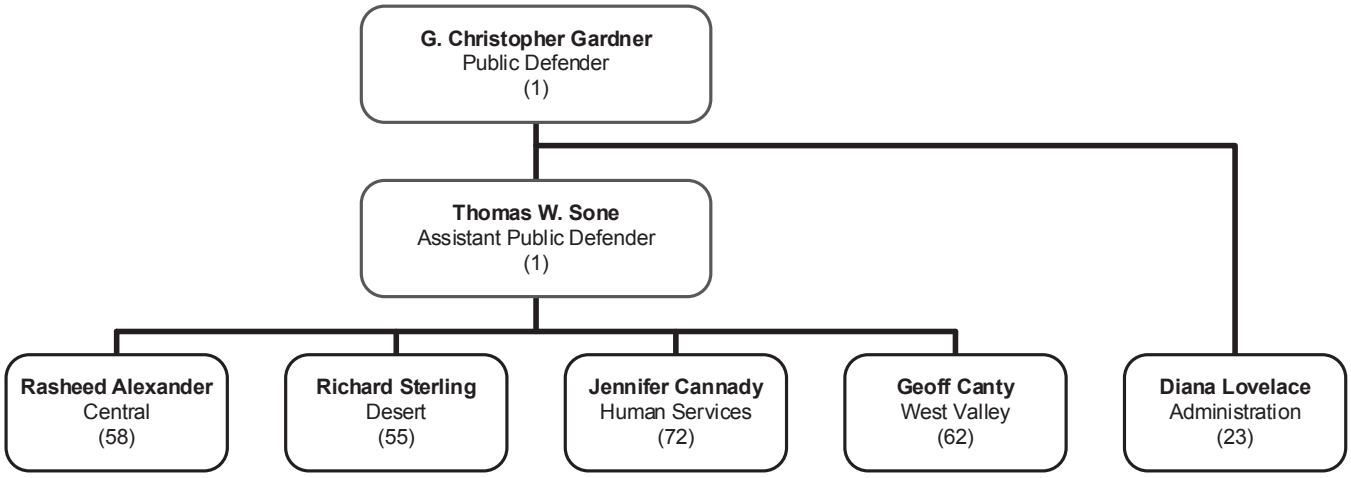
PUBLIC DEFENDER
G. Christopher Gardner

DEPARTMENT MISSION STATEMENT



Promoting justice and protecting constitutional rights through effective representation.

ORGANIZATIONAL CHART



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Public Defender	42,844,002	4,811,552	38,032,450			272
Total General Fund	42,844,002	4,811,552	38,032,450	0	0	272
Total - All Funds	42,844,002	4,811,552	38,032,450	0	0	272

2017-18 MAJOR ACCOMPLISHMENTS

- Established Youthful Offender Program to assist clients age 23 and younger.
- Collaborated with Probation Department to help relieve vulnerable and indigent families of outstanding debt.
- Established Post-Conviction Unit to reduce the impact of prior convictions on indigent clients.
- Received NACo Achievement Award for Everyone SWIMS Program, which helps stabilize clients and connects them to social services.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of closed felony cases with a trial.	3.80%	2.50%	2.12%	2.50%
STRATEGY	Protecting constitutional rights and promoting justice through effective representation.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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%	0.49%	0.50%
STRATEGY	Protecting constitutional rights and promoting justice through effective representation.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of felony cases resolved within 270 days of appointment.	91%	70%	70%	72%
STRATEGY	Resolving cases in a timely manner.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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.	89%	85%	90%	85%
STRATEGY	Resolving cases in a timely manner.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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.	853	900	452	850
STRATEGY	Providing social service referrals to further client treatment and/or stabilization.					

Public Defender

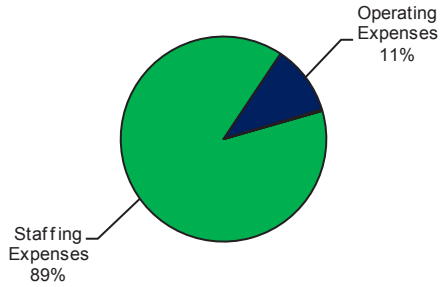
DESCRIPTION OF MAJOR SERVICES

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 released 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.

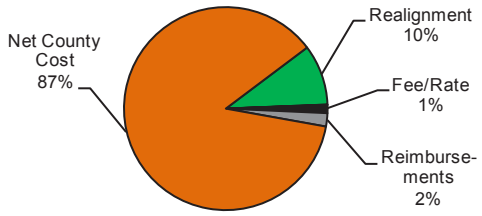
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$43,771,223
Total Sources (Incl. Reimb.)	$5,738,773
Net County Cost	$38,032,450
Total Staff	272
Funded by Net County Cost	87%

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Law and Justice
DEPARTMENT: Public Defender
FUND: General

BUDGET UNIT: 491 1000
FUNCTION: Public Protection
ACTIVITY: Judicial

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	30,225,131	31,419,825	32,762,769	37,216,338	34,872,846	38,874,780	**1,658,442**
Operating Expenses	4,666,753	4,953,805	4,603,249	5,004,055	4,891,984	4,806,443	**(197,612)**
Capital Expenditures	64,922	66,342	26,306	105,000	89,117	90,000	**(15,000)**
Total Exp Authority	34,956,806	36,439,972	37,392,324	42,325,393	39,853,947	43,771,223	**1,445,830**
Reimbursements	(283,396)	(283,038)	(208,008)	(920,741)	(219,313)	(927,221)	**(6,480)**
Total Appropriation	34,673,410	36,156,934	37,184,315	41,404,652	39,634,634	42,844,002	**1,439,350**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	34,673,410	36,156,934	37,184,315	41,404,652	39,634,634	42,844,002	**1,439,350**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	2,580,997	2,493,346	3,568,966	3,799,888	3,799,888	4,218,510	**418,622**
State/Fed/Other Government	409,621	32,910	52,520	49,984	41,692	32,542	**(17,442)**
Fee/Rate	1,007,641	884,501	801,903	816,390	718,931	560,500	**(255,890)**
Other Revenue	45,414	11,890	6,342	0	208	0	**0**
Total Revenue	4,043,673	3,422,647	4,429,731	4,666,262	4,560,719	4,811,552	**145,290**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	4,043,673	3,422,647	4,429,731	4,666,262	4,560,719	4,811,552	**145,290**
Net County Cost	30,629,737	32,734,287	32,754,584	36,738,390	35,073,915	38,032,450	**1,294,060**
Budgeted Staffing*	247	262	267	283	283	272	**(11)**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Staffing Expenses of $38.9 million, Operating Expenses of $4.8 million, and Capital Expenditures of $90,000 support the department in achieving its mission of promoting justice and protecting constitutional rights. Reimbursements of $927,221 are primarily from other Law and Justice departments for projects and programs such as the District Attorney's "Let's End Truancy" Project. Sources include $4.2 million of Realignment funds, legal services fees of $560,500, and State aid for the representation of state hospital and prison clients in the amount of $32,542.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $1.4 million primarily due to higher Staffing Expenses. Although the department is deleting 11 positions, the decrease associated with this reduction is offset by higher retirement costs, as well as negotiated salary and benefit increases, resulting in a net increase of $1.7 million in Staffing Expenses. The increase fully funds operational requirements and ensures that the quality and timeliness of services are not impacted. An increase in Net County Cost of $1.3 million funds the loss of Senate Bill 190 revenue, and 3 new positions for Post-Conviction workload.

Sources are increasing by $145,290 primarily due to higher Realignment funding, which is partially offset by a reduction in legal representation fee revenue as a result of Senate Bill 190. This legislation repealed the County's authority to assess and collect fees from youth involved in the juvenile delinquency system.



2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Administration	32	0	-6	-1	25	10	15
Central Division	56	0	0	2	58	2	56
Desert Division	56	0	0	-1	55	2	53
Human Services Division	70	3	-8	7	72	6	66
West Valley Division	69	0	0	-7	62	2	60
Total	283	3	-14	0	272	22	250

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $38.9 million fund 272 budgeted positions of which 250 are regular positions and 22 are limited term positions. This includes a decrease of 14 positions: 1 regular position (Deputy Public Defender IV) that was previously split to accommodate a job share and 13 limited term positions. The limited term positions are comprised of 3 contracted Deputy Public Defender IV and 4 Office Assistants III retained to meet the initial workload demands of Proposition 47, and 6 Public Service Employee positions that assisted with the department's file imaging project. Also included is an increase of 3 regular positions associated with Post-Conviction workload resulting from new constitutional mandates, Prop 57, and other penal code amendments. A Supervising Public Defender position will perform supervisory duties related to Post-Conviction workload, which provides legal services to County residents with previous convictions. Two Paralegal positions in the Adult Divisions will allow attorney staff to focus on more complex legal processes.

The staffing changes will ensure that the department can meet new and ongoing operational requirements. The department has reorganized throughout the divisions to accommodate changing requirements, as well as to support the Youthful Offender Program and Post-Conviction workload in Human Services.

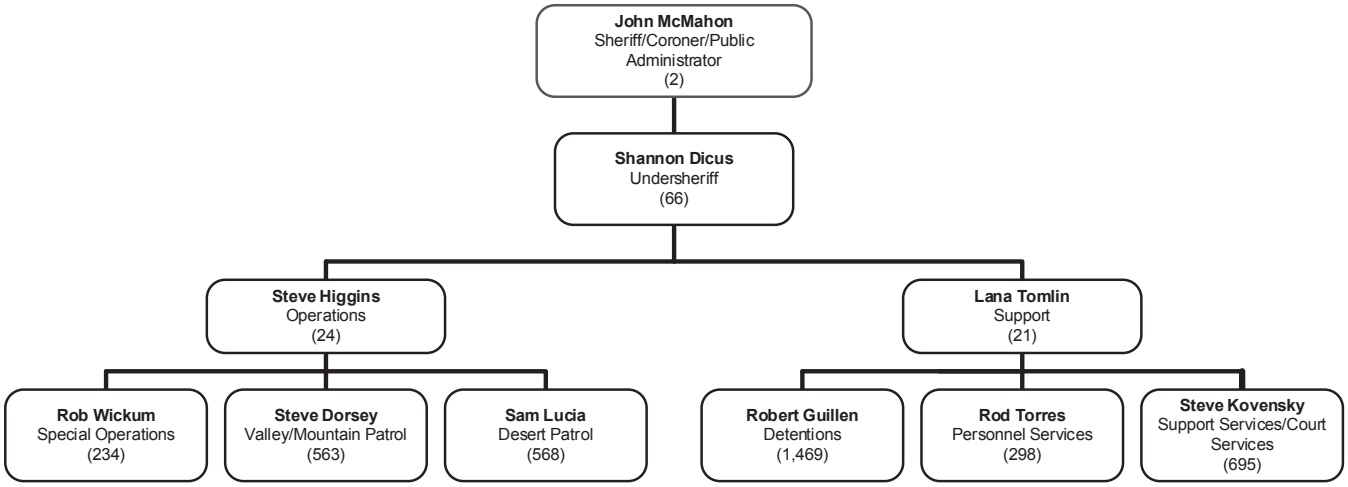
SHERIFF/CORONER/PUBLIC ADMINISTRATOR
John McMahon

DEPARTMENT MISSION STATEMENT



The Sheriff/Coroner/Public Administrator provides professional public safety services to residents and visitors of San Bernardino County so they can be safe and secure in their homes and businesses.

ORGANIZATIONAL CHART



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Sheriff/Coroner/Public Administrator	274,213,193	183,854,630	90,358,563			1,873
Sheriff- Detentions	241,135,201	85,365,084	155,770,117			1,472
Sheriff- Law Enforcement Contracts	161,505,526	161,505,526	0			595
Total General Fund	676,853,920	430,725,240	246,128,680	0	0	3,940
Special Revenue Funds						
Special Revenue Funds- Consolidated	22,392,090	11,941,949		10,450,141		0
Total Special Revenue Funds	22,392,090	11,941,949	0	10,450,141	0	0
Total - All Funds	699,246,010	442,667,189	246,128,680	10,450,141	0	3,940

2017-18 MAJOR ACCOMPLISHMENTS

- Acquired two additional patrol helicopters, replacing a total of four of the six patrol helicopters in the fleet over two fiscal years, using one-time Proposition 172 half-cent sales tax reserve funding and Discretionary General Funding.
- Started the Sheriff's Reintegration Pilot Program through the Glen Helen Rehabilitation Center (GHRC) Work Release Program, in collaboration with the California State University San Bernardino Reentry Initiative (CSRI) Office. Participants with 4 – 10 months remaining on their sentence are transitioned to the Work Release Electronic Confinement Program and allowed to attend classes and work assignments under the direction of the case manager at CSRI at no cost.
- Expanded the Jail Based Competency Treatment (JBCT) Program by consolidating with the smaller Restoration of Competency (ROC) Program which allowed for an improvement in the care and services provided to the inmate patients, and streamlined tracking of all aspects of the program. The JBCT Program is a state-funded program that provides restoration of competency treatment services to individuals who are charged with a felony and have been determined to be incompetent to stand trial, similar to those provided in state mental hospitals. The program is intended to reduce the wait time for treatment and significantly decrease the time these individuals remain incarcerated due to a faster adjudication of their criminal cases.
- Spent $885,921 to increase police presence throughout the County, which is to be reimbursed from the Board approved Countywide Crime Suppression Reserve. The increased police presence resulted in the recovery of 338 firearms and 63 stolen vehicles, the seizure of approximately 300 pounds of narcotics, and the arrest of 1,759 individuals, of which 703 were charged with felony offenses.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 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, aimed to result in an estimated 30% annual referral rate for housing assistance.	1,518	1,000	1,434	1,000
STRATEGY	Balance proactive outreach with enforcement of the law.					
STRATEGY	Utilize Sheriff's H.O.P.E. (Homeless Outreach and Proactive Enforcement) Team to connect homeless individuals with resources to provide housing assistance.					

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure NEW	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 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.**	Average number of days before a report is available to the public after being completed by a deputy.	N/A	N/A	N/A	14 days
STRATEGY	Replace the current report writing software with InForm Report Writing, a more efficient and up-to-date software.					
STRATEGY	Improve efficiency in the reporting process by completing a majority of the report auditing before the report is entered and completed in the software.					
STRATEGY	Make reports available online for instant download by the public.					

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 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.	4,547	3,250	3,959	3,500
STRATEGY	Increase the number of gang contacts accomplished through an emphasis of 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.					

Sheriff/Coroner/Public Administrator

DESCRIPTION OF MAJOR SERVICES

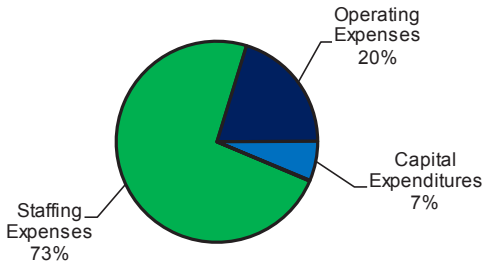
The Sheriff/Coroner/Public Administrator acts as the chief law enforcement officer, coroner/public administrator, and director of safety and security for the County by providing a full range of services throughout the County's unincorporated areas.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$325,336,023
Total Sources (Incl. Reimb.)	$234,977,460
Net County Cost	$90,358,563
Total Staff	1,873
Funded by Net County Cost	28%

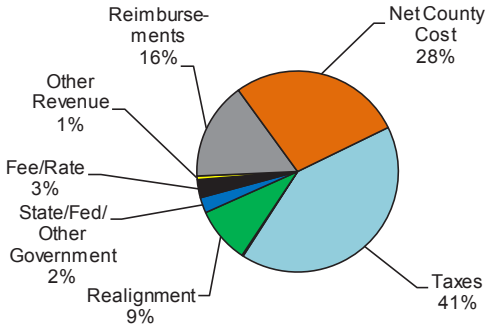
The department's general law enforcement mission is carried out through the operation of 10 County stations and a centralized headquarters, using basic crime and narcotics investigations, a crime laboratory and identification bureau, central records, two dispatch communication centers, and an aviation 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 the estates of deceased persons with whom no executor was appointed. The Court's Civil Division oversees the imposition of court-ordered settlements and provides security to courtrooms in the San Bernardino Superior Court system. The department is also mandated to perform search and rescue operations within the County through its mountain rescue, desert rescue, swift water, and dive team units. These functions are performed primarily by trained volunteers and reserve deputies, and administered by the Sheriff's Volunteer Unit.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

BUDGET UNIT: 443 1000
FUNCTION: Public Protection
ACTIVITY: Police Protection

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	195,766,792	207,991,686	220,384,848	228,482,344	226,291,935	238,659,050	**10,176,706**
Operating Expenses	51,721,844	54,945,424	56,255,892	55,583,189	55,284,868	65,639,538	**10,056,349**
Capital Expenditures	4,929,919	7,600,790	16,355,585	21,540,379	20,363,691	20,686,912	**(853,467)**
Total Exp Authority	252,418,555	270,537,900	292,996,325	305,605,912	301,940,494	324,985,500	**19,379,588**
Reimbursements	(36,243,078)	(38,028,260)	(44,841,059)	(47,119,762)	(46,857,300)	(51,122,830)	**(4,003,068)**
Total Appropriation	216,175,477	232,509,640	248,155,266	258,486,150	255,083,194	273,862,670	**15,376,520**
Operating Transfers Out	98,533	4,326,991	71,221	472,214	173,652	350,523	**(121,691)**
Total Requirements	216,274,010	236,836,631	248,226,487	258,958,364	255,256,846	274,213,193	**15,254,829**
Sources							
Taxes	110,702,915	115,360,000	118,370,000	130,955,000	130,149,162	134,400,000	**3,445,000**
Realignment	27,000,000	27,903,518	30,153,784	28,948,650	28,948,650	29,263,113	**314,463**
State/Fed/Other Government	9,381,972	8,107,584	7,086,828	9,223,953	7,745,923	8,118,953	**(1,105,000)**
Fee/Rate	6,313,970	7,253,971	7,923,843	7,869,918	9,445,487	9,471,320	**1,601,402**
Other Revenue	2,360,893	1,748,926	1,989,203	1,590,000	1,679,833	1,895,000	**305,000**
Total Revenue	155,759,750	160,373,999	165,523,658	178,587,521	177,969,055	183,148,386	**4,560,865**
Operating Transfers In	673,918	506,486	535,933	487,853	179,428	706,244	**218,391**
Total Financing Sources	156,433,668	160,880,485	166,059,591	179,075,374	178,148,483	183,854,630	**4,779,256**
Net County Cost	59,840,342	75,956,146	82,166,896	79,882,990	77,108,363	90,358,563	**10,475,573**
Budgeted Staffing*	1,698	1,701	1,745	1,772	1772	1,873	**101**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Requirements of $274.2 million include the costs of providing patrol and general law enforcement for the County's unincorporated areas alongside Coroner and Court 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:

- $134.4 million in Proposition 172 half-cent sales tax revenue.
- $90.4 million in Net County Cost (Discretionary General Funding).
- $51.1 million in Reimbursements (primarily from the department's law enforcement contracts).
- $29.3 million from the state for providing court security services (Public Safety Realignment).
- $9.5 million in fees/charges for providing an array of law enforcement services.
- $5.8 million in state and federal grants.



BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $15.3 million due to a $10.2 million increase in Staffing Expenses related to additional positions, negotiated salary increases and retirement cost increases. Additionally, Operating Expenses are increasing by $10.1 million primarily due to an increase in liability insurance and COWCAP charges. These increased costs are partially offset by a decrease in Capital Expenditures of $853,467 and an increase in Reimbursements of $4.0 million from the department's Law Enforcement Contracts budget unit to fund its share of additional Staffing Expenses.

Sources are increasing by $4.8 million primarily due to a projected increase in Proposition 172 half-cent sales tax revenue of $3.4 million and an anticipated increase in Fee/Rate revenue of $1.6 million as a result of a reclassification and increase in contract training revenue. The department's Net County Cost (Discretionary General Funding) allocation is increasing by $10.5 million primarily to fund additional positions, negotiated salary increases and retirement costs, and increases in liability insurance costs.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Sheriff	2	0	0	0	2	0	2
Undersheriff	63	0	0	0	63	4	59
Assistant Sheriff- Operations	24	0	0	0	24	4	20
Assistant Sheriff- Support	19	0	0	2	21	1	20
Special Operations	239	0	-1	-4	234	14	220
Valley Mountain Patrol	234	0	0	-4	230	4	226
Desert Patrol	304	3	0	-1	306	12	294
Personnel Services	198	91	0	9	298	48	250
Support Services/Court Services	689	15	-7	-2	695	67	628
Total	1,772	109	-8	0	1,873	154	1,719

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $238.7 million fund 1,873 budgeted positions of which 1,719 are regular positions (984 safety and 735 professional) and 154 are limited term positions. The department is increasing budgeted staffing by 90 Deputy Sheriff Trainee positions to accommodate the department's need for an increase in the capacity of the training academy program, 9 Sheriff's Communications Dispatcher I positions to meet the increased need of dispatcher services, 1 Sergeant for the Morongo Station and 1 Personnel Technician to support the hiring process in order to keep adequate staffing levels and remain in compliance with the Prison Law Office mitigation and mental health mediation. In addition, the department is deleting 7 Sheriff's Communications Dispatcher II positions, which is offset by the addition of 6 Sheriff's Communications Dispatcher III positions to meet the increased needs of dispatcher services throughout the County.

The following positions are technical corrections to the staffing count for the Sheriff/Coroner/Public Administrator operations budget unit:

- 1 Office Specialist, which is reflected as a deletion.
- 1 additional Sheriff's Detective/Corporal, which was transferred from the Law Enforcement Contracts budget unit.
- 1 additional Sheriff's Service Specialist, which is transferred from the Law Enforcement Contracts budget unit.

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 conditions of post release community supervision.

Budget at a Glance

Total Requirements (Excl. Reimb.)	$247,667,143
Total Sources (Incl. Reimb.)	$91,897,026
Net County Cost	$155,770,117
Total Staff	1,472
Funded by Net County Cost	63%

The San Bernardino County Sheriff operates four Type I and four Type II Detention facilities. The Type II Detention Facilities currently have a total maximum inmate capacity of 6,769. West Valley Detention Center, Central Detention Center, High Desert Detention Center and the Glen Helen Rehabilitation Center house both pre-trial inmates and persons sentenced to serve time in a County facility. The Type I Holding Facilities, namely Big Bear, Barstow, Morongo and Colorado River Jails, have a total maximum holding capacity of 198 arrestees.

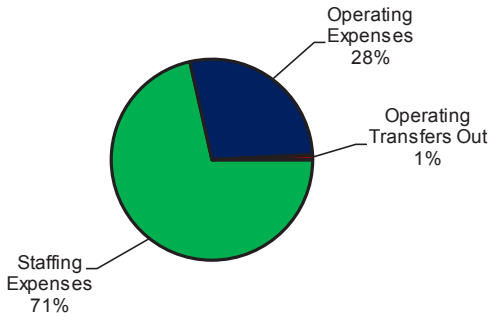
On April 4, 2011, the Governor of California signed Assembly Bill 109, the Public Safety Realignment Act, which created a significant change to the California correctional system. The law, which became effective on October 1, 2011, transferred responsibility for housing/supervising inmate and parolee populations classified as low-level offenders from the California Department of Corrections and 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.

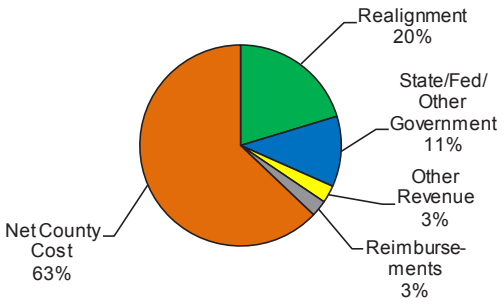
On April 21, 2015, the California Department of State Hospitals entered into a contract with the department to administer the Jail Based Competency Treatment Program (JBCT) and provide inmates from counties, including San Bernardino, with restoration of competency treatment services similar to those provided in state mental hospitals. The contract provides access to portions of the West Valley Detention Center (WVDC) for up-to 126 patient inmates.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

BUDGET UNIT: 442 1000
FUNCTION: Public Protection
ACTIVITY: Detention and Corrections

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	133,017,385	137,828,336	150,396,816	165,783,789	164,024,054	177,012,866	**11,229,077**
Operating Expenses	37,765,541	52,737,461	59,071,945	67,090,189	65,514,361	68,615,509	**1,525,320**
Capital Expenditures	322,925	479,899	1,735,752	325,000	235,226	325,000	**0**
Total Exp Authority	171,105,851	191,045,696	211,204,513	233,198,978	229,773,641	245,953,375	**12,754,397**
Reimbursements	(2,675,047)	(3,381,506)	(5,987,092)	(7,018,481)	(6,931,193)	(6,531,942)	**486,539**
Total Appropriation	168,430,804	187,664,190	205,217,421	226,180,497	222,842,448	239,421,433	**13,240,936**
Operating Transfers Out	233,015	878,428	780,357	736,439	75,975	1,713,768	**977,329**
Total Requirements	168,663,819	188,542,618	205,997,778	226,916,936	222,918,423	241,135,201	**14,218,265**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	30,291,339	39,934,042	42,597,598	47,289,984	46,711,870	50,297,756	**3,007,772**
State/Fed/Other Government	8,520,212	17,206,459	19,100,357	25,230,257	26,762,774	28,107,950	**2,877,693**
Fee/Rate	9,532	8,733	29,446	0	794	0	**0**
Other Revenue	6,278,691	5,669,406	5,852,145	6,266,223	5,333,450	6,959,378	**693,155**
Total Revenue	45,099,774	62,818,639	67,579,546	78,786,464	78,808,888	85,365,084	**6,578,620**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	45,099,774	62,818,639	67,579,546	78,786,464	78,808,888	85,365,084	**6,578,620**
Net County Cost	123,564,045	125,723,979	138,418,232	148,130,472	144,109,535	155,770,117	**7,639,645**
Budgeted Staffing*	1,373	1,419	1,434	1,451	1451	1,472	**21**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Requirements of $241.1 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:

- $155.8 million of Net County Cost (Discretionary General Funding).
- $50.3 million of Public Safety Realignment Funding (AB 109).
- $17.9 million from a contract with the California Department of State Hospitals for the JBCT Program.
- $8.0 million from the United States Marshals Service for housing federal inmates.
- $4.8 million from the Inmate Welfare Fund budget unit.
- $3.5 million Reimbursement from Department of Behavioral Health for the Comprehensive Mental Health Service Program.
- $2.8 million Reimbursement from the Department's Local Detention Facility Revenue budget unit.
- $2.0 million from state funded programs.
- $1.0 million from charging inmates for electronic monitoring.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $14.2 million primarily due to increases in Staffing Expenses, Operating Expenses and Operating Transfers Out as well as a decrease in Reimbursements. Staffing Expenses are increasing by $11.2 million due to negotiated salary increases, retirement costs, and the addition of 21 positions to meet the need of increased recreational time, health services and for additional support in the inmate services division. Operating Expenses are increasing by $1.5 million primarily due to increased medical services contracts, necessary mattress replacement for all detention centers, and an increase in liability insurance and food costs. A net increase of $1.0 million in Operating Transfers Out is due to new one-time capital improvement projects, including the Central Detention Center Generator Project and the Glen Helen Rehabilitation Center Conduit Installation Project, funded by a one-time allocation of AB 109 revenue.

Sources are increasing by $6.6 million due to a projected increase in AB 109 base funding which assists in funding additional program costs, a one-time allocation of AB 109 funding to fund detentions-related capital improvement projects, the expansion of the JBCT program, and renegotiated rates with the United States Marshals Service for housing federal inmates. The department's Net County Cost (Discretionary General Funding) allocation is increasing by $7.6 million to fund additional positions, negotiated salary increases and retirement costs, increases in liability insurance costs and in medical service contracts.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Detentions	1448	21	0	0	1,469	51	1,418
Undersheriff	3	0	0	0	3	0	3
Total	1,451	21	0	0	1,472	51	1,421

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $177.0 million fund 1,472 budgeted positions of which 1,421 (654 safety and 767 professional) are regular positions and 51 are limited term positions. The department is increasing budgeted staffing by 21 positions. Budgeted staffing changes include the following:

Additions:

- 15 Deputy Sheriff – To adequately meet requirements of additional recreational time for inmates and to address the need for increased security in housing units due to prison realignment. Of the 15 positions, 5 are funded with an increase in AB 109 base funding and 10 are funded with Net County Cost (Discretionary General Funding).
- 5 Correctional Nurse II – To address the need for increased health services at the High Desert Detention Center. These positions are funded with an increase in AB 109 base funding.
- 1 Staff Analyst II - To improve program funding and tracking for inmate services division. This position is funded by the Inmate Welfare Fund.

Sheriff – Law Enforcement Contracts

DESCRIPTION OF MAJOR SERVICES

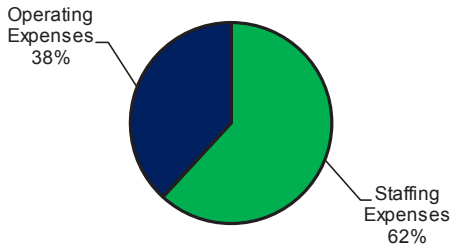
The San Bernardino County Sheriff provides contract law enforcement services to 14 cities/towns (Adelanto, Apple Valley, Big Bear, Chino Hills, Grand Terrace, Hesperia, Highland, Loma Linda, Needles, Rancho Cucamonga, Twentynine Palms, Victorville, Yucaipa, and Yucca Valley) within San Bernardino County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

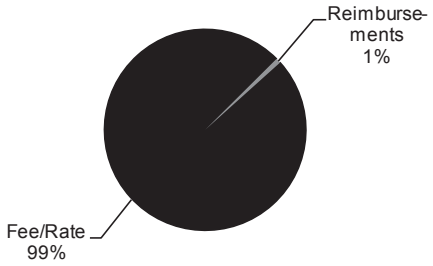
Total Requirements (Excl. Reimb.)	$162,817,978
Total Sources (Incl. Reimb.)	$162,817,978
Net County Cost	$0
Total Staff	595
Funded by Net County Cost	0%

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

BUDGET UNIT: 441 1000
FUNCTION: Public Protection
ACTIVITY: Police Protection

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	80,842,677	84,294,645	89,262,163	97,191,361	94,989,968	100,679,681	**3,488,320**
Operating Expenses	45,194,829	48,110,090	54,363,749	55,899,747	55,770,229	62,138,297	**6,238,550**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	126,037,506	132,404,735	143,625,912	153,091,108	150,760,197	162,817,978	**9,726,870**
Reimbursements	(350,120)	(189,658)	(773,119)	(1,079,161)	(1,079,161)	(1,312,452)	**(233,291)**
Total Appropriation	125,687,386	132,215,077	142,852,793	152,011,947	149,681,036	161,505,526	**9,493,579**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	125,687,386	132,215,077	142,852,793	152,011,947	149,681,036	161,505,526	**9,493,579**
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	124,788,917	132,481,136	142,984,758	152,011,947	149,683,953	161,505,526	**9,493,579**
Other Revenue	3,724	1,512	6,457	0	1,060	0	**0**
Total Revenue	124,792,641	132,482,648	142,991,215	152,011,947	149,685,013	161,505,526	**9,493,579**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	124,792,641	132,482,648	142,991,215	152,011,947	149,685,013	161,505,526	**9,493,579**
Net County Cost	894,745	(267,571)	(138,422)	0	(3,977)	0	**(0)**
Budgeted Staffing*	578	582	589	595	595	595	**0**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Requirements of $161.5 million primarily include the following:

- Staffing Expenses of $100.7 million for 595 budgeted law enforcement and professional staff assigned to stand-alone operations serving as city police departments.
- Operating Expenses of $62.1 million primarily include $5.5 million in COWCAP charges, $6.8 million in Risk Management premiums, $2.2 million in vehicle fuel and maintenance charges, $2.0 million in patrol vehicle equipment and radio replacement charges, and $1.0 million in radio access and maintenance charges. It also includes transfers to the Sheriff/Coroner/Public Administrator general fund budget unit for the following:
  - $25.7 million for services from County stations for smaller city operations (dual operations)
  - $7.0 million for dispatch services
  - $3.0 million for training costs
  - $679,959 for administrative support
- Reimbursements of $1.3 million represent a credit to the cities of Chino Hills, Rancho Cucamonga and Yucaipa for delivering law enforcement services to portions of the unincorporated area of the West End and Yucaipa. This allows for a shorter response time to calls for service while still maintaining the quality of service and supervision.

Sources of $161.5 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 $9.5 million due to increases in Staffing Expenses and Operating Expenses. Staffing Expenses are increasing by $3.5 million due to negotiated salary increases, and increases to retirement costs. Operating Expenses are increasing by $6.2 million due to an increase in liability insurance, and transfers to the Sheriff/Coroner/Public Administrator general fund budget unit for an increase in service hours and dispatcher services for dual operations stations.

Sources are increasing by $9.5 million to reflect additional revenue from law enforcement contracts to cover the increased cost of services provided.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Valley/Mountain Patrol	334	1	-2	0	333	0	333
Desert Patrol	261	1	0	0	262	0	262
Total	595	2	-2	0	595	0	595

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $100.7 million fund 595 budgeted regular positions.

Staffing changes include the following:

Additions

- 1 Deputy Sheriff in the City of Victorville as approved by the Board of Supervisors on December 19, 2017 (Item No. 65) for additional law enforcement services.
- 1 Deputy Sheriff in the City of Highland as approved by the Board of Supervisors on February 13, 2018 (Item No. 66) for additional law enforcement services.

The following positions represent a technical correction and need to be reflected as deletions, and added to the Sheriff/Coroner/Public Administrator's general fund budget unit to correct staffing counts:

Deletions

- 1 Sheriff's Detective/Corporal which was added to the Town of Yucca Valley contract as approved by the Board of Supervisors on December 5, 2017 (Item No. 70) is being transferred.
- 1 Sheriff's Service Specialist which was deleted from the City of Yucaipa contract and added to the City of Adelanto contract as approved by the Board of Supervisors on June 27, 2017 (Item No. 52) is being transferred.

Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$22,460,290
Total Sources (Incl. Reimb.)	$12,010,149
Use of/ (Contribution to) Fund Balance	$10,450,141
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.

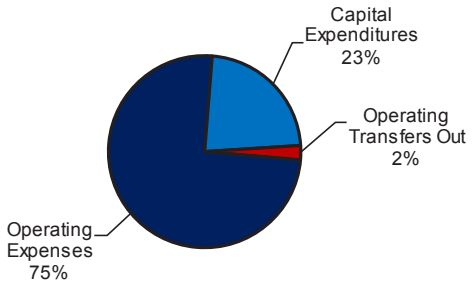
Court Services Auto accounts for processing court fees collected under Government Code Section 26746, which are used to supplement the County's cost for vehicle fleet replacement in addition to equipment, maintenance, and civil process operations associated with court services.

Court Services Tech accounts for processing court fees collected under Government Code Section 26731, which are used for automated equipment necessary to operate court services.

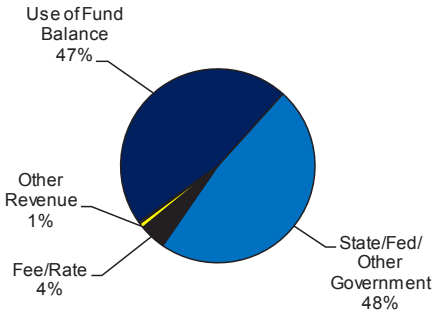
In accordance with state legislation (AB1805) enacted on July 1, 2007, **Local Detention Facility Revenue** accounts for an allocation of funds from the state replacing booking fees previously charged by the County to cities and local entities, as permitted by Government Code Section 29550. Funds are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

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES (INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

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

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	14,274,890	13,876,798	14,821,543	17,328,107	13,018,335	16,814,276	**(513,831)**
Capital Expenditures	5,990,854	2,661,138	2,281,832	6,263,596	885,024	5,103,189	**(1,160,407)**
Total Exp Authority	20,265,744	16,537,936	17,103,375	23,591,703	13,903,359	21,917,465	**(1,674,238)**
Reimbursements	(1,319,453)	(63,226)	(62,769)	(64,068)	(68,456)	(68,200)	**(4,132)**
Total Appropriation	18,946,291	16,474,710	17,040,606	23,527,635	13,834,903	21,849,265	**(1,678,370)**
Operating Transfers Out	2,861,264	3,073,735	575,984	1,560,065	770,633	542,825	**(1,017,240)**
Total Requirements	21,807,555	19,548,445	17,616,590	25,087,700	14,605,536	22,392,090	**(2,695,610)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	12,962,811	15,072,853	18,098,948	9,770,838	11,205,567	10,764,425	**993,587**
Fee/Rate	15,193	855,969	709,058	1,000,000	0	1,000,000	**0**
Other Revenue	1,605,923	253,574	619,626	186,016	1,366,931	177,524	**(8,492)**
Total Revenue	14,583,927	16,182,396	19,427,632	10,956,854	12,572,498	11,941,949	**985,095**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	14,583,927	16,182,396	19,427,632	10,956,854	12,572,498	11,941,949	**985,095**
Fund Balance							
Use of / (Contribution to) Fund Balance**	7,223,628	3,366,049	(1,811,042)	14,130,846	2,033,038	10,450,141	**(3,680,705)**
Available Reserves				265,265		2,012,321	**1,747,056**
Total Fund Balance				14,396,111		12,462,462	**(1,933,649)**
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 2018-19 ADOPTED BUDGET

	2018-19				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
IRNET Federal (Fund 2382)	717,325	10,500	706,825	0	0
IRNET State (Fund 2390)	1,982,413	1,045,668	936,745	246,430	0
Federal Seized Assets - DOJ (Fund 2384)	5,390,617	43,000	5,347,617	0	0
Federal Seized Assets - Treasury (Fund 2386)	610,133	1,200	608,933	0	0
State Seized Assets (Fund 2387)	830,560	509,500	321,060	0	0
Auto Theft Task Force (Fund 2385)	2,774,554	1,805,625	968,929	171,132	0
CAL-ID Program (Fund 2392)	4,816,975	4,746,975	70,000	111,479	0
Court Services Auto (Fund 2396)	604,500	604,500	0	483,280	0
Court Services Tech (Fund 2398)	1,901,466	412,300	1,489,166	1,000,000	0
Local Detention Facility Revenue (Fund 2400)	2,763,547	2,762,681	866	0	0
Total Special Revenue Funds	22,392,090	11,941,949	10,450,141	2,012,321	0

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

IRNET Federal: Requirements of $717,325 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. 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, COWCAP charges and application development enhancements. The Guide to Equitable Sharing for State and Local Law Enforcement Agencies permits the expenses noted above.

IRNET State: Requirements of $2.0 million are comprised of Operating Expenses for various one-time law enforcement operations and ongoing drug and gang programs. Sources of $1.0 million include anticipated state asset forfeiture funds and projected interest earnings. Use of Fund Balance of $936,745 is for one-time Operating Expenses. State forfeited funds are distributed to the local law enforcement agency that participated in the seizure.

Federal Seized Assets (DOJ): Requirements of $5.4 million include $1.8 million in Operating Expenses to support law enforcement operations and investigations and Capital Expenditures of $3.6 million in one-time vehicles, equipment and software purchases. Sources of $43,000 include projected interest earnings on the current Fund Balance. To comply with federal guidelines, the department does not budget anticipated revenues in this budget unit.

Fund Balance will be used for law enforcement operations and investigations as well as for training and education purposes. In addition, the Fund Balance will be used for law enforcement equipment and overtime for personnel involved in law enforcement operations. These expenses can be reduced as needed dependent on the amount of Fund Balance available. The Guide to Equitable Sharing for State and Local Law Enforcement Agencies permits the expenses noted above.

Federal Seized Assets (Treasury): Requirements of $610,133 support law enforcement operations. Sources of $1,200 represent projected interest earnings. 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. The Guide to Equitable Sharing for State and Local Law Enforcement Agencies permits the expenses noted above.

State Seized Assets: Requirements of $830,560 support continuous law enforcement investigation activity. Of this total, $61,000 of Operating Expenses provide for a transfer to the Sheriff/Coroner/Public Administrator's general fund budget unit for public safety educator overtime and salaries. Sources of $509,500 include $425,000 in anticipated state asset seizures, $9,500 in projected interest earnings and a transfer of $75,000 from the Evidence and Cash Trust Fund. Fund Balance of $321,060 will be used for one-time capital improvement projects.

State forfeited funds are distributed to the local law enforcement agency that participated in the seizure. Fifteen percent (15%) of these funds will be deposited in a special fund maintained by the seizing agency to fund programs designed to combat drug abuse and reduce gang activity.

San Bernardino County Auto Theft Task Force (SANCATT): Requirements of $2.8 million 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. Requirements are partially offset by Reimbursements of $68,200 from the District Attorney's office for the cost of one of these positions. Sources of $1.8 million primarily represent vehicle registration fees and projected interest earnings. Fund Balance of $968,929 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 $4.8 million includes $4.7 million in Operating Expenses, which supports 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 $146,000 include one-time equipment and vehicle purchases. Sources of $4.7 million are from the CAL-ID Program trust fund and directly offset all claimable costs. Fund Balance of $70,000 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 $604,500 include $600,000 in Capital Expenditures to replace vehicles and $4,500 in Operating Expenses for maintenance and COWCAP charges. Sources of $604,500 reflect the department's share of anticipated court fines and projected interest earnings.

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 $1.9 million include $1.1 million in Operating Expenses and $796,802 in Capital Expenditures to fund one-time purchases of computer equipment and integration costs for the Civil Case Management System (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 $1.5 million may be 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 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 $2.7 million, resulting primarily from the following:

- IRNET Federal Requirements are decreasing by $1.2 million due to the department only being able to budget revenue once funds have been received per equitable sharing/federal guidelines.
- Federal Seized Assets (DOJ) Requirements are decreasing by $2.6 million due to the department only being able to budget revenue once funds have been received per equitable sharing/federal guidelines.
- IRNET State Requirements are increasing by $1.4 million for one-time law enforcement operations and Operating Expenses, which are partially funded by an increase in Sources.
- CAL-ID Program Requirements are increasing by $127,132 due to negotiated salary increases.
- Court Services Technology Requirements are decreasing by $326,448 due to one-time purchases of computer equipment for the CCMS from the prior year.

Sources are increasing by $985,095 due to participation in CAL-ID, and increased participation in IRNET State Asset Forfeiture. To comply with equitable sharing/federal guidelines, the department can only budget revenue for IRNET Federal and Federal Seized Assets (DOJ) once funds have been received. It is likely the department will return to the Board of Supervisors in a future quarterly budget report as forfeiture revenue is received throughout the fiscal year.

ANALYSIS OF FUND BALANCE

Historically, the department has used Fund Balance for one-time law enforcement expenditures. Such one-time expenditures have included various detention facility and training academy improvements and the purchase of law enforcement equipment and vehicles.

Various laws and program guidelines governing the special revenue funds require the use of the Fund Balance to supplement law enforcement operations as well as to purchase various law enforcement vehicles and equipment. Additionally, the department uses Fund Balance for overtime salaries of officers involved in law enforcement investigations as permitted by federal asset forfeiture program guidelines.

A significant portion of Fund Balance for IRNET Federal was used in 2017-18 for combating narcotics organizations. The decrease in Fund Balance is due to changes in the federal distribution process which caused a temporary delay in the receipt of revenues and has since been resolved.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with these budget units.

SAN BERNARDINO
COUNTY

OPERATIONS & COMMUNITY SERVICES







OPERATIONS AND COMMUNITY SERVICES SUMMARY

GENERAL FUND	Page #	Requirements	Sources	Net County Cost	Staffing
COMMUNITY SERVICES	443				
COMMUNITY SERVICES ADMINISTRATION	444	297,388	0	297,388	4
AGRICULTURE/WEIGHTS AND MEASURES	447				
AGRICULTURE/WEIGHTS AND MEASURES	449	7,788,901	6,007,633	1,781,268	67
AIRPORTS	454				
AIRPORTS	456	4,694,045	4,694,045	0	22
COUNTY MUSEUM	475				
COUNTY MUSEUM	477	3,584,791	386,988	3,197,803	18
LAND USE SERVICES	483				
ADMINISTRATION	485	1,189,908	0	1,189,908	41
PLANNING	488	6,540,973	1,814,555	4,726,418	30
BUILDING AND SAFETY	491	6,608,187	5,810,000	798,187	23
CODE ENFORCEMENT	494	6,658,515	1,253,500	5,405,015	40
FIRE HAZARD ABATEMENT	497	2,754,980	2,370,872	384,108	17
LAND DEVELOPMENT	500	997,893	274,650	723,243	8
PUBLIC WORKS	503				
SURVEYOR	507	3,305,387	2,654,989	650,398	22
REAL ESTATE SERVICES	528				
ADMINISTRATION AND FINANCE	531	0	0	0	19
RENTS AND LEASES	534	1,218,700	1,218,700	0	0
COURTS PROPERTY MANAGEMENT	536	1,643,614	1,643,614	0	0
PROJECT MANAGEMENT DIVISION	540	229,000	0	229,000	24
LEASING AND ACQUISITION DIVISION	543	1,602,450	1,602,450	0	18
FACILITIES MANAGEMENT DIVISION	546	20,274,196	19,799,196	475,000	117
UTILITIES	549	19,639,967	492,765	19,147,202	2
REGIONAL PARKS	551				
REGIONAL PARKS	553	9,843,328	7,534,150	2,309,178	205
REGISTRAR OF VOTERS	560	11,192,519	2,470,642	8,721,877	58
TOTAL GENERAL FUND		110,064,742	60,028,749	50,035,993	735

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	12,379,975	8,653,943	3,726,032	0
COUNTY LIBRARY- CONSOLIDATED	468	20,031,064	17,732,816	2,298,248	317
PUBLIC WORKS DEPARTMENT:					
SURVEYOR					
MONUMENT PRESERVATION	510	80,000	80,000	0	0
TRANSPORTATION					
SPECIAL REVENUE FUNDS - CONSOLIDATED	512	171,704,364	125,399,611	46,304,753	346
FLOOD CONTROL DISTRICT					
SPECIAL REVENUE FUNDS - CONSOLIDATED	520	126,113,737	70,863,865	55,249,872	175
REAL ESTATE SERVICES:					
CHINO AGRICULTURAL PRESERVE	538	5,214,940	765,936	4,449,004	0
REGIONAL PARKS:					
SPECIAL REVENUE FUNDS - CONSOLIDATED	556	6,881,269	6,396,050	485,219	0
TOTAL SPECIAL REVENUE FUNDS		342,553,214	229,894,721	112,658,493	838

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	3,643,597	2,928,877	714,720	0
CSA 60 APPLE VALLEY AIRPORT-CIP	465	2,743,726	1,461,133	1,282,593	0
COUNTY MUSEUM:					
MUSEUM STORE	480	175,079	92,500	82,579	4
PUBLIC WORKS DEPARTMENT:					
SOLID WASTE MANAGEMENT					
ENTERPRISE FUNDS - CONSOLIDATED	517	134,039,588	93,831,604	40,207,984	90
TOTAL ENTERPRISE FUNDS		140,601,990	98,314,114	42,287,876	94

INTERNAL SERVICE FUND	Page #	Requirements	Sources	Use of (Contribution to) Net Position	Staffing
SAN BERNARDINO COUNTY FLOOD CONTROL DISTRICT:					
FLOOD CONTROL EQUIPMENT	525	3,203,500	2,290,627	912,873	0
TOTAL INTERNAL SERVICES FUND		3,203,500	2,290,627	912,873	0



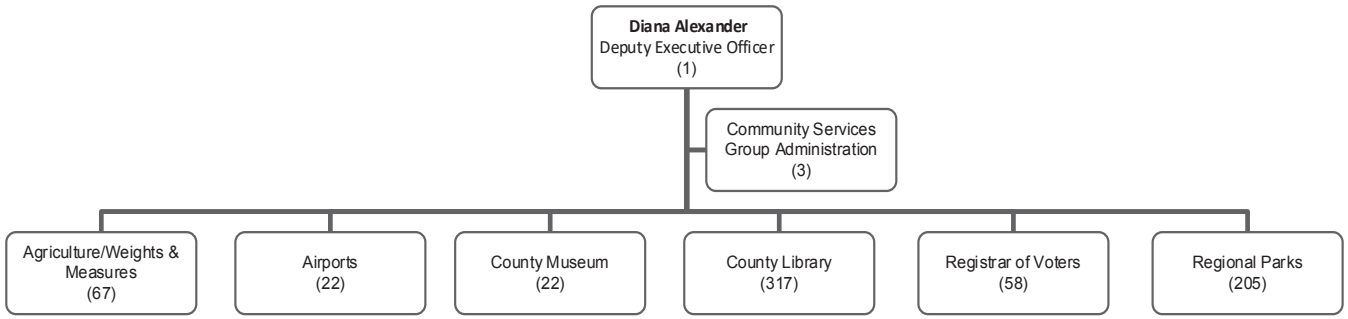
COMMUNITY SERVICES
Diana Alexander

DEPARTMENT MISSION STATEMENT



The Community Services Group provides vital services throughout every region of the County that enrich and protect the quality of life for a diverse population of County residents.

ORGANIZATIONAL CHART



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Community Services Group Administration	297,388	0	297,388			4
Agriculture/Weights and Measures	7,788,901	6,007,633	1,781,268			67
Airports	4,694,045	4,694,045	0			22
County Museum	3,584,791	386,988	3,197,803			18
Regional Parks	9,843,328	7,534,150	2,309,178			205
Registrar of Voters	11,192,519	2,470,642	8,721,877			58
Total General Fund	37,400,972	21,093,458	16,307,514	0	0	374
Special Revenue Funds						
California Grazing	147,865	2,500		145,365		0
Airports - Consolidated	12,379,975	8,653,943		3,726,032		0
County Library - Consolidated	20,031,064	17,732,816		2,298,248		317
Regional Parks - Consolidated	6,881,269	6,396,050		485,219		0
Total Special Revenue Funds	39,440,173	32,785,309	0	6,654,864	0	317
Enterprise Funds						
CSA 60 - Apple Valley Airport - Operations	3,643,597	2,928,877			714,720	0
CSA 60 - Apple Valley Airport - Capital Improvement Program	2,743,726	1,461,133			1,282,593	0
Museum Store	175,079	92,500			82,579	4
Total Enterprise Funds	6,562,402	4,482,510	0	0	2,079,892	4
Total - All Funds	83,403,547	58,361,277	16,307,514	6,654,864	2,079,892	695

The Community Services Group includes the following six departments: Agriculture/Weights and Measures, Airports, County Library, County Museum, Regional Parks, and Registrar of Voters. The departments include General Fund budget units, Special Revenue Fund budget units, and Enterprise Fund budget units. The various budget units fund operations, programs, and Capital Improvement Projects.

Community Services Group Administration

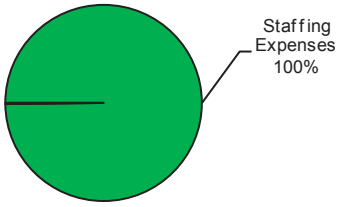
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$658,217
Total Sources (Incl. Reimb.)	$360,829
Net County Cost	$297,388
Total Staff	4
Funded by Net County Cost	45%

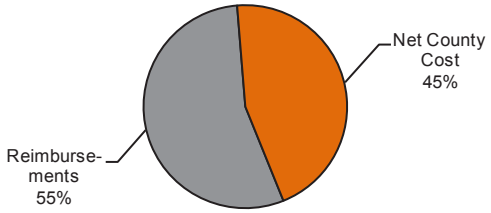
The Community Services Group (CSG) is comprised of the following six departments: Agriculture/Weights and Measures, Airports, County Library, County Museum, Regional Parks, and Registrar of Voters. Agriculture/Weights and Measures protect the welfare of the public by ensuring residents and businesses 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.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Community Services Group
FUND: General

BUDGET UNIT: 115 1000
FUNCTION: General
ACTIVITY: Legislative & Admin

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	262,850	279,133	512,806	344,642	657,017	**144,211**
Operating Expenses	0	0	41	66,100	3,771	1,200	**(64,900)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	0	262,850	279,174	578,906	348,413	658,217	**79,311**
Reimbursements	0	0	(5,100)	(298,353)	(232,253)	(360,829)	**(62,476)**
Total Appropriation	0	262,850	274,074	280,553	116,160	297,388	**16,835**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	262,850	274,074	280,553	116,160	297,388	**16,835**
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	262,850	274,074	280,553	116,160	297,388	**16,835**
Budgeted Staffing*	0	1	1	3	3	4	**1**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Staffing Expenses of $657,017 fund 4 positions that provide administrative support services to all six departments within CSG. Operating Expenses of $1,200 primarily represent travel mileage reimbursement for staff. Reimbursements of $360,829 from CSG departments fund Staffing Expenses for finance, communications, and payroll related services. Net County Cost of $297,388 primarily funds the Deputy Executive Officer.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $16,835 primarily due to negotiated salary increases and increased retirement expenses. Operating Expenses are decreasing by $64,900 reflecting the transfer of the cost for the University of California, Cooperative Extension (UCCE) Program to the County Administrative Office budget.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Community Services Administration	3	1	0	0	4	0	4
Total	3	1	0	0	4	0	4

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $657,017 fund 4 regular positions. A Community Services Communications Officer position is added to assist in the coordination of communication to the public about the Community Services Group related initiatives and inquiries through digital and print media. This new position is funded by reimbursements from CSG departments. A Staff Analyst I position is reclassified to a Community Services Analyst due to a change in workload requiring higher level coordination efforts within the Community Services Group.

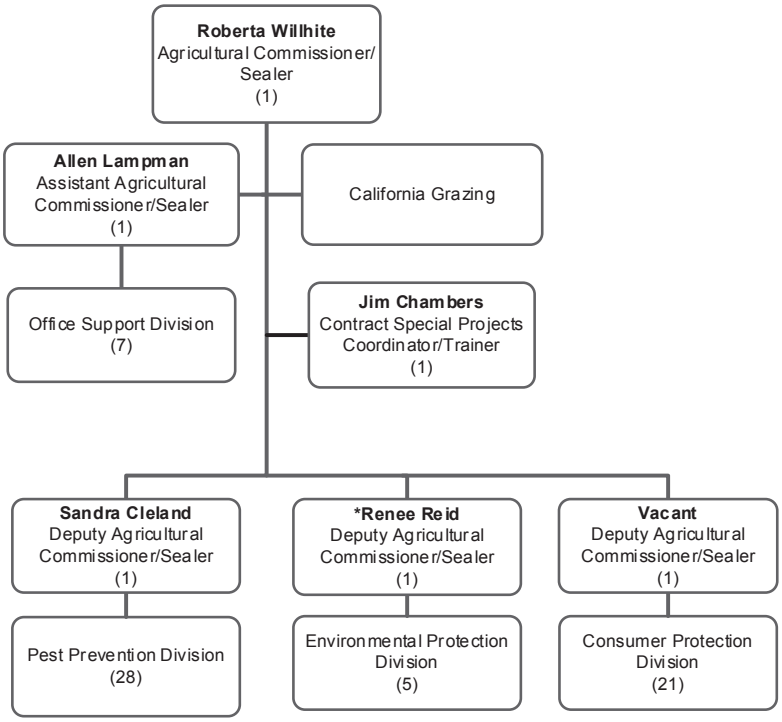
AGRICULTURE/WEIGHTS AND MEASURES
Roberta Y. Willhite

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



* In addition to managing the Environmental Protection Division, this Deputy Agricultural Commissioner/Sealer also supervises 8 Pest Prevention staff and 5 Consumer Protection staff.

2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Agriculture/Weights and Measures	7,788,901	6,007,633	1,781,268			67
Total General Fund	7,788,901	6,007,633	1,781,268	0	0	67
Special Revenue Funds						
California Grazing	147,865	2,500		145,365		0
Total Special Revenue Funds	147,865	2,500	0	145,365	0	0
Total - All Funds	7,936,766	6,010,133	1,781,268	145,365	0	67

2017-18 MAJOR ACCOMPLISHMENTS

- Performed 1,950 site visits to the US Post Office Distribution Center, parcel shipping terminals and other locations, inspected over 11,100 plant and quarantine shipments, rejected 81 shipments for various violations and intercepted 17 foreign pest species.
- Visited over 7,600 businesses that require inspections and issued over 1,850 Notices of Violation.
- Verified the accuracy of over 21,850 devices including all commercially used scales, motor fuel dispensers, LPG meters, taximeters, ambulance odometers and sub-metered electric, gas and water meters.
- Checked the price accuracy on over 27,800 items in an effort to achieve an overall price overcharge error rate of less than 2%. The measured error rate achieved was 0.8%.
- Inspected over 97,450 packaged items for accurate weight or measure of the net contents and rejected over 40,900 packages, or almost 42% of the items inspected.
- Serviced over 140,000 insect exotic insect traps at an average of 11,671 traps per month under state grant (contract) agreements in an effort to detect unwanted foreign pests.
- Inspected over 1,350 individuals and companies for compliance with pesticide laws and regulations, including 128 headquarters safety inspections at pesticide company locations.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of registered devices inspected.	78%	80%	75%	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**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Average number of monthly trap servicings.	12,441	11,500	11,671	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**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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.	58%	65%	81%	65%
STRATEGY	Partnering with state agencies, perform safety compliance inspections at pesticide companies with a target inspection goal of 65% of the locations.					



Agriculture/Weights and Measures

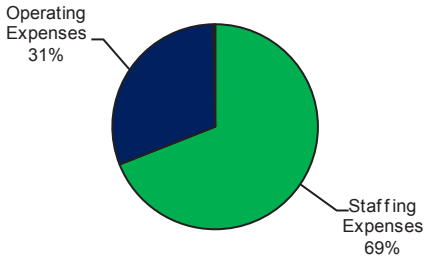
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$7,788,901
Total Sources (Incl. Reimb.)	$6,007,633
Net County Cost	$1,781,268
Total Staff	67
Funded by Net County Cost	23%

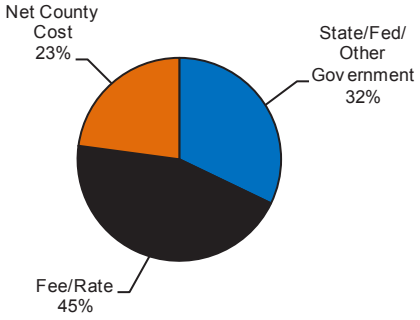
The Department of Agriculture/Weights and Measures protects the environment, public health, worker safety and the welfare of the public by helping residents and businesses comply with state and local agricultural and consumer protection laws. The department enforces plant quarantines, detects and eradicates 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 grants (revenue contract agreements) with CDFA that provide funding for related state mandated programs.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Agriculture/Weights and Measures
FUND: General

BUDGET UNIT: 611 1000
FUNCTION: Public Protection
ACTIVITY: Protective Inspection

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	4,621,917	4,611,479	4,797,261	5,153,669	4,552,190	5,374,792	**221,123**
Operating Expenses	2,237,199	1,848,628	1,939,019	2,045,483	2,035,191	2,392,059	**346,576**
Capital Expenditures	33,283	31,726	56,888	365	364	22,050	**21,685**
Total Exp Authority	6,892,399	6,491,833	6,793,169	7,199,517	6,587,745	7,788,901	**589,384**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	6,892,399	6,491,833	6,793,169	7,199,517	6,587,745	7,788,901	**589,384**
Operating Transfers Out	0	300,000	739,600	546,063	245,330	0	**(546,063)**
Total Requirements	6,892,399	6,791,833	7,532,769	7,745,580	6,833,075	7,788,901	**43,321**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	3,137,597	2,435,552	2,655,782	2,543,645	2,650,655	2,503,770	**(39,875)**
Fee/Rate	3,429,415	3,380,377	3,526,659	3,554,000	3,457,585	3,502,063	**(51,937)**
Other Revenue	3,743	(2,106)	19,103	2,000	(3,859)	1,800	**(200)**
Total Revenue	6,570,755	5,813,823	6,201,544	6,099,645	6,104,381	6,007,633	**(92,012)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	6,570,755	5,813,823	6,201,544	6,099,645	6,104,381	6,007,633	**(92,012)**
Net County Cost	321,644	978,010	1,331,224	1,645,935	728,694	1,781,268	**135,333**
Budgeted Staffing*	64	64	65	65	65	67	**2**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Staffing Expenses make up the majority of the $7.8 million in Requirements within this budget unit. These expenses are necessary in order to provide mandated inspection and enforcement services in the fields of agriculture, weights and measures. Herbicide purchases and vehicle/equipment maintenance charges make up the bulk of the department's Operating Expenses. Sources of $6.0 million include license and permit fees, funds received via state grants, the County's portion of Unclaimed Gas Tax, and reimbursement for weed control services.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $43,321 primarily due to increases in general office expenses and negotiated salary increases. Sources are decreasing by $92,012 primarily due to a small reduction in the amount of weed control services provided.



2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Administration	4	1	0	-2	3	1	2
Pest Prevention	29	0	0	0	29	1	28
Environmental Protection	5	0	0	1	6	0	6
Consumer Protection	20	1	0	1	22	0	22
Office Support	7	0	0	0	7	0	7
Total	65	2	0	0	67	2	65

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $5.4 million include 67 budgeted positions of which 65 are regular and 2 are limited term. A new Deputy Agricultural Commissioner/Sealer position will provide additional administrative support for the Consumer Protection division. An employment contract for a Special Projects Coordinator/Trainer position was approved by the Board on October 3, 2017 (Item No. 3) to assist the department with special projects and staff training, and is now being added to the budget to correct an error in the 2017-18 first quarter budget report.

California Grazing

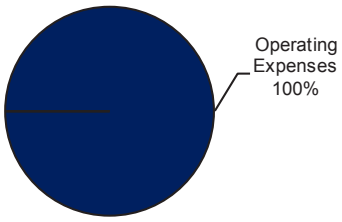
DESCRIPTION OF MAJOR SERVICES

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

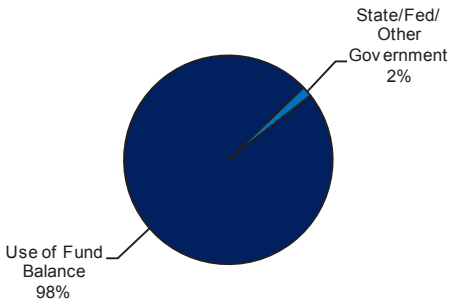
The California Grazing budget unit funds a variety of range improvement projects such as cattle guards, fencing, pipelines, tanks and other water dispensing facilities adopted by the County's Range Improvement Advisory Committee (RIAC). RIAC is comprised of five lessees of federal grazing land and one wildlife representative, and are appointed by the Board of Supervisors. RIAC recommends various grazing improvement projects for funding to the Board of Supervisors. The Bureau of Land Management (BLM), the federal agency responsible for leasing the grazing allotments to the ranchers, reviews the environmental impact of projects. Funding for these projects comes from fees paid to the federal government for grazing rights by ranchers under the provisions of the Federal Taylor Grazing Act of 1934. A portion of the grazing fees is distributed back to the County to finance improvements on federal lands. The County acts in a trustee capacity for these funds.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Agriculture/Weights and Measures
FUND: California Grazing

BUDGET UNIT: 611 2666
FUNCTION: Public Protection
ACTIVITY: Other Protection

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	3,390	0	0	147,865	0	147,865	**0**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	3,390	0	0	147,865	0	147,865	**0**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	3,390	0	0	147,865	0	147,865	**0**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	3,390	0	0	147,865	0	147,865	**0**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	3,453	4,667	4,685	2,500	2,040	2,500	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	3,453	4,667	4,685	2,500	2,040	2,500	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	3,453	4,667	4,685	2,500	2,040	2,500	**0**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(63)	(4,667)	(4,685)	145,365	(2,040)	145,365	**0**
Available Reserves				7,185		9,224	**2,039**
Total Fund Balance				152,550		154,589	**2,039**
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 2018-19 ADOPTED BUDGET

Operating Expenses of $147,865 provide for a variety of grazing/range improvement projects on federal lands, and these improvement projects are approved by the Board of Supervisors through recommendations from the RIAC. Sources are derived from a portion of fees paid by ranchers directly to the federal government for grazing rights.

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no 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 2018-19 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.

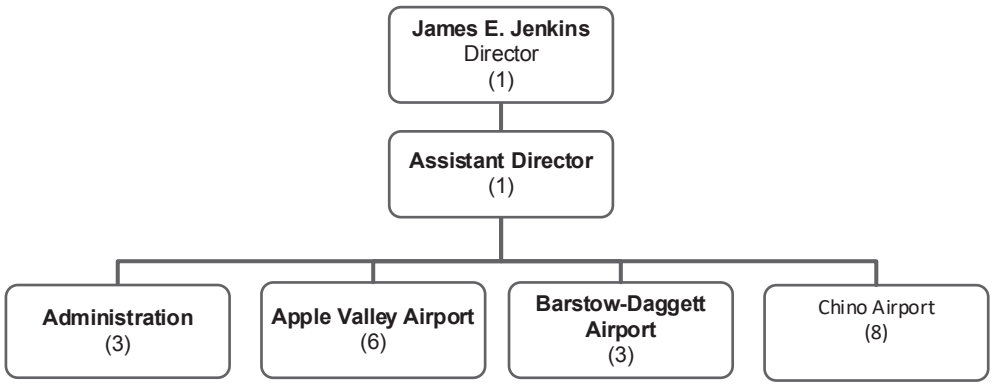
AIRPORTS
James E. Jenkins

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



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Airports	4,694,045	4,694,045	0			22
Total General Fund	4,694,045	4,694,045	0	0	0	22
Special Revenue Funds						
Airports Special Revenue Funds - Consolidated	12,379,975	8,653,943		3,726,032		0
Total Special Revenue Funds	12,379,975	8,653,943	0	3,726,032	0	0
Enterprise Funds						
CSA 60 - Apple Valley Airport - Operations	3,643,597	2,928,877			714,720	0
CSA 60 - Apple Valley Airport - Capital Improvement Program	2,743,726	1,461,133			1,282,593	0
Total Enterprise Funds	6,387,323	4,390,010	0	0	1,997,313	0
Total - All Funds	23,461,343	17,737,998	0	3,726,032	1,997,313	22

2017-18 MAJOR ACCOMPLISHMENTS

- Successfully launched MaintenanceCare.com to all stakeholder and airport tenants for use in reporting maintenance needs electronically.
- Maintenance signage program and QR code was developed and installed throughout airport facilities which allows airport and public users to report maintenance needs in real time.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure NEW	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of facility maintenance requests provided an initial inspection and evaluation within 24 hours.	N/A	N/A	N/A	95%
STRATEGY	Evaluate and inspect tenant initiated facility maintenance requests within 24 hours of submission.					
COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES		**Measure**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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.	30%	15%	23%	20%
STRATEGY	Improve and maintain Airport infrastructure, such as runways and drainage systems by maximizing Federal Aviation Administration and Caltrans Aeronautics funding.					
STRATEGY	Continue to develop and maintain focus on structured and preventative maintenance programs to address infrastructure deficiencies.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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.	93%	93%	96%	95%
STRATEGY	Maximize structured outreach activities to private sector business entities thus informing prospective businesses of real estate opportunities at various County airports.					
STRATEGY	Closely monitor existing airport businesses to ensure continued success while working with the Real Estate Services Department to assist occupants with keeping their lease payments current.					

Airports

DESCRIPTION OF MAJOR SERVICES

The Department of Airports (Department) provides for the management, development, maintenance and operation of six airports. The Department assures that County airports are maintained and operated in compliance with state and federal regulations. The Department works cooperatively with other airports located within the County regarding state and federal aviation programs, issues and requirements. The Department participates and provides input to aviation industry support organizations, as necessary, to develop local, state and national aviation policy.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$5,954,891
Total Sources (Incl. Reimb.)	$5,954,891
Net County Cost	$0
Total Staff	22
Funded by Net County Cost	0%

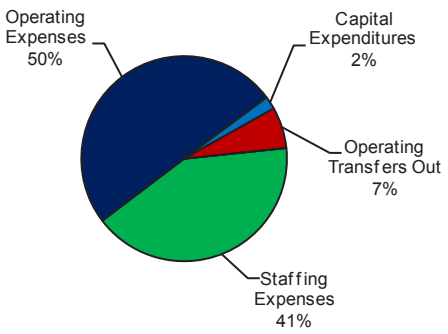
The County's six airports include:

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.

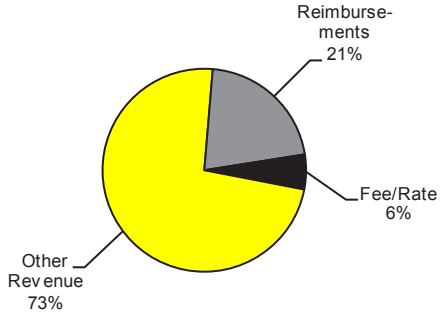
The County's airports produce revenue to operate and maintain the airport system. Revenues are generated from facility rents, concession and user fees, and, in the case of Apple Valley Airport, property taxes dedicated to the support of CSA 60. State and federal grants are significant sources for funds to construct, improve and maintain airport infrastructure.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Airports
FUND: General

BUDGET UNIT: 631 1000
FUNCTION: Public Ways and Facilities
ACTIVITY: Transportation Terminals

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	1,768,633	1,882,608	1,773,371	2,037,327	1,962,731	2,460,543	**423,216**
Operating Expenses	1,883,999	1,897,395	2,010,182	2,127,999	1,997,917	2,988,079	**860,080**
Capital Expenditures	0	9,503	10,451	100,000	0	120,000	**20,000**
Total Exp Authority	3,652,632	3,789,506	3,794,004	4,265,326	3,960,648	5,568,622	**1,303,296**
Reimbursements	(1,000,837)	(981,191)	(988,267)	(1,458,388)	(1,165,944)	(1,260,846)	**197,542**
Total Appropriation	2,651,795	2,808,315	2,805,737	2,806,938	2,794,704	4,307,776	**1,500,838**
Operating Transfers Out	865,875	718,256	554,582	846,232	846,232	386,269	**(459,963)**
Total Requirements	3,517,670	3,526,571	3,360,319	3,653,170	3,640,936	4,694,045	**1,040,875**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	43,064	40,000	0	0	2,135	0	**0**
Fee/Rate	289,519	308,625	279,150	315,252	297,379	330,466	**15,214**
Other Revenue	3,185,088	3,074,466	3,082,609	3,337,918	3,341,422	4,363,579	**1,025,661**
Total Revenue	3,517,671	3,423,091	3,361,760	3,653,170	3,640,936	4,694,045	**1,040,875**
Operating Transfers In	0	103,508	(1,441)	0	0	0	**0**
Total Financing Sources	3,517,671	3,526,599	3,360,319	3,653,170	3,640,936	4,694,045	**1,040,875**
Net County Cost	(1)	(28)	0	0	(0)	0	**0**
Budgeted Staffing*	20	20	21	22	22	22	**0**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Staffing Expenses of $2.5 million fund 22 positions that provide support for six County-operated airports. Operating Expenses of $3.0 million include countywide Services (including COWCAP), insurance, utilities, other professional services, and general maintenance. Reimbursements of $1.3 million are primarily for staffing costs and services/supplies expenses that are incurred by the Airports General Fund budget unit for personnel that are assigned to support the Apple Valley Airport. Sources of $4.7 million primarily represent rents and concession receipts at the airports.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $1.0 million primarily due to the following:

- Increased Staffing Expenses of $423,216 due to negotiated salary increases, retirement cost increases and a forecasted increase in leave cash outs due to anticipated retirements this fiscal year.
- Increase in Operating Expenses of $860,080 for maintenance that was previously deferred because of a bond obligation for the Commercial Hangars Complex at Chino Airport which has been fulfilled.
- Decrease in Operating Transfers Out of $459,963 as a result of less anticipated excess earnings being transferred to the Airports Capital Improvement Program budget unit in 2018-19 to be used to fund future capital projects.

Sources are increasing by $1.0 million due to an increase in Revenue from Use of Property as a result of forecasting rent and concessions revenue at 98% instead of 95% earning capacity, and as a result of closing the Chino Airport Commercial Hangars special revenue fund at the end of fiscal year 2017-18 and moving all associated revenue into the Airports General Fund budget unit.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Administration	6	0	0	-1	5	0	5
Apple Valley Airport	6	0	0	0	6	0	6
Barstow-Daggett Airport	2	0	0	1	3	0	3
Chino Airport	8	0	0	0	8	0	8
Total	22	0	0	0	22	0	22

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $2.5 million fund 22 budgeted regular positions including the Airport Manager position for Chino Airport which was added mid-year in 2017-18. The Airport Operations Manager position has been reclassified to a Maintenance Supervisor position and added to Barstow-Daggett Airport.

Airports – Special Revenue Funds – Consolidated

DESCRIPTION OF MAJOR SERVICES

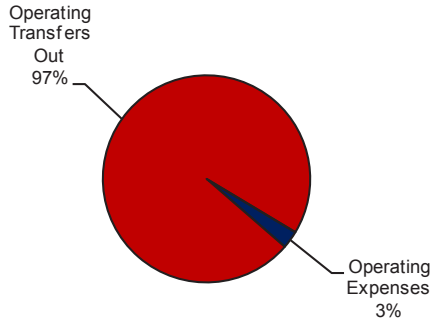
Chino Airport Commercial Hangars complex is managed, maintained, and operated by the Department of Airports. The Commercial Hangars at Chino Airport were constructed in 1987 with proceeds from a 30-year bond issue that matured in 2015-16 and was retired. This special revenue fund will be closed out at the end of fiscal year 2017-18.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$12,379,975
Total Sources (Incl. Reimb.)	$8,653,943
Use of/ (Contribution to) Fund Balance	$3,726,032
Total Staff	0

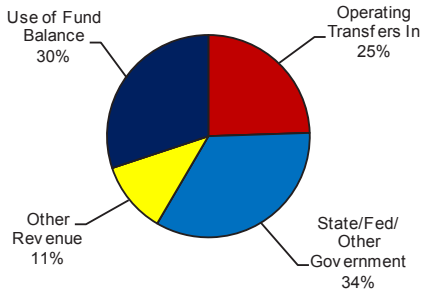
Airports Capital Improvement Program is a Capital Improvement Program (CIP) that is managed by the Department of Airports and includes projects for Baker Airport, Barstow-Daggett Airport, Chino Airport, Needles Airport, and Twentynine Palms Airport. Projects funded in this budget unit include utility infrastructure, storm water, fire suppression plans, Airport Master Plans, Airport Layout Plans, construction and rehabilitation for 12 runways and associated taxiways, water systems, airport facilities, annual pavement maintenance, infrastructure and rehabilitation of reverted buildings. The capital projects for Apple Valley Airport (CSA 60) are budgeted in a separate budget unit. All Capital Improvement Projects for all six airports that are administered by the Department, or by Real Estate Services – Project Management Division (PMD) on behalf of the Department, are reported in the CIP section of this budget book. There is no staffing associated with this budget unit.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

BUDGET UNIT: 631 2180 and 631 2182
FUNCTION: General
ACTIVITY: Plant Aquisition

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	939,378	1,142,421	420,652	985,363	473,054	344,318	**(641,045)**
Capital Expenditures	1,402,992	584,383	508,090	725,000	526,113	0	**(725,000)**
Total Exp Authority	2,342,370	1,726,804	928,742	1,710,363	999,167	344,318	**(1,366,045)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	2,342,370	1,726,804	928,742	1,710,363	999,167	344,318	**(1,366,045)**
Operating Transfers Out	1,378,387	441,158	147,807	8,955,372	634,335	12,035,657	**3,080,285**
Total Requirements	3,720,757	2,167,962	1,076,549	10,665,735	1,633,502	12,379,975	**1,714,240**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	102,509	433,764	151,676	4,128,504	24,653	4,202,913	**74,409**
Fee/Rate	32,134	29,545	39,114	28,760	41,881	0	**(28,760)**
Other Revenue	1,832,776	2,104,405	1,113,657	2,752,115	2,437,051	1,420,000	**(1,332,115)**
Total Revenue	1,967,419	2,567,714	1,304,447	6,909,379	2,503,585	5,622,913	**(1,286,466)**
Operating Transfers In	1,215,875	1,020,256	554,583	1,533,621	846,232	3,031,030	**1,497,409**
Total Financing Sources	3,183,294	3,587,970	1,859,030	8,443,000	3,349,817	8,653,943	**210,943**
Fund Balance							
Use of / (Contribution to) Fund Balance**	537,463	(1,420,008)	(782,481)	2,222,735	(1,716,315)	3,726,032	**1,503,297**
Available Reserves				2,687,752		2,902,327	**214,575**
Total Fund Balance				4,910,487		6,628,359	**1,717,872**
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 2018-19 ADOPTED BUDGET

	2018-19				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
Chino Airport Commercial Hangars (Fund 2184)	0	0	0	0	0
Airports Capital Improvement Program (Funds 2182 & 2180)	12,379,975	8,653,943	3,726,032	2,902,327	0
Total Special Revenue Funds	12,379,975	8,653,943	3,726,032	2,902,327	0

Chino Airport Commercial Hangars made its final debt service payment in 2015-16. As a result, this fund was closed during 2017-18.

Airports Capital Improvement Program has $12.4 million in Requirements primarily for Operating Transfers Out to the Real Estate Services Project Management Division (PMD) for management and construction of various capital projects including Phase II of the Chino Airport Northwest Apron Rehabilitation, Kimball Avenue Storm Water Conveyance, and well installations and testing associated with the Chino Airport Groundwater Remediation Project. More detail about capital projects budgeted for 2018-19 can be found in Exhibit A of the Capital Improvement Program section of this budget book. Sources of $8.7 million are primarily from anticipated federal grants for various capital projects including the Chino Airport Northwest Apron Rehabilitation, insurance reimbursements for groundwater remediation, and Operating Transfers In due to excess earnings in the Airports General Fund budget unit.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $1.7 million primarily due to an increase in Operating Transfers Out to PMD for capital project costs associated with the construction of wells, testing, and monitoring connected to the Chino Airport Groundwater Remediation Project, and the Kimball Avenue Storm Water Conveyance.

Sources are increasing by $210,943 primarily due to an increase in Operating Transfers In to fund capital projects.

ANALYSIS OF FUND BALANCE

The budget includes a Use of Fund Balance of $3.7 million which is for one-time capital projects. Additionally, Available Reserves of $2.9 million are on hand to fund future expenses.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

CSA 60 – Apple Valley Airport – Operations

DESCRIPTION OF MAJOR SERVICES

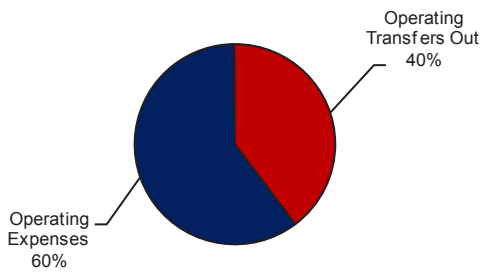
County Service Area 60 (CSA 60) funds the operation, capital projects and maintenance of Apple Valley Airport, which is administered and staffed by the County of San Bernardino Department of Airports. Apple Valley Airport, which was built in 1970, is a public use airport providing general aviation services to the High Desert region. CSA 60 is primarily funded by local property tax and revenue generated from airport leasing activities.

Budget at a Glance

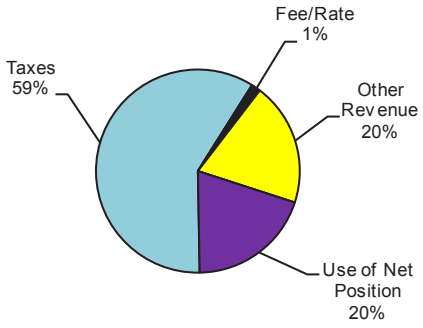
Total Requirements (Excl. Reimb.)	$3,643,597
Total Sources (Incl. Reimb.)	$2,928,877
Use of / (Contribution To) Net Position	$714,720
Total Staff	0

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

BUDGET UNIT: 400 4552
FUNCTION: Public Ways and Facilities
ACTIVITY: Transportation Terminal

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	1,458,961	1,651,796	1,475,223	1,987,382	1,641,279	2,192,464	**205,082**
Capital Expenditures	0	0	10,451	0	0	0	**0**
Total Exp Authority	1,458,961	1,651,796	1,485,674	1,987,382	1,641,279	2,192,464	**205,082**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	1,458,961	1,651,796	1,485,674	1,987,382	1,641,279	2,192,464	**205,082**
Operating Transfers Out	0	0	0	1,390,209	1,390,209	1,451,133	**60,924**
Total Requirements	1,458,961	1,651,796	1,485,674	3,377,591	3,031,488	3,643,597	**266,006**
Sources							
Taxes	2,117,048	2,238,271	2,346,705	2,069,865	2,503,092	2,146,763	**76,898**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	29,169	28,693	19,940	16,000	18,682	18,000	**2,000**
Fee/Rate	26,315	52,409	39,996	44,300	52,714	53,192	**8,892**
Other Revenue	573,176	574,958	623,254	628,714	716,818	710,922	**82,208**
Total Revenue	2,745,708	2,894,331	3,029,894	2,758,879	3,291,306	2,928,877	**169,998**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	2,745,708	2,894,331	3,029,894	2,758,879	3,291,306	2,928,877	**169,998**
Net Position							
Use of/ (Contribution to) Net Position**	(1,286,747)	(1,242,535)	(1,544,220)	618,712	(259,818)	714,720	**96,008**
Est. Net Position Available						11,220,436	
Total Est. Unrestricted Net Position						11,935,156	
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: The 2017-18 Final Budget and 2017-18 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 2018-19 ADOPTED BUDGET

Requirements of $3.6 million include $2.2 million in Operating Expenses for transfers and services and supplies related to the operation of the Apple Valley Airport. In addition, Requirements also include Operating Transfers Out of $1.5 million to the CSA 60 – Apple Valley Airport – Capital Improvement Program budget unit to fund capital projects.

Sources of $2.9 million consist of tax revenue receipts and Other Revenue for leasing activity.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $266,006 due to additional costs for performers and event organization for the Apple Valley Airshow, for the replacement of signage throughout the airport, and an increase in the Operating Transfers Out to the CSA 60 – Apple Valley Airport – Capital Improvement Program budget unit. Sources are increasing by $169,998 due to a forecasted increase in tax revenue and leasing activity.

ANALYSIS OF NET POSITION

Net Position is decreasing by $714,720 primarily due to an increase in Operating Expenses for an airshow, signage replacement, and one-time transfers to the CSA 60 – Apple Valley Airport Capital Improvement Program budget unit. Estimated Net Position Available of $11.2 million is remaining for future capital improvement projects and other one-time 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 costs incurred in connection with service to the Apple Valley Airport.



CSA 60 – Apple Valley Airport – Capital Improvement Program

DESCRIPTION OF MAJOR SERVICES

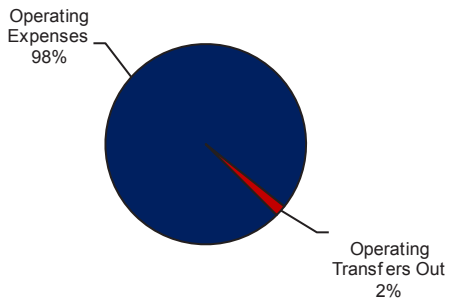
County Service Area 60 (CSA 60), through the Department of Airports, manages the Capital Improvement Program (CIP) for Apple Valley Airport. Projects include utility, storm water, fire suppression plans, Airport Master Plan and construction/rehabilitation of numerous runways, taxiways, and airport facilities.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

Budget at a Glance

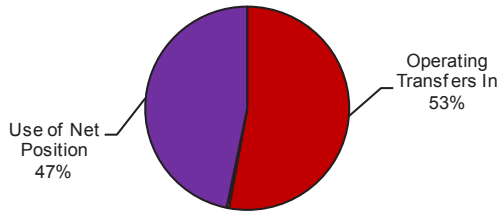
Total Requirements (Excl. Reimb.)	$2,743,726
Total Sources (Incl. Reimb.)	$1,461,133
Use of / (Contribution To) Net Position	$1,282,593
Total Staff	0

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

BUDGET UNIT: 400 4550
FUNCTION: General
ACTIVITY: Plant Acquisition

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	20,928	41,293	49,355	2,965,624	236,555	2,693,726	**(271,898)**
Capital Expenditures	104,773	134,720	32,215	250,000	0	0	**(250,000)**
Total Exp Authority	125,701	176,013	81,570	3,215,624	236,555	2,693,726	**(521,898)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	125,701	176,013	81,570	3,215,624	236,555	2,693,726	**(521,898)**
Operating Transfers Out	250	0	0	0	0	50,000	**50,000**
Total Requirements	125,951	176,013	81,570	3,215,624	236,555	2,743,726	**(471,898)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	59,300	175,326	32,470	0	1,212	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	7,345	10,246	15,461	9,000	1,413,688	10,000	**1,000**
Total Revenue	66,645	185,572	47,931	9,000	1,414,900	10,000	**1,000**
Operating Transfers In	0	0	0	1,390,209	0	1,451,133	**60,924**
Total Financing Sources	66,645	185,572	47,931	1,399,209	1,414,900	1,461,133	**61,924**
Net Position							
Use of/ (Contribution to) Net Position**	59,306	(9,559)	33,640	1,816,415	(1,178,345)	1,282,593	**(533,822)**
Est. Net Position Available						0	
Total Est. Unrestricted Net Position						1,282,593	
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: The 2017-18 Final Budget and 2017-18 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 2018-19 ADOPTED BUDGET

Requirements of $2.7 million consist primarily of fixed asset transfers to Real Estate Services – Project Management Division (PMD) for the management and construction of capital projects at Apple Valley Airport. More detail about projects budgeted for 2018-19 can be found in Exhibit A of the Capital Improvement Program section of this budget book.

Sources of $1.5 million consist of Operating Transfers In from the CSA 60 – Apple Valley Airport – Operations budget unit that fund capital projects.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $471,898 primarily due to less spending anticipated for the management and construction of capital projects at Apple Valley Airport in 2018-19. In addition, Capital Expenditures are decreasing by $250,000 because $50,000 for a Comprehensive Land Use Plan (CLUP) is now budgeted as Operating Transfers Out and $200,000 for a Fog, Seal and Striping project is now budgeted as Operating Expenses.

Sources are increasing by $61,924 due to an increase of Operating Transfers In from CSA 60 – Apple Valley Airport – Operations budget unit to fund capital projects.



ANALYSIS OF NET POSITION

The budget includes the Use of Net Position of $1.3 million which is for one-time capital projects. Funds are transferred from the CSA 60 – Apple Valley Airport – Operations budget unit when projects require funding.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

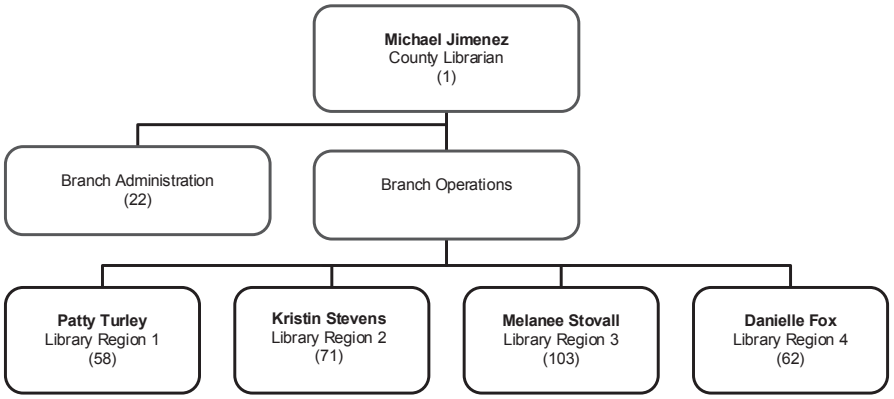
COUNTY LIBRARY
Michael Jimenez

DEPARTMENT MISSION STATEMENT



The San Bernardino County Library System (SBCL) is a dynamic network of 32 branches that serves a diverse population over a vast geographic area. SBCL strives to provide equal access to information, technology, programs, and services for all the people who call San Bernardino County home.

ORGANIZATIONAL CHART



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Special Revenue Funds						
County Library	19,931,064	17,729,816		2,201,248		317
Bloomington Library Reserve	100,000	3,000		97,000		0
Total Special Revenue Funds	20,031,064	17,732,816	0	2,298,248	0	317
Total - All Funds	20,031,064	17,732,816	0	2,298,248	0	317



2017-18 MAJOR ACCOMPLISHMENTS

- Completed computer replacements at the Adelanto, Apple Valley, Chino, Fontana, Grand Terrace, Joshua Tree, Kaiser High School, Twentynine Palms, and Wrightwood Branch Libraries.
- Completed the largest Summer Reading Program in County Library history with 38,765 participants, a 9% increase over the previous year's program.
- Completed three New Book Festivals at the Chino Hills, Fontana, and Hesperia Branch Libraries promoting reading and fun, where over 25,000 books were checked out.
- Completed building upgrades to the Apple Valley Library and reopened the facility to the public.
- Implemented online payments of fines and fees by credit and debit cards.
- Implemented a mobile app that allows patrons to check out materials, access digital content, and access their library account from anywhere in the world.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 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**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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.	249,388	220,000	253,383	230,000
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**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Number of digital materials checked out.	215,661	185,000	318,742	200,000
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

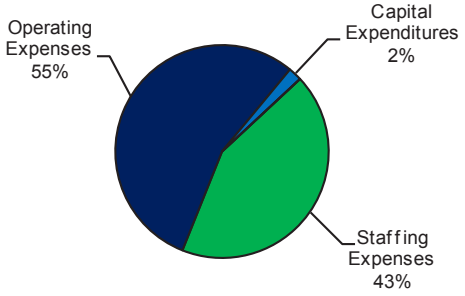
DESCRIPTION OF MAJOR SERVICES

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 1 million items. In addition, the Library's OverDrive, Cloud Library, Freegal and RB Digital systems allows online access for library patrons, in branch or from home, to thousands of eBooks, audiobooks, magazines, music, and movies through their tablet, eReader, phone or web browser.

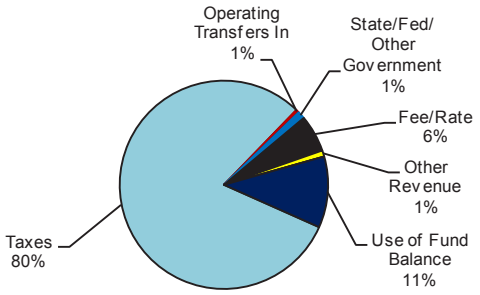
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$20,027,816
Total Sources (Incl. Reimb.)	$17,826,568
Use of/ (Contribution to) Fund Balance	$2,201,248
Total Staff	317

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: County Library
FUND: County Library

BUDGET UNIT: 640 2600
FUNCTION: Education
ACTIVITY: Library

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	6,118,669	6,144,242	6,645,106	7,807,834	7,339,188	8,584,123	**776,289**
Operating Expenses	8,464,728	10,761,141	10,255,514	11,182,991	10,352,351	10,967,693	**(215,298)**
Capital Expenditures	270,511	564,283	121,478	511,000	278,269	411,000	**(100,000)**
Total Exp Authority	14,853,908	17,469,666	17,022,098	19,501,825	17,969,808	19,962,816	**460,991**
Reimbursements	(148,543)	(111,030)	(205,725)	(108,645)	(45,622)	(96,752)	**11,893**
Total Appropriation	14,705,365	17,358,636	16,816,373	19,393,180	17,924,186	19,866,064	**472,884**
Operating Transfers Out	61,791	81,257	55,000	135,650	76,828	65,000	**(70,650)**
Total Requirements	14,767,156	17,439,893	16,871,373	19,528,830	18,001,014	19,931,064	**402,234**
Sources							
Taxes	14,441,702	15,190,989	16,043,947	15,325,000	17,293,351	16,058,973	**733,973**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	248,324	252,574	232,800	205,000	226,942	230,793	**25,793**
Fee/Rate	1,053,323	1,010,575	1,114,386	973,800	1,076,101	1,146,800	**173,000**
Other Revenue	431,730	346,142	776,195	138,250	320,581	193,250	**55,000**
Total Revenue	16,175,079	16,800,280	18,167,328	16,642,050	18,916,975	17,629,816	**987,766**
Operating Transfers In	0	0	0	0	0	100,000	**100,000**
Total Financing Sources	16,175,079	16,800,280	18,167,328	16,642,050	18,916,975	17,729,816	**1,087,766**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(1,407,923)	639,613	(1,295,954)	2,886,780	(915,961)	2,201,248	**(685,532)**
Available Reserves				5,523,926		7,138,928	**1,615,002**
Total Fund Balance				8,410,706		9,340,176	**929,470**
Budgeted Staffing*	291	295	298	317	317	317	**0**

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

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Staffing Expenses of $8.6 million fund 317 budgeted positions that provide services at 32 library branches and support staff at Library Administration. Operating Expenses of $11.0 million include general expenses for branch locations such as telecommunication charges for internet access, utilities, landscaping, custodial services, mandated County charges, one-time branch remodel expenses, library databases, and electronic and physical library materials. Operating Expenses also include the following Library programs at all branches: literacy, new book festival, summer reading program, and various children, teen, and adult programs. Sources of $17.7 million primarily represent property tax allocations and library fines and fees collected from patrons.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $402,234 primarily due to negotiated salary increases, retirement cost increases and an adjustment to the 2016-17 budget which transferred salary savings to the operating budget for the purchase of library materials. Sources are increasing by $1.1 million primarily due to an increase in property tax allocations and an increase in library fines and fees collected.

ANALYSIS OF FUND BALANCE

The department will utilize $2.2 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 replace existing equipment including two camera systems, two servers, two book drops, two self-checkout units, one set of security gates, and two Ethernet switches. Available Reserves are used to maintain a minimum 20% reserve for unforeseen or one-time expenditures.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Branch Administration	24	0	0	-1	23	0	23
Library Region 1	115	0	0	-57	58	8	50
Library Region 2	91	0	0	-20	71	5	66
Library Region 3	87	0	0	16	103	8	95
Library Region 4	0	0	0	62	62	11	51
Total	317	0	0	0	317	32	285

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $8.6 million fund 317 budgeted positions of which 285 are regular positions and 32 are limited term positions. The library regions have been re-organized under four Regional Managers instead of three to provide additional direct management of day-to-day branch operations to better serve the patrons of the Library system.

Bloomington Library Reserve

DESCRIPTION OF MAJOR SERVICES

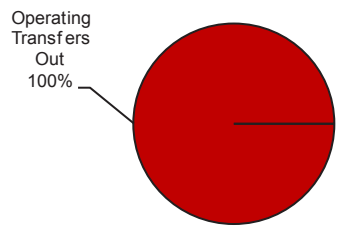
The Bloomington Library was opened in May 2016 as part of the Bloomington Intergenerational Housing Project and provides public library services to the residents of the unincorporated community of Bloomington and surrounding areas. Due to the Bloomington Library being co-located within the housing project, future repairs are to be shared by the Library and the building management company. The Bloomington Library Reserve was established through funds provided by the developer and set aside to be used for future building repairs at the Bloomington Library.

Budget at a Glance

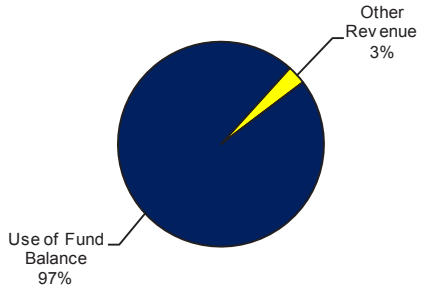
Total Requirements (Excl. Reimb.)	$100,000
Total Sources (Incl. Reimb.)	$3,000
Use of/ (Contribution to) Fund Balance	$97,000
Total Staff	0

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: County Library
FUND: County Library - Bloomington Reserve

BUDGET UNIT: 640 2602
FUNCTION: Education
ACTIVITY: Library

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 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	227,380	0	100,000	**(127,380)**
Total Requirements	0	0	0	227,380	0	100,000	**(127,380)**
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	40,000	0	**0**
Fee/Rate	0	0	0	0	0	0	**0**
Other Revenue	0	176,424	49,784	1,500	65,848	3,000	**1,500**
Total Revenue	0	176,424	49,784	1,500	105,848	3,000	**1,500**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	0	176,424	49,784	1,500	105,848	3,000	**1,500**
Fund Balance							
Use of / (Contribution to) Fund Balance**	0	(176,424)	(49,784)	225,880	(105,848)	97,000	**(128,880)**
Available Reserves				329		235,057	**234,728**
Total Fund Balance				226,209		332,057	**105,848**
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 2018-19 ADOPTED BUDGET

Requirements of $100,000 represent Operating Transfers Out to the County Library budget unit for potential building repairs at the Bloomington Library. Sources of $3,000 come from annual interest earned on fund balance.

BUDGET CHANGES AND OPERATIONAL IMPACT

Operating Transfers Out are decreasing by $127,380 due to a reduced need for future building repairs. Sources are increasing by $1,500, 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 will not be used for the next three to four years until a repair is needed on the building. Use of Fund Balance totaling $97,000 is budgeted in case an emergency repair is needed, in order to minimize the impacts to Bloomington Library patrons.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

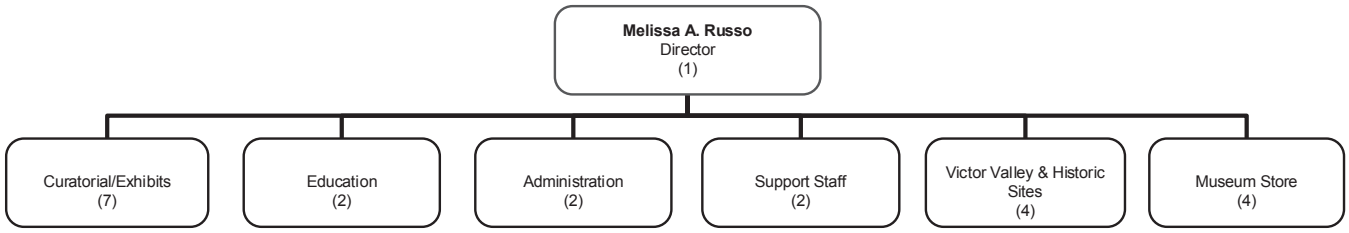
COUNTY MUSEUM
Melissa A. Russo

DEPARTMENT MISSION STATEMENT



Through the lens of the region's dynamic cultural and natural history, the San Bernardino County Museum develops visitors' appreciation of our diverse regional identity to spark their curiosity, to stimulate inquiry, to challenge their assumptions, and to invite them to contribute to our common future.

ORGANIZATIONAL CHART



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
County Museum	3,584,791	386,988	3,197,803			18
Total General Fund	3,584,791	386,988	3,197,803	0	0	18
Enterprise Funds						
Museum Store	175,079	92,500			82,579	4
Total Enterprise Funds	175,079	92,500	0	0	82,579	4
Total - All Funds	3,759,870	479,488	3,197,803	0	82,579	22

2017-18 MAJOR ACCOMPLISHMENTS

- Achieved 10 year re-accreditation, the highest possible standard for museums.
- Achieved performance measure to secure funding support from the Museum Association which provided $100,000 to support museum exhibits, programs and initiatives.
- Opened thirteen new temporary and quasi-permanent exhibits including, at the San Bernardino County Museum: "Sculpted by Time: Our Mountains, Faults, Lakes and Caves," "Hall of BioDiversity," "El Sueño Americano, Nuestro Contribución," "Made in Redlands," "Impressions of Blue Cut: Ruins / Renewal," "Burning Wild: Evolving Relationships between Humans and Fire," "African Americans Press on in Art and Media," "Life in the Cracks," "Mechanized Magic: 40 Years of Garner Holt Productions in San Bernardino." At the Victor Valley Museum: "Over Here, Over There: In Times of War," "The Art of Rodolfo Escalera," "Visions of Southern California: the Midcentury Modern Designs of Paul Revere Williams and Maria Fisk," "Facing the Rising Sun: African American Storytelling through Quilts."

- Opened CuriousCITY at the Victor Valley Museum for early learners ages zero to five.
- Launched Museums for All, a national museum initiative to provide increased access to low income visitors.
- Continued and developed new successful family programs including: Train Days, Earth Sciences Week, National Fossil Day, Arthropolooza, Festival of Life in the Cracks Day, Native American Heritage Day, the Great ShakeOut, May the 4th, Santa's PJ Party, Summer Movie Nights, Summer Explorer Camps, High Desert Arts & Literary Festival.
- Reopened the Yucaipa Adobe for monthly tours.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 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.	57,203	59,000	63,351	62,000
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**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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.	287,212	100,000	100,000	125,000
STRATEGY	Partner with the Museum Association to develop special events and programs that benefit the community and promote greater interest in the Museum.					
STRATEGY	Develop partnerships with key regional corporations to secure funding and programmatic sponsorships.					
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		**Measure** **NEW**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.**	Number of schools participating in a field trip at the Redlands Museum, Victor Valley Museum, and historic sites.	N/A	N/A	N/A	175
OBJECTIVE	**Support efforts to improve the capacity of non-profit organizations to help address the needs of County residents.**					
STRATEGY	Work with school districts, private and parochial schools to increase field trip attendance.					



County Museum

DESCRIPTION OF MAJOR SERVICES

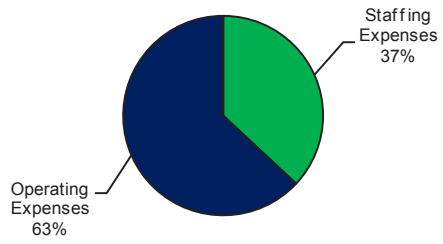
The County Museum (Museum) is an accredited regional museum in California and provides enhanced “Quality of Life” for County and regional residents. The Museum is comprised of the following focus areas: Anthropology, History, Earth Sciences, Integrated Sciences, and Visitor Engagement. All areas enhance public learning through exhibits and 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

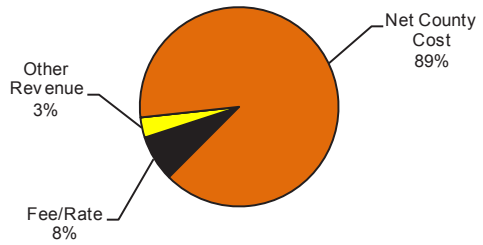
Total Requirements (Excl. Reimb.)	$3,584,791
Total Sources (Incl. Reimb.)	$386,988
Net County Cost	$3,197,803
Total Staff	18
Funded by Net County Cost	89%

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES (INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

BUDGET UNIT: 651 1000
FUNCTION: Recreation & Cultural
ACTIVITY: Culture

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	894,191	922,713	1,070,164	1,276,285	1,195,730	1,325,253	**48,968**
Operating Expenses	1,886,279	2,509,495	2,834,106	2,284,108	2,279,965	2,259,538	**(24,570)**
Capital Expenditures	0	0	10,492	0	0	0	**0**
Total Exp Authority	2,780,470	3,432,208	3,914,762	3,560,393	3,475,695	3,584,791	**24,398**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	2,780,470	3,432,208	3,914,762	3,560,393	3,475,695	3,584,791	**24,398**
Operating Transfers Out	0	0	55,000	0	0	0	**0**
Total Requirements	2,780,470	3,432,208	3,969,762	3,560,393	3,475,695	3,584,791	**24,398**
Sources							
Taxes	60	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	381,597	274,511	276,208	286,445	311,277	268,988	**(17,457)**
Other Revenue	445,757	215,410	413,606	127,500	167,646	118,000	**(9,500)**
Total Revenue	827,414	489,921	689,814	413,945	478,923	386,988	**(26,957)**
Operating Transfers In	0	0	2,500	0	0	0	**0**
Total Financing Sources	827,414	489,921	692,314	413,945	478,923	386,988	**(26,957)**
Net County Cost	1,953,056	2,942,287	3,277,448	3,146,448	2,996,772	3,197,803	**51,355**
Budgeted Staffing*	21	22	22	21	21	18	**(3)**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Staffing Expenses of $1.3 million fund 18 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 $2.3 million include services and supplies expenses for educational programming, exhibits, insurance, advertising, security services, COWCAP charges, Facilities Management charges, Information Services charges, and rent for the Museum's off-site storage. Sources of $386,988 are derived from admission fees, education services, facility rentals, and sponsorships from the Museum Association.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $24,398 primarily due to an increase to Staffing Expenses from negotiated salary increases. Sources are decreasing by $26,957 due to small decrease in forecasted museum fees and other revenue.



2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Administration	3	0	0	0	3	0	3
Curator/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	7	0	-3	0	4	3	1
Total	21	0	-3	0	18	3	15

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $1.3 million fund 18 budgeted positions of which 15 are regular positions and 3 are limited term positions. Three limited term Contract Site Manager positions will not be needed and are being deleted because the Asistencia and Yorba Slaughter sites are currently closed to the public, and the Yucaipa Adobe is being programmed once a month with tours by existing staff and does not require a site manager.

Museum Store

DESCRIPTION OF MAJOR SERVICES

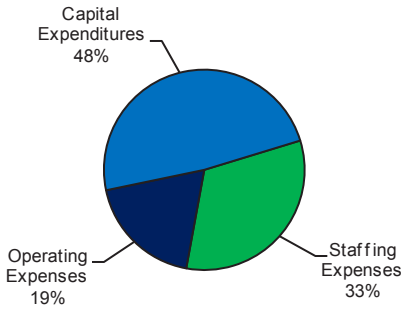
The Museum Store operates as an enterprise fund under the management of the San Bernardino County Museum. The store is considered a critical part of the K-12 visitor experience and provides many museum related items for sale including books and publications, educational toys, thematic novelty items related to exhibitions, jewelry, minerals, and souvenirs.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$175,079
Total Sources (Incl. Reimb.)	$92,500
Use of / (Contribution To) Net Position	$82,579
Total Staff	4

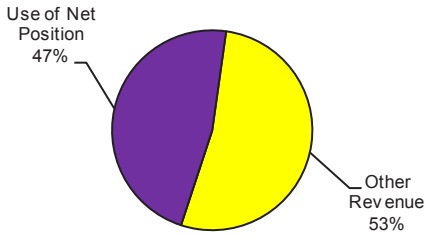
The Museum Store provides important information to patrons regarding current exhibitions in the Museum and enhances lifelong learning for families and adult audiences. The Museum Store continues to develop its operations and product offerings to ensure sales correspond with new exhibits, services, and programs. Alternative store products will continue to be introduced and evaluated to maintain a positive cash balance.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

BUDGET UNIT: 651 4290
FUNCTION: Recreation & Cultural
ACTIVITY: Culture

	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Final Budget	2017-18 Actual	2018-19 Adopted Budget	Change From Prior Year Final Budget
Requirements							
Staffing Expenses	16,479	21,424	31,324	61,845	36,315	57,087	**(4,758)**
Operating Expenses	20,999	21,373	23,970	30,565	28,315	32,992	**2,427**
Capital Expenditures	0	0	0	15,000	0	85,000	**70,000**
Total Exp Authority	37,478	42,798	55,294	107,410	64,630	175,079	**67,669**
Reimbursements	0	0	(33,700)	0	(35,233)	0	**0**
Total Appropriation	37,478	42,798	21,594	107,410	29,397	175,079	**67,669**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	37,478	42,798	21,594	107,410	29,397	175,079	**67,669**
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	64,304	54,952	60,936	77,500	81,908	92,500	**15,000**
Total Revenue	64,304	54,952	60,936	77,500	81,908	92,500	**15,000**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	64,304	54,952	60,936	77,500	81,908	92,500	**15,000**
Net Position							
Use of/ (Contribution to) Net Position**	(26,826)	(12,154)	(39,342)	29,910	(52,511)	82,579	**52,669**
Est. Net Position Available						10,954	
Total Est. Unrestricted Net Position						93,533	
Budgeted Staffing*	2	3	3	4	4	4	**0**

*Data represents final budgeted staffing.
**Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.

Note: The 2017-18 Final Budget and 2017-18 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 2018-19 ADOPTED BUDGET

Staffing Expenses of $57,087 fund two part-time regular positions and two part-time limited term public service employees that operate the Museum Store. Operating Expenses of $32,992 are for purchases of inventory for resale. Capital Expenditures of $85,000 are to purchase hardware to replace the current point-of-sale (POS) system that no longer meets the needs of the store, and also for renovations to the store. Sources of $92,500 are from sales of novelty and souvenir items, books and publications, and funding from the Museum Association in support of one limited term position.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $67,669 primarily due to the purchase of a POS system and renovation of the Museum Store. Sources are increasing by $15,000 as the result of a forecasted increase in attendance and sales activity.

ANALYSIS OF NET POSITION

Use of Net Position of $82,579 is for the one-time purchase of a POS system and renovations to the Museum Store.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Museum Store	4	0	0	0	4	2	2
Total	4	0	0	0	4	2	2

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $57,087 fund 4 budgeted positions of which 2 are regular positions and 2 are limited term positions. There are no staffing changes associated with this budget unit.



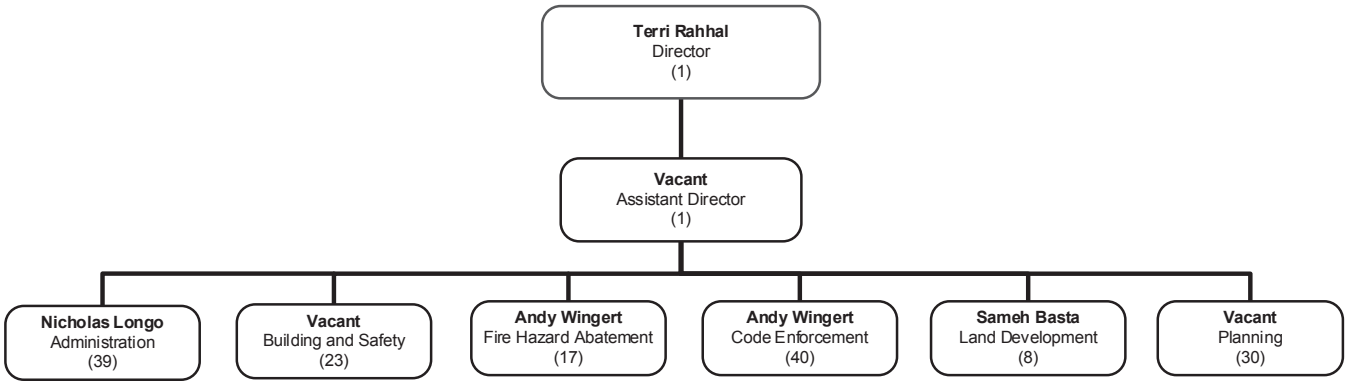
LAND USE SERVICES
Terri Rahhal

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



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Administration	1,189,908	0	1,189,908			41
Planning	6,540,973	1,814,555	4,726,418			30
Building and Safety	6,608,187	5,810,000	798,187			23
Code Enforcement	6,658,515	1,253,500	5,405,015			40
Fire Hazard Abatement	2,754,980	2,370,872	384,108			17
Land Development	997,893	274,650	723,243			8
Total General Fund	24,750,456	11,523,577	13,226,879	0	0	159
Total - All Funds	24,750,456	11,523,577	13,226,879	0	0	159

2017-18 MAJOR ACCOMPLISHMENTS

- Continued Countywide Plan preparation process with completion on track for 2018. Extensive outreach, inter-departmental collaboration, integration of ideas from Community Plan preparation process, and all-new scenario modeling are highlights of this successful initiative.
- Completed 27 draft Community Plans for public review and launched an online survey to collect community input for an additional 22 Fundamental Plans.
- Collaborated in resolution of Molycorp bankruptcy, with mining operations re-starting and over 140 staff hired so far. The County was repaid for all legal costs for its pursuit of legal remedies.

- Implemented the Accela on-line plan review and permit system allowing for electronic plan submittal and on-line permit processing. Applicants can electronically apply for permits, submit plans, view permit status, request building inspections, and receive inspection results.
- Completed Renewable Energy and Conservation Element of the General Plan, which was approved unanimously by the Board of Supervisors, with direction for revision of subsection 4.10.
- Updated fee schedule to better identify and capture the full cost of services, and to provide clarity and increase efficiency of the permit process.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure NEW	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Complete simple planning applications (Variances, Lot Mergers, Lot Line Adjustments) within 90 days of completeness determination (PLN).	N/A	N/A	N/A	80%
STRATEGY	Set standards for timely processing in keeping with industry norms.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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).	82%	80%	74%	80%
STRATEGY	Set standards for timely permitting processes in keeping with industry norms					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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).	85%	80%	86%	85%
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**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Ensure that the County's approach to development recognizes the diverse character of County unincorporated areas.**	Complete 100% of the following current year Countywide Plan tasks: a.) Regional public outreach on the Policy Plan b.) Public review of Draft Environmental Impact Report c.) Work on Building Plan and tracking system d.) Adoption and implementation launch	98%	100%	100%	100%
STRATEGY	Create systematic, timely and efficient strategic planning processes consistent with the Countywide Vision.					
STRATEGY	Prepare the framework processes for the Countywide Plan.					
STRATEGY	Include public outreach to elicit public input.					
STRATEGY	Prepare for review and adoption of elements and associated web content for the Countywide Plan.					



Administration

DESCRIPTION OF MAJOR SERVICES

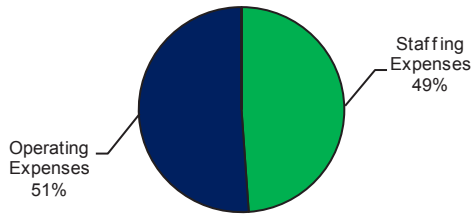
The Administration division provides centralized fiscal services, personnel, and customer service support to all divisions and offices throughout Land Use Services.

Budget at a Glance

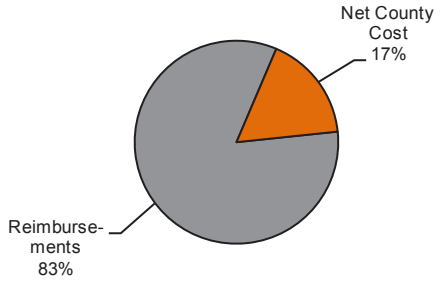
Total Requirements (Excl. Reimb.)	$7,027,824
Total Sources (Incl. Reimb.)	$5,837,916
Net County Cost	$1,189,908
Total Staff	41
Funded by Net County Cost	17%

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

BUDGET UNIT: 691 1000
FUNCTION: Public Protection
ACTIVITY: Other Protection

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	2,528,765	2,684,008	2,745,799	2,945,149	2,784,064	3,435,361	**490,212**
Operating Expenses	4,169,156	2,671,037	3,592,513	3,874,499	3,831,631	3,592,463	**(282,036)**
Capital Expenditures	0	0	34,880	40,000	29,398	0	**(40,000)**
Total Exp Authority	6,697,921	5,355,045	6,373,193	6,859,648	6,645,093	7,027,824	**168,176**
Reimbursements	(4,437,582)	(3,775,964)	(4,751,857)	(5,082,658)	(4,893,074)	(5,837,916)	**(755,258)**
Total Appropriation	2,260,340	1,579,082	1,621,336	1,776,990	1,752,019	1,189,908	**(587,082)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,260,340	1,579,082	1,621,336	1,776,990	1,752,019	1,189,908	**(587,082)**
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	22,107	0	0	0	152	0	**0**
Total Revenue	22,107	0	0	0	152	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	22,107	0	0	0	152	0	**0**
Net County Cost	2,238,233	1,579,082	1,621,336	1,776,990	1,751,867	1,189,908	**(587,082)**
Budgeted Staffing*	36	38	38	41	41	41	**0**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Requirements include Staffing Expenses of $3.4 million to fund 41 budgeted positions. Operating Expenses of $3.6 million include $1.8 million for applications development and direct labor charges primarily related to the Accela EZ Online Permitting System upgrade and implementation, $263,000 in licensing fees for the department's electronic document review software, permitting system and Enterprise Agreement, $1.2 million for labor related to technology maintenance, facilities maintenance charges, data processing charges, legal services and other expenses, and $435,000 for COWCAP charges. Reimbursements of $5.8 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 $587,082, primarily due to increased Reimbursements from other Land Use Services divisions for recovery of administrative costs. An increase in Staffing Expenses of $490,212 is primarily due to negotiated salary increases and retirement costs.



2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Administration	41	0	0	0	41	3	38
Total	41	0	0	0	41	3	38

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $3.4 million fund 41 budgeted positions of which 38 are regular positions and 3 are limited term positions. There are no Budgeted Staffing changes.

Planning

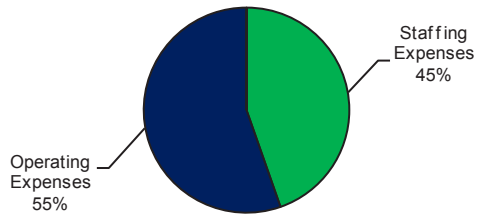
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$6,700,973
Total Sources (Incl. Reimb.)	$1,974,555
Net County Cost	$4,726,418
Total Staff	30
Funded by Net County Cost	71%

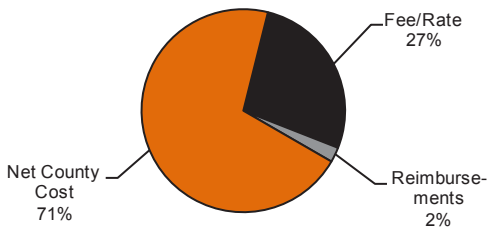
The Planning Division oversees land use, community design, and industrial, commercial, and residential development. Planning facilitates the review, processing, and approval of applications for land use and land divisions within the County unincorporated areas; oversees General Plan implementation, updates, 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.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

BUDGET UNIT: 695 1000
FUNCTION: Public Protection
ACTIVITY: Other Protection

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	2,111,326	2,177,629	2,220,494	2,901,903	2,157,428	2,991,067	**89,164**
Operating Expenses	8,843,851	5,906,917	4,952,793	3,891,334	3,847,896	3,709,906	**(181,428)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	10,955,177	8,084,546	7,173,287	6,793,237	6,005,324	6,700,973	**(92,264)**
Reimbursements	(17,224)	(455,002)	(194,859)	(150,000)	(161,184)	(160,000)	**(10,000)**
Total Appropriation	10,937,953	7,629,544	6,978,428	6,643,237	5,844,140	6,540,973	**(102,264)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	10,937,953	7,629,544	6,978,428	6,643,237	5,844,140	6,540,973	**(102,264)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	507,999	399,892	(625)	0	0	0	**0**
Fee/Rate	2,350,023	2,473,442	1,431,380	1,902,000	1,862,490	1,814,555	**(87,445)**
Other Revenue	102,579	302,520	500,277	0	982,132	0	**0**
Total Revenue	2,960,601	3,175,854	1,931,032	1,902,000	2,844,622	1,814,555	**(87,445)**
Operating Transfers In	0	0	0	0	40,000	0	**0**
Total Financing Sources	2,960,601	3,175,854	1,931,032	1,902,000	2,884,622	1,814,555	**(87,445)**
Net County Cost	7,977,352	4,453,690	5,047,396	4,741,237	2,959,518	4,726,418	**(14,819)**
Budgeted Staffing*	31	31	29	30	30	30	**0**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Requirements include Staffing Expenses of $3.0 million to fund 30 budgeted positions. Operating Expenses of $3.7 million include $1.2 million in professional services related to the utilization of consultant services, $43,400 for COWCAP, $435,000 in County Counsel expenses related to legal aspects of various planning projects, and $1.5 million in transfers to the Land Use Services - Administration budget unit for administrative support.

Sources of $1.8 million include $925,000 in revenue from applicants for project expenses and $889,555 in fees for current services.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $102,264 primarily due to a reduction in COWCAP.

Sources are decreasing by $87,445 primarily as a result of the completion of, and varying demand for, Environmental Impact Report projects.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Planning	30	0	0	0	30	7	23
Total	30	0	0	0	30	7	23

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $3.0 million fund 30 budgeted positions, of which 23 are regular positions and 7 are limited term. There are no Budgeted Staffing changes.



Building and Safety

DESCRIPTION OF MAJOR SERVICES

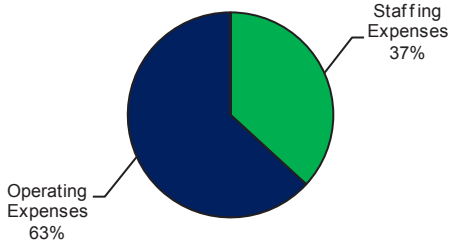
Building and Safety administers construction and occupancy standards to safeguard life, health, and property in the unincorporated areas of the County. The Division applies state law and County ordinances and inspects the construction, alteration, relocation, demolition, repair, occupancy, and use of buildings and structures to ensure compliance.

Budget at a Glance

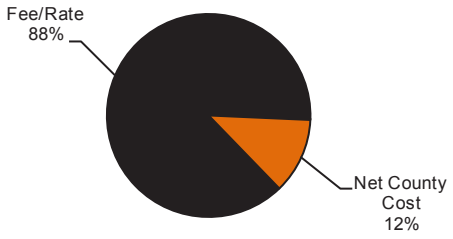
Total Requirements (Excl. Reimb.)	$6,612,921
Total Sources (Incl. Reimb.)	$5,814,734
Net County Cost	$798,187
Total Staff	23
Funded by Net County Cost	12%

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

BUDGET UNIT: 692 1000
FUNCTION: Public Protection
ACTIVITY: Other Protection

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	1,340,231	1,637,580	1,864,781	1,756,446	1,724,271	2,435,660	**679,214**
Operating Expenses	3,387,203	3,913,023	4,108,851	4,585,342	4,428,515	4,177,261	**(408,081)**
Capital Expenditures	0	0	49,800	0	0	0	**0**
Total Exp Authority	4,727,434	5,550,603	6,023,431	6,341,788	6,152,786	6,612,921	**271,133**
Reimbursements	(92,624)	(28,176)	(24,992)	(2,684)	(7,869)	(4,734)	**(2,050)**
Total Appropriation	4,634,810	5,522,427	5,998,438	6,339,104	6,144,917	6,608,187	**269,083**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	4,634,810	5,522,427	5,998,438	6,339,104	6,144,917	6,608,187	**269,083**
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	5,248,436	5,177,110	5,671,126	5,680,000	5,788,753	5,800,000	**120,000**
Other Revenue	18,420	75,192	53,071	3,000	15,014	10,000	**7,000**
Total Revenue	5,266,856	5,252,302	5,724,197	5,683,000	5,803,767	5,810,000	**127,000**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	5,266,856	5,252,302	5,724,197	5,683,000	5,803,767	5,810,000	**127,000**
Net County Cost	(632,046)	270,125	274,242	656,104	341,150	798,187	**142,083**
Budgeted Staffing*	23	21	23	23	23	23	**0**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Staffing Expenses of $2.4 million fund 23 budgeted regular positions. Operating Expenses of $4.2 million are comprised mostly of transfers to Land Use Services - Administration for administrative support, vehicle services charges, COWCAP, and consultants.

Sources of $5.8 million are primarily related to fees charged for permit and plan reviews.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $269,083 primarily due to negotiated salary increases, which is partially offset by a decrease in Operating Expenses as a result of less outside consultant work being performed.

Sources are increasing by $127,000 primarily due to a restructuring of the division's permit inspection and plan review fees, and miscellaneous fees.



2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 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 $2.4 million fund 23 budgeted regular positions. There are no Budgeted Staffing changes.

Code Enforcement

DESCRIPTION OF MAJOR SERVICES

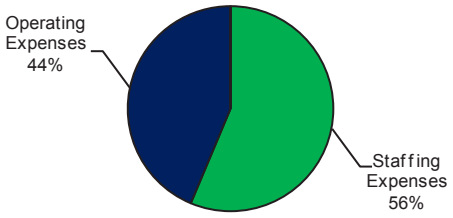
Code Enforcement administers programs designed to protect the public's safety, welfare, and property through enforcement of County ordinances and state laws related to housing and property.

Budget at a Glance

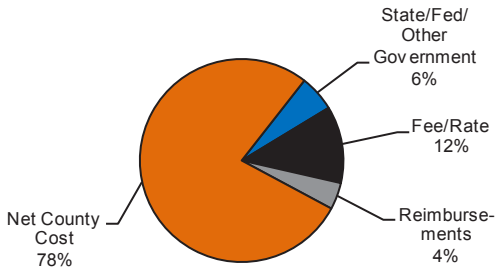
Total Requirements (Excl. Reimb.)	$6,955,687
Total Sources (Incl. Reimb.)	$1,550,672
Net County Cost	$5,405,015
Total Staff	40
Funded by Net County Cost	78%

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

BUDGET UNIT: 693 1000
FUNCTION: Public Protection
ACTIVITY: Other Protection

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	2,665,772	2,922,007	3,071,057	3,885,943	3,020,797	3,917,276	**31,333**
Operating Expenses	2,713,123	3,035,835	2,048,778	2,501,015	2,223,279	3,038,411	**537,396**
Capital Expenditures	0	10,348	149,399	52,000	0	0	**(52,000)**
Total Exp Authority	5,378,895	5,968,191	5,269,233	6,438,958	5,244,076	6,955,687	**516,729**
Reimbursements	(387,232)	(384,523)	(348,585)	(370,002)	(539,141)	(297,172)	**72,830**
Total Appropriation	4,991,663	5,583,668	4,920,648	6,068,956	4,704,935	6,658,515	**589,559**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	4,991,663	5,583,668	4,920,648	6,068,956	4,704,935	6,658,515	**589,559**
Sources							
Taxes	3	3	2	0	5,323	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	39,462	600,000	183,696	400,000	**(200,000)**
Fee/Rate	568,703	681,937	951,189	760,000	969,199	850,000	**90,000**
Other Revenue	160,239	194,787	15,708	3,500	19,980	3,500	**0**
Total Revenue	728,945	876,727	1,006,361	1,363,500	1,178,198	1,253,500	**(110,000)**
Operating Transfers In	278,084	0	0	0	0	0	**0**
Total Financing Sources	1,007,029	876,727	1,006,361	1,363,500	1,178,198	1,253,500	**(110,000)**
Net County Cost	3,984,634	4,706,941	3,914,288	4,705,456	3,526,737	5,405,015	**699,559**
Budgeted Staffing*	30	33	35	37	37	40	**3**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Staffing Expenses of $3.9 million fund 40 budgeted positions. Operating Expenses of $3.0 million include $179,000 for the demolition of derelict properties, $175,000 for graffiti abatement contracts, $400,000 for enforcement of unpermitted truck facilities in Bloomington, $50,000 for the Short-Term Rental Hotline, and $96,000 for waste tire enforcement/cleanup. Other major expenditures include $350,000 in vehicle service charges, $40,000 for illegal dumping enforcement, $517,000 which includes COWCAP, facilities charges, data processing charges, legal services and other expenses, and $558,481 in transfers to Land Use Services - Administration division for administrative support.

Sources of $1.3 million are primarily related to administrative citations and home rental permits.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $589,559 primarily due to increased enforcement of unpermitted truck facilities in Bloomington and an increase of $137,396 in transfers to the Fire Hazard Abatement (FHA) division for enforcement assistance at Regional Parks and Flood Control sites and for the Waste Tire Enforcement grant.

Sources are decreasing by $110,000 primarily due to the decrease in one-time state grant funding.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Code Enforcement	37	3	0	0	40	3	37
Total	37	3	0	0	40	3	37

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $3.9 million fund 37 budgeted regular positions and 3 limited term positions. Budgeted Staffing includes the addition of 3 Contract Code Enforcement Officer positions to assist with routine code enforcement activities due to the Waste Tire Amnesty Grant work being performed by existing staff.



Fire Hazard Abatement

DESCRIPTION OF MAJOR SERVICES

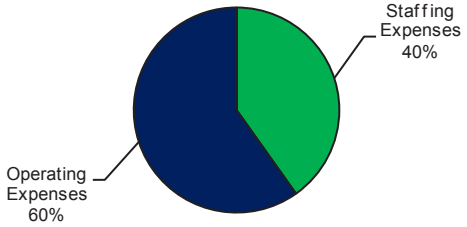
Fire Hazard Abatement enforces the Fire and Hazardous Trees Ordinance in the unincorporated portions of the County and provides contract services to specified cities and fire districts within the County.

Budget at a Glance

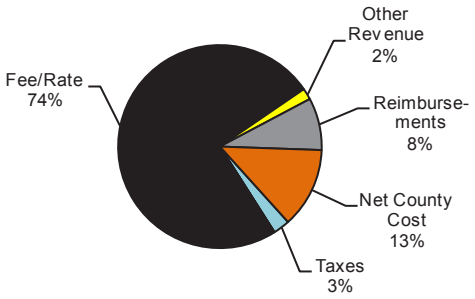
Total Requirements (Excl. Reimb.)	$3,004,980
Total Sources (Incl. Reimb.)	$2,620,872
Net County Cost	$384,108
Total Staff	17
Funded by Net County Cost	13%

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

BUDGET UNIT: 694 1000
FUNCTION: Public Protection
ACTIVITY: Other Protection

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	779,801	738,743	826,932	1,099,533	978,603	1,207,409	**107,876**
Operating Expenses	1,269,894	1,334,858	1,316,316	1,592,597	1,558,759	1,797,571	**204,974**
Capital Expenditures	0	0	49,800	0	0	0	**0**
Total Exp Authority	2,049,695	2,073,601	2,193,048	2,692,130	2,537,362	3,004,980	**312,850**
Reimbursements	0	0	(13,666)	0	(259,367)	(250,000)	**(250,000)**
Total Appropriation	2,049,695	2,073,601	2,179,382	2,692,130	2,277,995	2,754,980	**62,850**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,049,695	2,073,601	2,179,382	2,692,130	2,277,995	2,754,980	**62,850**
Sources							
Taxes	122,685	71,899	64,197	80,000	90,513	80,000	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	1,935,313	1,796,874	1,784,110	2,267,273	1,960,095	2,236,573	**(30,700)**
Other Revenue	12,427	40,113	43,151	25,000	53,734	54,299	**29,299**
Total Revenue	2,070,425	1,908,885	1,891,458	2,372,273	2,104,342	2,370,872	**(1,401)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	2,070,425	1,908,885	1,891,458	2,372,273	2,104,342	2,370,872	**(1,401)**
Net County Cost	(20,730)	164,716	287,924	319,857	173,653	384,108	**64,251**
Budgeted Staffing*	17	14	17	17	17	17	**0**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Requirements include Staffing Expenses of $1.2 million to fund 17 budgeted positions. Operating Expenses of $1.8 million include $620,000 for contract weed abatement services, $776,726 for transfers to Land Use Services - Administration and Code Enforcement budget units for administrative and field work support, $110,000 for vehicle service charges, and $290,845 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 are increasing by $62,850 primarily due to negotiated salary increases and retirement costs and an increase in transfers out to the Code Enforcement division for front counter and call center assistance, and to Land Use Services – Administration for administrative support. This is offset by an increase in reimbursements from the Code Enforcement division for enforcement assistance at Regional Parks and Flood Control sites and for the Waste Tire Enforcement grant.

Sources are decreasing by $1,401 primarily due to lower special tax assessment revenues as a result of decreased abatement activity.



2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 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

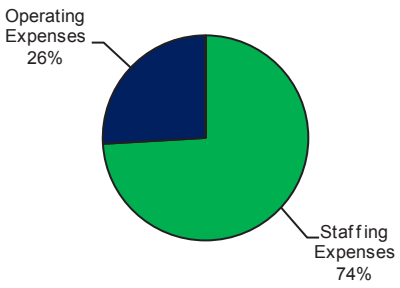
The Land Development division is responsible for review of local area drainage, grading plans, tentative and final maps, conditioning of new developments and reviewing and processing improvement plans for roads and drainage facilities associated with land development projects in accordance with the San Bernardino County Development Code and General Plan within the County area.

Budget at a Glance

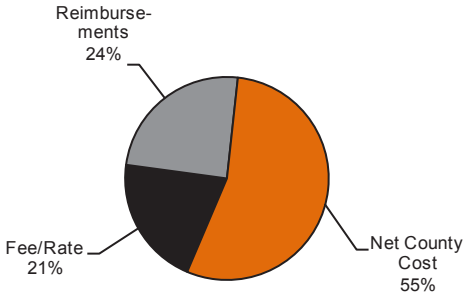
Total Requirements (Excl. Reimb.)	$1,322,893
Total Sources (Incl. Reimb.)	$599,650
Net County Cost	$723,243
Total Staff	8
Funded by Net County Cost	55%

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

BUDGET UNIT: 696 1000
FUNCTION: Public Protection
ACTIVITY: Other Protection

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	817,417	851,765	774,379	911,281	826,214	979,936	**68,655**
Operating Expenses	409,325	306,669	330,421	417,742	373,734	342,957	**(74,785)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	1,226,741	1,158,434	1,104,800	1,329,023	1,199,948	1,322,893	**(6,130)**
Reimbursements	(295,943)	(410,485)	(473,967)	(350,000)	(254,812)	(325,000)	**25,000**
Total Appropriation	930,798	747,949	630,833	979,023	945,136	997,893	**18,870**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	930,798	747,949	630,833	979,023	945,136	997,893	**18,870**
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	464,348	341,508	280,527	295,000	270,186	274,650	**(20,350)**
Other Revenue	15,152	(2,568)	(17,345)	0	52,141	0	**0**
Total Revenue	479,499	338,940	263,182	295,000	322,327	274,650	**(20,350)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	479,499	338,940	263,182	295,000	322,327	274,650	**(20,350)**
Net County Cost	451,299	409,009	367,650	684,023	622,809	723,243	**39,220**
Budgeted Staffing*	8	8	8	8	8	8	**0**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Staffing Expenses of $979,936 fund 8 budgeted regular positions. Operating Expenses of $342,957 include expenses for County Counsel, computer software, and transfers to Land Use Services - Administration budget unit for administrative support. Reimbursements of $325,000 are comprised mostly of transfers from the Building and Safety and Planning budget units for work performed.

Sources of $274,650 are primarily from fees for project-related expenses from applicants.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $18,870, primarily due to negotiated salary increases and retirement costs.

Sources are decreasing by $20,350 due to an anticipated reduction in land development fee based applications.

2018-19 POSITION SUMMARY*

2018-19 Budgeted Staffing

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 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 $979,936 fund 8 budgeted regular positions. There are no Budgeted Staffing changes.



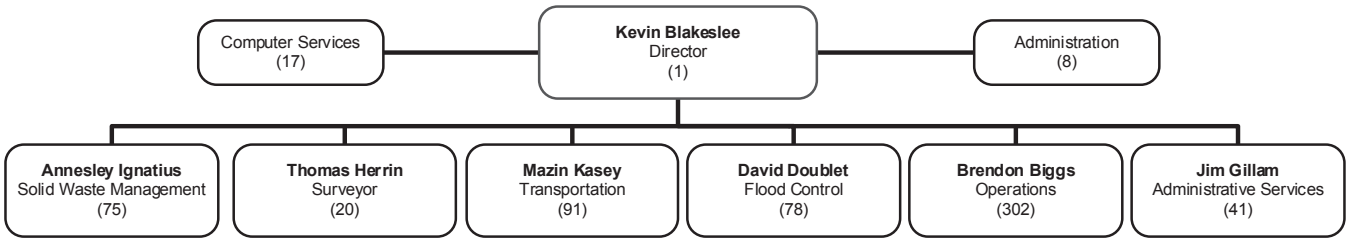
PUBLIC WORKS
Kevin Blakeslee

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



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Surveyor	3,305,387	2,654,989	650,398			22
Total General Fund	3,305,387	2,654,989	650,398	0	0	22
Special Revenue Funds						
Survey Monument Preservation	80,000	80,000				0
DPW - Transportation - Consolidated	171,704,364	125,399,611		46,304,753		346
Total Special Revenue Funds	171,784,364	125,479,611	0	46,304,753	0	346
Enterprise Funds						
Solid Waste - Consolidated	134,039,588	93,831,604			40,207,984	90
Total Enterprise Funds	134,039,588	93,831,604	0	0	40,207,984	90
Other Agencies						
Flood Control District - Consolidated	126,113,737	70,863,865		55,249,872		175
Flood Control District Equipment	3,203,500	2,290,627			912,873	0
Total Other Agencies	129,317,237	73,154,492	0	55,249,872	912,873	175
Total - All Funds	438,446,576	295,120,696	650,398	101,554,625	41,120,857	633

2017-18 MAJOR ACCOMPLISHMENTS

- Surveyor –
  - Continued the implementation of the electronic map check process to include all map check workflows performed by the County Surveyor. The integration of Accela workflows for Records of Survey and Corner Records has further enhanced the efficiency of the map check process for the submitting land surveyor.
  - Continued refinement of the Unmanned Aerial Systems (UAS) mapping program has brought increased efficiency, cost savings and improved project data to Flood Control, Solid Waste, and Transportation division 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 5-Year Permit Review Report for the County Integrated Waste Management Plan.
  - Amended Joint Technical Document for the Victorville Sanitary Landfill for the use of Mid-Fraction Material as Alternative Daily Cover.
  - Completed the construction of the Landers Scalehouse and ADA compliant parking area.
  - Obtained Santa Ana Regional Water Quality Control Board approval of the Mid Valley Sanitary Landfill Unit 4 Phase 1 composite liner plan.
  - Completed the installation of the full-scale corrective action system at the Yucaipa Disposal Site that includes three groundwater monitoring wells and 23 injection wells to remove volatile organic compounds from the groundwater.
  - Enhanced automation on two lanes at the Mid Valley Sanitary Landfill to allow fully autonomous transaction completion of properly equipped trucks in order to increase efficiency and to reduce customer wait times at scales.
  - Installed automation on one lane at the San Timoteo Sanitary Landfill to allow fully autonomous transaction completion of properly equipped trucks in order to increase efficiency and to reduce customer wait times at the scales. This is particularly beneficial during emergency closure events at the Mid Valley Landfill as the San Timoteo Sanitary Landfill is the primary alternate disposal site for Mid Valley.
  - Added one additional community partner to the Beverage Container Recycling Grant program.
  - Provided bins for over 16 community cleanup events.
  - Completed an enterprise-wide version upgrade to the CompuWeigh waste management software application system, which included utilization of Microsoft's .NET framework v4.0 platform, optimization of SQL Server database schemas for improved performance and stability, and centralized configuration and management of outlying landfill/transfer station site CompuWeigh systems.

- Transportation –
  - Received federal authorization to proceed and expend $5.0 million for the following projects:
    - Design of nine priority bridges on National Trails Highway - $2.7 million.
    - Reconstruction of various roads in the Morongo Basin - $1.8 million.
    - Design of Yermo Road over Manix Wash - additional $411,000.
    - Design of Bridge Preventative Maintenance Plan - additional $130,000.
  - Received funding awards for the following:
    - Transportation Development Act Article 3 funds to reconstruct bike path in Joshua Tree - $161,006.
    - SB 1 Active Transportation Program Grant for bike lanes on Sunburst Street in Joshua Tree - $1.1 million.

- Completed the following projects totaling $11.0 million:
  - Spring Valley Lake Area Rehabilitation of Various Roads, Phase II - $1.3 million.
  - Dola and Lanzit Bridge Reconstruction at National Trails Highway - $4.8 million.
  - Needles Highway Reconstruction, Segment "N" in the City of Needles - $740,216.
  - Division Drive Reconstruction and Overlay in the Big Bear area - $1.0 million.
  - Rimrock Road and Other Roads Rubberized Chip Seal in the Barstow area - $720,125.
  - Reconstruction of Luna Road in the Victorville area - $2.4 million.
- Prepared and applied chip seals to 109 miles of roadway at a total cost of $5.0 million.
- Applied maintenance overlays to 59 miles of roadway - $7.3 million.
- Achieved an overall roadway network Pavement Condition Index (PCI) score of 80 out of 100, indicating that the County's roadway overall quality is classified as Very Good.
- Received National Association of Counties (NACo) 2017 Achievement Award for the County's Pavement Preservation and Preventative Maintenance Program.
- Received the 2017 American Public Works Association Small Projects of the Year Award for the National Trails Highway Management Program.

- Flood Control –
  - Completed the following projects totaling $24.2 million:
    - Cactus Basin #3 project in the City of Rialto - $18.4 million.
    - Mojave River Levee Phase II project in the City of Victorville - $2.7 million.
    - Patton Basin Levee Certification Restoration project in the City of Highland - $2.0 million.
    - San Sevaine Levee Certification project in the City of Rancho Cucamonga - $822,223.
    - Little Mountain Channel Repair project in the City of San Bernardino - $89,461.
    - San Sevaine Channel Flood Wall Extension project in the City of Rancho Cucamonga - $166,190.
  - Executed an agreement with the cities of Loma Linda and Redlands for the construction of Mission Channel Improvements, in the City of Redlands.
  - Received Federal Emergency Management Agency (FEMA) Hazard Mitigation Grant for the Cactus Basin 4 & 5 project of $3.0 million.
  - Completed the Levee Certifications of Western Avenue Channel, Daley Basin, 29th Street Basin, Mill Creek Levee, and Wilson Creek.
  - Permitted over 200 Flood Control maintenance projects and 10 emergency maintenance projects countywide, including consultation with all regulatory agencies.
  - Received National Association of Counties (NACo) 2017 Achievement Award for the Flood Warning System Upgrade.
  - Received the American Public Works Association Large Project of the Year 2017 award for the Cactus Basin #3 project.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of flood control basins cleaned out to full capacity before rainy season.	99%	99%	99%	99%
STRATEGY	Maximize utilization and efficiency of flood control facilities for flood protection and water conservation.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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).	$41,649	$45,000	$38,662	$45,000
STRATEGY	Increase efficiency in the use of labor, equipment and materials in delivery of roadway preservation projects.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		**Measure**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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.	2.49%	2%	1.18%	2%
STRATEGY	Increase efficient use of financial resources by ensuring department construction projects are completed on time and within budget.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		**Measure**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Develop a long-term budget plan which brings County operations into both fiscal and programmatic balance, including full funding of reserves for infrastructure and operating system maintenance and replacement.**	Percentage of construction projects completed on time.	100%	85%	100%	85%
STRATEGY	Increase efficient use of financial resources by ensuring department construction projects are completed on time and within budget.					



Surveyor

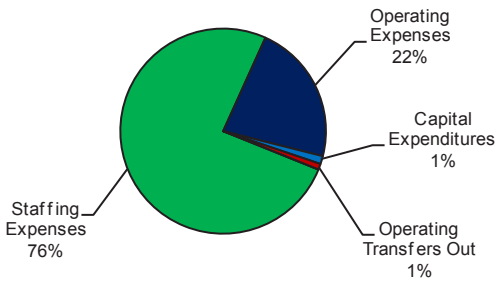
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$3,325,387
Total Sources (Incl. Reimb.)	$2,674,989
Net County Cost	$650,398
Total Staff	22
Funded by Net County Cost	19%

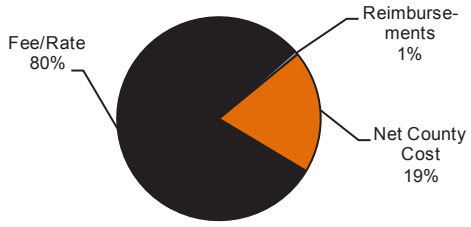
The function of the County Surveyor is to review subdivision maps as prescribed by state law, prepare legal descriptions and maps, perform design and construction surveys for various County departments, assist the public in matters relating to land boundaries, and ensure that sound surveying is used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

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Public Works - Surveyor
FUND: General

BUDGET UNIT: 666 1000
FUNCTION: General
ACTIVITY: Other General

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	2,329,391	2,205,189	2,178,394	2,490,463	2,069,558	2,515,348	**24,885**
Operating Expenses	548,215	623,957	564,759	712,710	626,482	737,439	**24,729**
Capital Expenditures	0	175,735	121,510	18,000	17,144	42,000	**24,000**
Total Exp Authority	2,877,606	3,004,881	2,864,663	3,221,173	2,713,184	3,294,787	**73,614**
Reimbursements	(36,535)	(27,794)	(25,923)	(20,000)	(7,119)	(20,000)	**0**
Total Appropriation	2,841,071	2,977,087	2,838,740	3,201,173	2,706,065	3,274,787	**73,614**
Operating Transfers Out	0	10,524	2,892	64,000	977	30,600	**(33,400)**
Total Requirements	2,841,071	2,987,611	2,841,632	3,265,173	2,707,042	3,305,387	**40,214**
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	2,314,319	2,414,970	2,331,634	2,540,375	2,547,909	2,654,989	**114,614**
Other Revenue	22,915	3,014	0	0	(18)	0	**0**
Total Revenue	2,337,234	2,417,984	2,331,634	2,540,375	2,547,891	2,654,989	**114,614**
Operating Transfers In	0	75,728	0	0	0	0	**0**
Total Financing Sources	2,337,234	2,493,712	2,331,634	2,540,375	2,547,891	2,654,989	**114,614**
Net County Cost	503,837	493,899	509,998	724,798	159,151	650,398	**(74,400)**
Budgeted Staffing*	25	23	24	22	22	22	**0**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Requirements of $3.3 million primarily include $2.5 million in Staffing Expenses to fund 22 regular positions, Operating Expenses of $737,439 and Capital Expenditures of $42,000. 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 $42,000 will fund the replacement of aging surveying equipment.

Sources of $2.7 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 increasing by $40,214. The most notable changes are an increase in Staffing Expenses of $24,885 due to negotiated salary increases and retirement costs, an increase in Operating Expenses of $24,729 primarily due to computer services and supplies, and an increase in Capital Expenditures of $24,000, offset by a decrease in Operating Transfers Out of $33,400.

Sources are increasing by $114,614 primarily due to an increase in anticipated mapping and field survey work.

Net County Cost is decreasing by $74,400 due to a reduction in one-time Discretionary General Funding received in 2017-18 for Record of Survey review and filing activities.



2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Surveyor Administration	1	0	0	0	1	0	1
Office Section	10	0	0	0	10	0	10
Field Section	9	0	0	0	9	0	9
Administrative Services	2	0	0	0	2	0	2
Total	22	0	0	0	22	0	22

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $2.5 million fund 22 budgeted regular positions. There are no changes in budgeted staffing.

Survey Monument Preservation

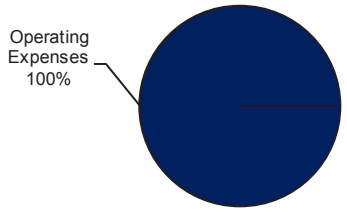
DESCRIPTION OF MAJOR SERVICES

The Survey Monument Preservation budget unit was established to account for expenses related to the retracement of re-monument surveys of historical land division lines, upon which later surveys are based. These include, but are not limited to, surveys of government section lines, rancho section lines and historic subdivision lines. The services related to this budget unit are funded by a $10 fee charged to the public for filing or recording specific types of grant deeds conveying real property.

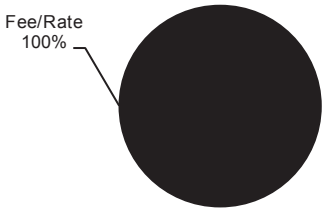
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$80,000
Total Sources (Incl. Reimb.)	$80,000
Use of/ (Contribution to) Fund Balance	$0
Total Staff	0

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)





ANALYSIS OF 2018-19 ADOPTED BUDGET

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

BUDGET UNIT: 666 2660
FUNCTION: General
ACTIVITY: Other General

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	52,297	411	365	80,635	484	80,000	**(635)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	52,297	411	365	80,635	484	80,000	**(635)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	52,297	411	365	80,635	484	80,000	**(635)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	52,297	411	365	80,635	484	80,000	**(635)**
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	64,110	80,230	73,670	80,000	71,710	80,000	**0**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	64,110	80,230	73,670	80,000	71,710	80,000	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	64,110	80,230	73,670	80,000	71,710	80,000	**0**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(11,813)	(79,819)	(73,305)	635	(71,226)	0	**(635)**
Available Reserves				277,703		349,564	**71,861**
Total Fund Balance				278,338		349,564	**71,226**
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 2018-19 ADOPTED BUDGET

Operating Expenses of $80,000 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.

ANALYSIS OF FUND BALANCE

There is no anticipated Use of Fund Balance. The remaining Fund Balance of $349,564 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.

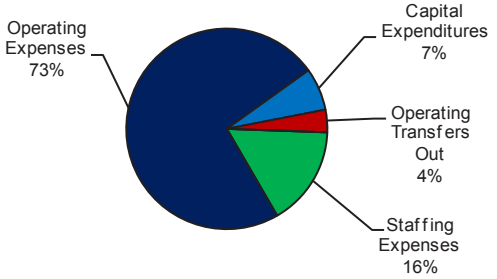
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$192,934,474
Total Sources (Incl. Reimb.)	$146,629,721
Use of/ (Contribution to) Fund Balance	$46,304,753
Total Staff	346

Operations and routine maintenance activities include patching and crack filling of asphalt pavement, grading of 421 miles of unpaved roads, shoulder maintenance, snowplowing of over 500 miles of mountain roads, traffic signal maintenance at 91 intersections, roadside weed abatement in urban areas, traffic sign and pavement striping maintenance, storm repairs and cleanup, maintenance of 380 bridges and thousands of concrete box and metal pipe culverts, as well as maintenance of drainage facilities such as inlets, ditches, dikes, and gutters. Maintenance functions are provided through 12 yard districts with regional facilities located to best service the 20,000 square-mile area of the County.

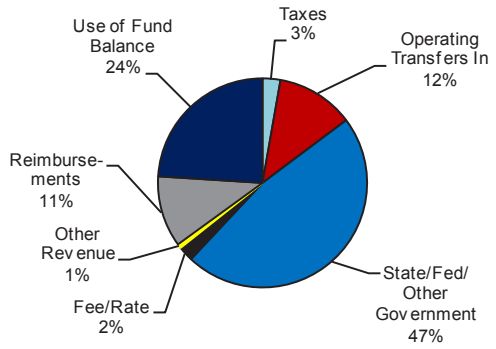
Road System improvements include roadway resurfacing, reconstruction, and other pavement improvement projects that further the County's goal of maintaining the pavement in good or better condition. Other services include construction of bridges, traffic signals, widening and infrastructure projects, including new roads, freeway interchanges, and railroad grade separations, in addition to seeking and securing other state and federal funding for construction projects.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 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

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	25,187,400	25,153,956	25,496,321	29,456,929	25,908,651	31,043,529	**1,586,600**
Operating Expenses	58,577,893	51,842,840	57,189,662	115,417,278	48,073,119	141,688,583	**26,271,305**
Capital Expenditures	4,751,154	2,971,414	839,422	16,329,500	8,469,418	13,206,000	**(3,123,500)**
Total Exp Authority	88,516,447	79,968,210	83,525,405	161,203,707	82,451,188	185,938,112	**24,734,405**
Reimbursements	(16,994,222)	(16,864,311)	(13,503,121)	(17,195,005)	(13,299,132)	(21,230,110)	**(4,035,105)**
Total Appropriation	71,522,225	63,103,899	70,022,284	144,008,702	69,152,056	164,708,002	**20,699,300**
Operating Transfers Out	111,399	355,761	13,072,051	14,381,018	12,363,343	6,996,362	**(7,384,656)**
Total Requirements	71,633,624	63,459,660	83,094,335	158,389,720	81,515,399	171,704,364	**13,314,644**
Sources							
Taxes	5,986,421	8,771,881	5,882,663	8,356,140	6,107,675	5,322,287	**(3,033,853)**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	62,435,379	44,341,325	47,947,926	76,497,940	55,168,246	91,109,459	**14,611,519**
Fee/Rate	8,305,520	4,648,474	6,488,840	4,020,798	6,254,944	4,521,851	**501,053**
Other Revenue	1,600,879	1,201,679	4,277,100	1,202,303	1,825,299	1,275,240	**72,937**
Total Revenue	78,328,199	58,963,359	64,596,529	90,077,181	69,356,164	102,228,837	**12,151,656**
Operating Transfers In	5,925,918	18,764,937	25,876,072	21,562,406	18,490,473	23,170,774	**1,608,368**
Total Financing Sources	84,254,117	77,728,296	90,472,601	111,639,587	87,846,637	125,399,611	**13,760,024**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(12,620,493)	(14,268,636)	(7,378,266)	46,750,133	(6,331,238)	46,304,753	**(445,380)**
Available Reserves				58,289,891		66,404,107	**8,114,216**
Total Fund Balance				105,040,024		112,708,860	**7,668,836**
Budgeted Staffing*	341	341	347	343	343	346	**3**

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

DETAIL OF 2018-19 ADOPTED BUDGET

	2018-19				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
Road Operations	145,944,079	114,766,186	31,177,893	36,634,695	346
Measure I	20,418,923	8,496,099	11,922,824	8,079,793	0
Facilities Development Plans	335,000	140,672	194,328	2,626,234	0
Regional Development Mitigation Plan	5,006,362	1,996,654	3,009,708	19,063,385	0
Total Special Revenue Funds	171,704,364	125,399,611	46,304,753	66,404,107	346

Road Operations has Requirements of $145.9 million including Staffing Expenses of $31.0 million to fund 346 positions; $119.8 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 Departments of Public Works divisions, which are offset by Reimbursements of $21.2 million. Remaining Requirements consist of Capital Expenditures ($13.2 million), which includes $6.2 million to purchase land and right-of-way needed for road construction projects and $7.0 million for replacement of vehicles and heavy equipment needed for daily road operations and maintenance, and Operating Transfers Out ($3.1 million), which is primarily being transferred to the equipment fund for future equipment replacements, to the Program Management Division for road yard improvement projects, and to reimburse the Road Operations fund

with Ad Hoc fees collected for projects completed. Major road construction projects include: 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; construction of culverts on Lone Pine Canyon Road in the Wrightwood area; Glen Helen Parkway bridge replacement over Cajon Wash; and reconstruction of Crafton Avenue in the Mentone area, Park Boulevard in the Joshua Tree area, Cherry Avenue in the Fontana area, 40th Street in the Arrowhead Farms area, and Beech Ave in the Fontana Area.

Sources of $114.8 million include $88.2 million in State/Federal/Other Governmental Revenue, which includes Gas Tax ($43.3 million), SB 1 funding ($11.6 million), and other governmental revenue ($33.3 million) for pavement improvement and capital construction projects; and Operating Transfers In of $23.1 million, which primarily consists of funding for capital projects and Discretionary General Funding for the National Trails Highway, the Ranchero Road Widening, and pavement improvement projects. Additional sources of $3.4 million include revenue from the miscellaneous reimbursements for joint projects, sales of fixed assets for fully depreciated equipment, road permit and inspection fees, and interest earnings.

The use of $31.2 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 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 $20.4 million including Operating Expenses of $19.2 million, which include pavement preservation and improvement projects ($17 million), intersection improvements ($716,500), bridge replacements ($1.5 million), and Operating Transfers Out of $1.2 million to fund right-of-way acquisition. Major pavement preservation projects include: surface seals, mill and overlays in the Morongo Basin, North Desert, San Bernardino Valley and Victor Valley; and reconstruction projects including Etiwanda Avenue and Crafton Avenue in the San Bernardino Valley.

Sources of $8.5 million include Measure I sales tax ($5.3 million), interest earnings ($230,450), Operating Transfers In ($79,362), and contributions from the Local Government Agencies ($2.9 million) which primarily includes San Bernardino County Transportation Authority for various reconstruction and bridge projects and transfers in for project reimbursements. Fund balance of $11.9 million is being used to fund the projects noted above.

Facilities Development Plans has Requirements of $335,000 including Operating Expenses of $275,000 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 $60,000 for right-of-way acquisition for Rock Springs Road. Sources of $140,672 consist of Highway Bridge Program Funding, development fees and interest earnings. Fund Balance of $194,328 is being used for the projects noted above.

Regional Development Mitigation Plan has Requirements of $5.0 million, including Operating Expenses of $2.4 million primarily for the reconstruction of Alabama at I-10 and Operating Transfers Out of $2.6 million to fund right-of-way acquisition for the following projects: San Bernardino Avenue Widening ($150,000), Cherry Avenue Construction Interchange ($2.2 million), and the remaining for Slover Avenue and Ranchero Road Widening projects. Sources of $2.0 million consist of development fees and interest earnings. Fund Balance of $3.0 million is being used for the projects noted above.



BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $13.3 million. This is due to an increase in Staffing Expenses of $1.6 million primarily due to negotiated salary increases, retirement costs and the addition of 3 new positions. Requirements are also increasing due to increased Operating Expenses of $26.3 million resulting from projects carried over from 2017-18 and new projects planned for construction. These increased costs are offset by a decrease in Capital Expenditures of $3.1 million due to a reduction in heavy equipment purchases for planned projects, a decrease in Operating Transfers Out of $7.4 million due to an adjustment to the 2017-18 budget for the County Building's and Acquisition Project for a new Department of Public Works Building (DPW Building), and an increase in Reimbursements of $4.0 million from Measure I funding, and the Facilities and Regional Development Plans.

Sources are increasing by $13.8 million primarily due to an increase in State/Federal/Other Governmental Aid of $14.6 million for road construction projects. Operating Transfers In are increasing by $1.6 million primarily due to an increase of $2.8 million in Discretionary General Funding for one-time projects and an increase of $3.5 million to fund right of way acquisition for various construction projects, offset by a decrease of $5.3 million due to an adjustment to the 2017-18 Operating Transfers In budget from the Flood Control District for the DPW Building. These increases to Sources are offset by a decrease of $3.0 million in Measure I revenue.

ANALYSIS OF FUND BALANCE

Use of Fund Balance of $46.3 million is for one-time expenditures of $44.3 million. This $44.3 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 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 $66.4 million are set aside for future one-time expenditures on capital projects of $65.8 million and technology systems improvements of $550,000.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Administration	4	0	0	2	6	0	6
Design	26	1	-1	1	27	2	25
Planning	21	1	0	0	22	2	20
Traffic	24	0	0	0	24	0	24
Operations	188	1	0	1	190	44	146
Contracts/Inspections	15	2	0	0	17	1	16
Traffic Operation Services	22	0	0	-1	21	1	20
Administrative Services	18	0	0	-3	15	1	14
Permits	9	1	0	-1	9	0	9
Computer Services	8	0	0	1	9	2	7
Budget/Revenue Claiming	7	0	-2	0	5	0	5
Environmental Management	1	0	0	0	1	1	0
Total	343	6	-3	0	346	54	292

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $31.0 million fund 346 budgeted positions of which 292 are regular positions and 54 are limited term positions. This includes a net increase of 3 positions.

A total of 4 regular positions are added to the budget:

- 1 Secretary II for the Design division is needed to support the Deputy Directors for Transportation and Flood Control.
- 1 Office Assistant III for the Operations division is needed for clerical support due to growing workload.
- 1 Engineering Technician III for the Permits division is needed to maintain the workload in order to continue providing the current level of service to customers.
- 1 Public Works Engineer III for the Contracts/Inspections division is needed to support the current and projected workload of construction projects.

A total of 2 limited term positions are added to the budget as follows:

- 1 Engineering Technician V for the Contracts/Inspections division is needed to provide on-call support as a Project Senior Inspector on an as needed basis.
- 1 Public Service Employee for the Planning division is needed for ongoing support with engineering activities.

A total of 3 vacant positions (1 regular and 2 limited term) have been deleted from the budget:

- 1 Secretary I is no longer required with the aforementioned addition of the Secretary II.
- 1 Budget Officer is no longer needed; it was temporarily used to provide training and expertise in budget analysis to replacement personnel.
- 1 Transportation Analyst II is no longer needed; it was temporarily used to provide training and expertise in Federal and Grant billing activities to replacement personnel.

Solid Waste Enterprise Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

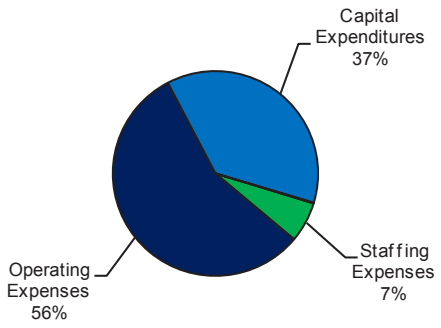
The Solid Waste Management Division (SWMD) provides for the operation and management of the County's solid waste disposal system, which consists of five regional landfills, nine transfer stations, and 34 closed landfills or disposal sites. SWMD also administers the County's solid waste franchise program, 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.)	$134,172,588
Total Sources (Incl. Reimb.)	$93,964,604
Use of / (Contribution To) Net Position	$40,207,984
Total Staff	90

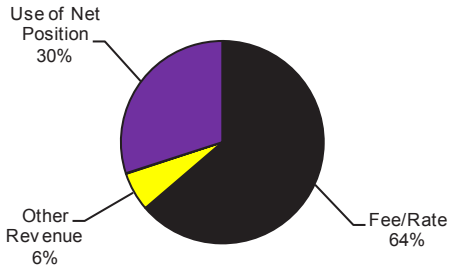
SWMD performs capital improvement projects for site enhancements and expansions; closures of landfills; environmental mitigation and operations, maintenance, and monitoring (OM&M) of landfill environmental control systems. In addition, SWMD operates current programs to help mitigate issues that may arise from operations and management of County owned landfills and transfer stations. These programs are the Household Hazardous Waste Program for unincorporated County communities and the Host Cities Program for six host cities with a County landfill or transfer station within its boundary or sphere of influence.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Public Works - Solid Waste Management
FUND: Solid Waste Enterprise Funds Consolidated

BUDGET UNIT: 670 4250
FUNCTION: Public Ways and Facilities
ACTIVITY: Public Ways

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	6,869,541	7,297,436	7,431,331	8,246,313	7,400,035	8,579,043	**332,730**
Operating Expenses	56,544,863	57,620,948	51,015,330	65,634,959	55,364,081	75,411,286	**9,776,327**
Capital Expenditures	3,643,579	1,158,455	2,113,753	24,227,250	230,146	50,043,859	**25,816,609**
Total Exp Authority	67,057,983	66,076,839	60,560,414	98,108,522	62,994,262	134,034,188	**35,925,666**
Reimbursements	(101,202)	(160,562)	(157,179)	(105,500)	(147,564)	(133,000)	**(27,500)**
Total Appropriation	66,956,781	65,916,277	60,403,235	98,003,022	62,846,698	133,901,188	**35,898,166**
Operating Transfers Out	7,000,000	7,369,441	1,822,927	1,948,732	1,821,778	138,400	**(1,810,332)**
Total Requirements	73,956,781	73,285,718	62,226,162	99,951,754	64,668,476	134,039,588	**34,087,834**
Sources							
Taxes	248,388	215,196	224,446	238,000	213,800	225,000	**(13,000)**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	78,500	89,741	78,368	77,457	76,733	78,000	**543**
Fee/Rate	75,769,677	76,654,139	77,446,705	76,422,547	83,398,420	85,147,050	**8,724,503**
Other Revenue	11,062,359	2,688,081	3,089,363	7,249,838	4,646,625	8,331,554	**1,081,716**
Total Revenue	87,158,924	79,647,157	80,838,882	83,987,842	88,335,578	93,781,604	**9,793,762**
Operating Transfers In	7,000,000	7,305,000	0	50,000	0	50,000	**0**
Total Financing Sources	94,158,924	86,952,157	80,838,882	84,037,842	88,335,578	93,831,604	**9,793,762**
Net Position							
Use of/ (Contribution to) Net Position**	(20,202,143)	(13,666,439)	(18,612,720)	15,913,912	(23,667,102)	40,207,984	**24,294,072**
Est. Net Position Available						(5,983,830)	
Total Est. Unrestricted Net Position						34,224,154	
Budgeted Staffing*	83	86	87	91	91	90	**(1)**

*Data represents final budgeted staffing.
**Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.

Note: The 2017-18 Final Budget and 2017-18 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 2018-19 ADOPTED BUDGET

Requirements of $134.0 million for the operation of the County's solid waste disposal system include Staffing Expenses of $8.6 million that support 90 budgeted positions. Operating Expenses of $75.4 million consist primarily of $60.7 million for services and supplies (such as landfill operation contracts, construction management, legal services, and professional services), $13.6 million for other charges (such as payments to cities hosting landfills, revenue share payments and rebates to cities with Waste Disposal Agreements, and payments to the State Board of Equalization), and $1.1 million in central service payments and administrative transfers to other County departments and divisions within Public Works. Capital Expenditures of $50.0 million consist primarily of $49.2 million for improvements to land for expansion projects at Mid-Valley, San Timoteo, and Victorville Landfills, and $851,589 for equipment, vehicles, land purchases, and construction of a scale house at Heaps Peak Transfer Station. These Requirements are offset by Reimbursements of $133,000 for shared costs between divisions of Public Works.

Sources of $93.8 million include funds generated from landfill gate fees, special land use assessments, solid waste franchise fees, royalty agreements, land leases, and interest earned on fund balance. This budget unit will reduce Net Position by $40.2 million primarily due to one-time expenses related to landfill expansion projects.



BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $34.1 million. Significant changes include an increase in Staffing Expenses of $332,730 primarily due to negotiated salary and retirement increases. Additionally, there is an increase in Operating Expenses of $9.8 million primarily due to an increase in professional services in support of expansion plans and payments to Host Cities related to additional tonnage. Lastly, changes in Requirements include an increase in Capital Expenditures of $25.8 million primarily due to expenses associated with several expansion projects.

Sources are increasing by $9.8 million. Significant changes include an increase in Fee/Rate revenue of $8.7 million primarily due to additional in-county waste, changes in accounting methodology for revenue abatements, and COLA increases for waste agreements. Also included is an increase in Other Revenue of $1.1 million primarily due to increased interest earnings, which resulted from delays in construction projects.

ANALYSIS OF NET POSITION

Unrestricted Net Position is anticipated to decrease by $40.2 million from an estimated balance of $34.2 million to an estimated deficit of $6.0 million. This reduction is due to the planned increase in landfill expansion projects at the Mid-Valley, San Timoteo, and Victorville Landfills and accelerated project timelines.

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 $6.0 million at June 30, 2019 due to the inclusion of an estimated $153.8 million of long-term landfill liabilities for pollution remediation obligations, post-closure maintenance, earned leave and net pension liability. Long-term landfill liabilities exclude future closure construction liabilities of $59.8 million, which are funded and set aside as Restricted Net Position. These liabilities do not come due within the current year and represent future costs that will be funded with future revenues. While the Unrestricted Net Position is negative due to these long-term obligations, SWMD has sufficient operating funds to support ongoing operations of the system. The 10-year financial forecast projects fully funding the current portion of these liabilities, including ongoing operating expenses. Additionally, SWMD continues to reduce ongoing expenses by (when cost effective) performing design and maintenance activities in-house and continues to seek opportunities for additional tonnage to increase revenue. SWMD hired a consultant to analyze operations and the 10-year financial forecast in an effort to ensure optimal operations of the several landfills and transfer stations, assess new revenue opportunities, and ensure proper reserves are maintained for future projects and operations.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Administration	6	0	0	0	6	0	6
Information Technology Services	3	0	0	0	3	0	3
Operations and Scales	40	0	0	0	40	0	40
Engineering	22	0	0	0	22	0	22
Administrative Services	12	0	0	0	12	0	12
Solid Waste Programs	8	0	-1	0	7	1	6
Total	91	0	-1	0	90	1	89

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $8.6 million fund 90 budgeted positions of which 89 are regular positions and 1 is a limited term position. This includes a decrease of 1 regular position.

One vacant regular position is deleted as follows:

- Secretary I in the Solid Waste Programs section as this position is no longer necessary.

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.)	$144,181,879
Total Sources (Incl. Reimb.)	$88,932,007
Use of/ (Contribution to) Fund Balance	$55,249,872
Total Staff	175

The District covers the entire County, including all of the incorporated cities. The District is divided into six geographic flood zones (in recognition of the different characteristics and flood control needs in various areas). Zone 1 encompasses the County's West End, from the Los Angeles and Riverside County lines to West Fontana. Zone 2 encompasses the central area of the San Bernardino Valley, easterly of Zone 1, to approximately the Santa Ana River and City Creek demarcations. Zone 3 covers the East end of San Bernardino Valley, east of Zone 2. Zone 4 covers the Mojave River Valley region, from the San Bernardino Mountains to Silver Lakes. Zone 5 primarily includes the San Bernardino Mountains. Zone 6 encompasses the remainder of the County not covered by other zones. The District has also established a countywide administrative zone (Zone 7).

The District's principal functions are as follows:

Flood Protection on Major Streams: In cooperation with the federal government, and through its own projects, the District conducts programs for channel and levee construction, floodwater retention, and debris basin maintenance. Programs or projects are often done in cooperation with the incorporated cities, the U.S. Army Corps of Engineers, and the U.S. Bureau of Reclamation.

Water Conservation: The District operates and maintains water conservation basins and spreading grounds. Water from local mountains and Northern California is spread and percolated into the groundwater basins underlying the County. The District has numerous joint use agreements with water districts allowing use of District facilities for groundwater recharge.

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

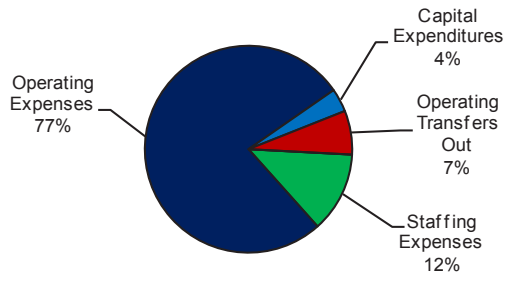
Facility Maintenance: The District has a proactive maintenance program for its facilities. Regular inspections of the storm drains, channels, and basins are made as required by various state and federal agencies.

National Pollutant Discharge Elimination System (NPDES): The District is the lead permittee in the San Bernardino Valley area-wide NPDES permit with 16 cities as co-permittees. The NPDES program, through the State Water Quality Management Board, regulates storm water quality through very detailed and complex permits, which affect everyone within the Santa Ana River Watershed, and now in the high desert area of the Victor Valley under Phase II of the permit.

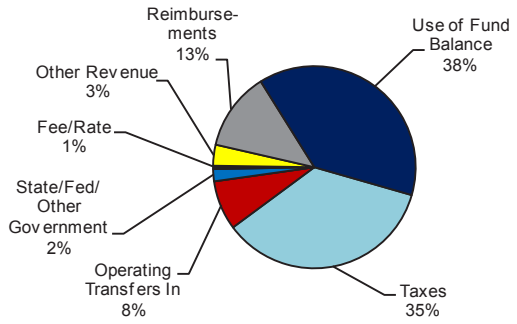
Flood Operations: During the flood season, District operations staff regularly patrol and monitor District facilities, and perform flood fighting operations and emergency repairs as needed. The District also maintains telemetry systems for monitoring rainfall and runoff, and dispatches storm patrols as dictated by the projected severity of a storm. The District has access to a weather satellite data delivery system to provide state-of-the-art weather information. The system provides advance warning of major storm activity. During the non-storm season, the flood operations staff perform routine maintenance of flood control facilities.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Public Works-Flood Control District
FUND: Consolidated

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

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	13,493,019	14,166,579	14,926,972	17,169,457	15,374,214	18,126,212	**956,755**
Operating Expenses	43,790,822	68,333,312	40,945,644	95,994,180	47,357,559	110,910,697	**14,916,517**
Capital Expenditures	7,922	1,866,681	765,256	6,847,460	1,170,354	5,263,400	**(1,584,060)**
Total Exp Authority	57,291,763	84,366,572	56,637,872	120,011,097	63,902,127	134,300,309	**14,289,212**
Reimbursements	(14,268,750)	(14,305,949)	(15,044,141)	(17,059,080)	(15,742,394)	(18,068,142)	**(1,009,062)**
Total Appropriation	43,023,013	70,060,623	41,593,731	102,952,017	48,159,733	116,232,167	**13,280,150**
Operating Transfers Out	7,093,645	8,007,151	15,873,135	18,678,396	15,862,174	9,881,570	**(8,796,826)**
Total Requirements	50,116,658	78,067,774	57,466,866	121,630,413	64,021,907	126,113,737	**4,483,324**
Sources							
Taxes	43,554,376	46,017,624	49,386,202	47,459,000	52,897,591	51,045,000	**3,586,000**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	3,761,936	5,995,012	4,614,079	2,789,756	3,872,171	2,798,448	**8,692**
Fee/Rate	715,203	658,542	1,129,131	816,980	1,172,750	767,347	**(49,633)**
Other Revenue	16,017,862	11,724,136	3,909,995	6,524,800	7,694,604	4,838,300	**(1,686,500)**
Total Revenue	64,049,377	64,395,314	59,039,407	57,590,536	65,637,116	59,449,095	**1,858,559**
Operating Transfers In	8,393,645	10,125,531	14,398,510	18,182,427	14,924,915	11,414,770	**(6,767,657)**
Total Financing Sources	72,443,022	74,520,845	73,437,917	75,772,963	80,562,031	70,863,865	**(4,909,098)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(22,326,364)	3,546,929	(15,971,051)	45,857,450	(16,540,124)	55,249,872	**9,392,422**
Available Reserves				73,144,981		82,235,228	**9,090,247**
Total Fund Balance				119,002,431		137,485,100	**18,482,669**
Budgeted Staffing*	162	166	174	174	174	175	**1**

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



MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Requirements of $126.1 million include Staffing Expenses of $18.1 million to fund 175 budgeted positions. Operating Expenses of $110.9 million consist primarily of professional services for construction projects ($58.9 million), operations and maintenance activities ($17.4 million), debt service obligations ($8.2 million), administrative functions ($7.6 million), and transfers between the District's zones and other divisions within Public Works ($18.8 million) for internal administrative functions. These costs are partially offset by $18.1 million in Reimbursements from the various District Zones for Salaries and Benefits costs and from Surveyor, Solid Waste, and Transportation for Salaries and Benefits costs shared by all the Divisions of Public Works (HR and IT). Additional Requirements include Capital Expenditures of $5.3 million consisting primarily of purchases of right-of-way for construction projects and Operating Transfers Out of $9.9 million consisting primarily of internal administrative transfers between the District's zones.

Sources of $70.9 million primarily include $51.0 million in property tax revenue. Additionally, Sources include $2.8 million in Other Governmental Aid to partially fund Seven Oaks Dam maintenance and the NPDES program, $11.4 million in Operating Transfers In comprised of internal administrative cash transfers between funds as reflected above ($9.7 million), and Discretionary General Funding for the NPDES and Mojave River Watershed Group (MRWG) programs and the Rimforest Drainage project ($1.7 million). Sources also include Fee/Rate and Other Revenue of $5.6 million, primarily from litigation settlements to partially fund the Cactus Basin #4 project.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $4.5 million. This is primarily due to an increase of $14.9 million in Operating Expenses for planned construction projects. This is offset by a decrease of $1.6 million in Capital Expenditures for right-of-way purchases and a decrease of $8.8 million in Operating Transfers Out primarily due to a reduction in an operating transfer within Zone 1 used to fund the District's Judgement Obligation Bonds, and an adjustment to the 2017-18 budget for the District's share of the County's Buildings and Acquisition Project for a new Department of Public Works Building (DWP Building). Staffing Expenses are increasing by $956,755 primarily due to the addition of one regular position, as well as negotiated salary and retirement increases.

Sources are decreasing by $4.9 million. This is primarily due to a decrease of $1.7 million in Other Revenue primarily resulting from an anticipated reduction of surplus property sales. Additionally, a decrease of $6.8 million in Operating Transfers In is primarily due to a reduction in an operating transfer within Zone 1 used to fund the District's Judgement Obligation Bonds and an adjustment to the 2017-18 budget for an operating transfer within Zones 1 through 6 to fund the DPW Building. These decreases are partially offset by an increase of $3.6 million in anticipated 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 $55.2 million is anticipated for the following projects planned for construction: Sand Creek/Warm Creek Confluence; Avenue I – Drainage Project; Santa Ana River Flood Wall Repair; Cactus Basin #4; West State Street Storm Drain; Etiwanda Invert Repair; West Fontana Channel, and the waterline relocation for Bandicoot Basin. The remaining Available Reserves of $82.2 million are set aside for future planned capital projects and the potential need for responding to emergency storm events. Fund Balance is only used for one-time expenditures.



2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Administration	3	0	0	0	3	0	3
Water Resources	11	0	0	0	11	0	11
Environmental Management/NPDES	28	2	0	0	30	2	28
Flood Design	22	0	0	0	22	0	22
Seven Oaks Dam	2	0	0	0	2	0	2
Administrative Services	4	0	0	0	4	0	4
Flood Planning	13	0	0	0	13	1	12
Permits	14	0	0	0	14	1	13
Operations	70	0	-2	0	68	2	66
Budget/Revenue Claiming	3	0	0	0	3	0	3
Information Technology	4	1	0	0	5	1	4
Total	174	3	-2	0	175	7	168

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $18.1 million fund 175 budgeted positions of which 168 are regular positions and 7 are limited term positions. This includes a net increase of 1 regular position.

A total of 3 regular positions are added to the budget as follows:

- 1 Business Systems Analyst II in the Information Technology section to develop and maintain the Geographic Information Systems (GIS) data related to the existing County roads, Flood Control facilities, maintenance activities, permits, environmental conditions, survey data and Solid Waste facilities.
- 1 Ecological Resource Specialist in the Environmental Management section to provide stability and consistency with the environmental component of the permit process for projects.
- 1 Planner II in the Environmental Management division to provide support to fulfill environmental mitigation obligations from regulatory agencies.

A total of 2 vacant limited term positions are deleted from the budget as follows:

- 2 Public Service Employees in the Operations section were temporarily used to assist with various projects due to vacancies and are no longer needed.

CAPITAL IMPROVEMENT PROJECTS IN 2018-19 ADOPTED BUDGET

The following Capital Improvement Projects are included in the 2018-19 Adopted Budget:

						NEW PROJECTS		CARRYOVER PROJECTS	
					Total				2018-19
Proj. #	Location/ Address	Dist	Project Name-Description	Fund	Project Budget	New Projects		Carryover Balances	Adopted Requirements
1	Highland	3	Sand Creek/Warm Creek Confluence	2522	5,239,974	-		5,060,489	5,060,489
2	Highland	3	Elder Creek and Plunge Creek Restoration	2526	10,892,237	-		247,982	247,982
3	Twentynine Palms	3	Donnell Basin	2540	8,502,156	-		276,134	276,134
4	Rimforest	2	Rimforest Drainage	2536	8,318,908	-	*	400,000	400,000
5	Hesperia	1	Bandicoot Basin	2532	23,675,637	-		600,000	600,000
6	Apple Valley	1	Desert Knolls Wash - Phase III	2532	11,476,821	-		344,206	344,206
7	Rialto	5	Rialto Channel at Riverside Avenue	2522	8,891,095	-		310,000	310,000
8	Rialto	5	Cactus Basin #4 & #5	2522	28,923,450	-		18,558,198	18,558,198
9	Rialto	5	Rialto Channel from Willow Avenue to Etiwanda Avenue	2522	40,175,011	-		60,000	60,000
10	Fontana	2	West Fontana Channel - Banana Basin to Juniper Avenue	2518/2522	36,468,881	-		27,312,397	27,312,397
11	Hesperia	1	Oak Hills Basin	2532	38,708,377	-		1,010,000	1,010,000
12	Ontario	4	West State Street Storm Drain - Segment 3B	2518	11,736,652	-		5,421,778	5,421,778
13	Barstow	3	Avenue I - Drainage Project	2532	3,272,394	-		2,900,000	2,900,000
14	San Bernardino	5	Del Rosa Channel	2522	33,166,133	-		10,000	10,000
15	Redlands	3	San Timoteo Creek - Reach 3B Levee Repair	2526	410,000	-		409,380	409,380
16	San Bernardino	3	Santa Ana River Wall Repair	2522	678,260	-		557,165	557,165
17	Victorville	1	Seneca Basin	2532	10,840,697	-		10,000	10,000
18	Fontana	2	West Fontana Channel - Hickory Basin to Banana Basin	2518	9,017,650	-		178,905	178,905
19	Fontana	2	Etiwanda Channel Invert Repair	2518	1,420,973	-		1,393,260	1,393,260
20	Chino Hills	4	Carbon Canyon Channel	2518	19,566,818	-		75,000	75,000
21	Chino Hills	4	Grove Basin Outlet Storm Drain	2518	12,167,169	-		116,182	116,182
22	Fontana	2	Hawker Crawford Channel	2518	4,794,630	-		125,400	125,400
23	Rancho Cucamonga	4	Rancho Cucamonga Yard Building Construction	2518	2,719,200	-		2,645,000	2,645,000
24	Hesperia	1	Ranchero Basin	2532	32,566,954			5,000	5,000
25	Redlands	3	San Timoteo Creek - Mitigation Maintenance	2526	500,000			500,000	500,000
	TOTAL PROJECTS ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS-FLOOD CONTROL				**$ 364,130,077**			**$ 68,526,476**	**$ 68,526,476**
**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 and/or geotechnical services, labor, and construction costs. Of the total Capital Improvement project expenditures budgeted for 2018-19 of $68.5 million, $5.3 million is budgeted in the Capital Expenditures line in the Analysis of 2018-19 Adopted Budget, with the remaining expenditures budgeted under Staffing Expenses and Operating Expenses.



Flood Control District Equipment

DESCRIPTION OF MAJOR SERVICES

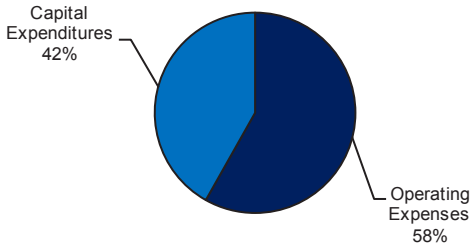
The Flood Control District Equipment budget unit is an internal service fund established to fund the purchase and maintenance of all District vehicles and heavy equipment. This budget unit is funded by equipment user fee charges to various Flood Control District Zones and to other divisions within the Department of Public Works.

Budget at a Glance

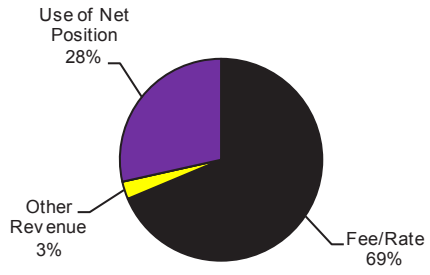
Total Requirements (Excl. Reimb.)	$3,203,500
Total Sources (Incl. Reimb.)	$2,290,627
Use of / (Contribution To) Net Position	$912,873
Total Staff	0

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Public Works - Flood Control District
FUND: Equipment

BUDGET UNIT: 197 4140
FUNCTION: General
ACTIVITY: Other General

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	1,730,479	1,634,693	1,353,350	1,859,500	1,381,863	1,863,500	**4,000**
Capital Expenditures	918,710	2,540,693	379,771	3,032,000	823,128	1,340,000	**(1,692,000)**
Total Exp Authority	2,649,189	4,175,386	1,733,121	4,891,500	2,204,991	3,203,500	**(1,688,000)**
Reimbursements	0	(29,533)	(31,191)	0	0	0	**0**
Total Appropriation	2,649,189	4,145,853	1,701,930	4,891,500	2,204,991	3,203,500	**(1,688,000)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,649,189	4,145,853	1,701,930	4,891,500	2,204,991	3,203,500	**(1,688,000)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	2,136,020	2,728,688	2,059,195	2,400,000	1,764,508	2,200,000	**(200,000)**
Other Revenue	199,097	176,842	156,469	110,000	126,962	90,627	**(19,373)**
Total Revenue	2,335,117	2,905,530	2,215,664	2,510,000	1,891,470	2,290,627	**(219,373)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	2,335,117	2,905,530	2,215,664	2,510,000	1,891,470	2,290,627	**(219,373)**
Net Position							
Use of/ (Contribution to) Net Position**	314,072	1,240,323	(513,734)	2,381,500	313,521	912,873	**(1,468,627)**
Est. Net Position Available						2,834,719	
Total Est. Unrestricted Net Position						3,747,592	
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: The 2017-18 Final Budget and 2017-18 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 2018-19 ADOPTED BUDGET

Requirements of $3.2 million consist of Operating Expenses ($1.9 million) for motor pool and maintenance charges, equipment repairs, and Capital Expenditures ($1.3 million) to purchase vehicles.

Sources of $2.3 million include the District's heavy equipment fleet rates and revenue from the sale of surplus equipment and vehicles.

Unrestricted Net Position of $912,873 is being used to fund one-time Capital Expenditures.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $1.7 million primarily due to a decrease in vehicle purchases.

Sources are decreasing by $219,373 primarily due to a decrease in anticipated equipment user fee charges.



ANALYSIS OF NET POSITION

The budget includes a $912,873 use of Unrestricted Net Position for one-time Capital Expenditures.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

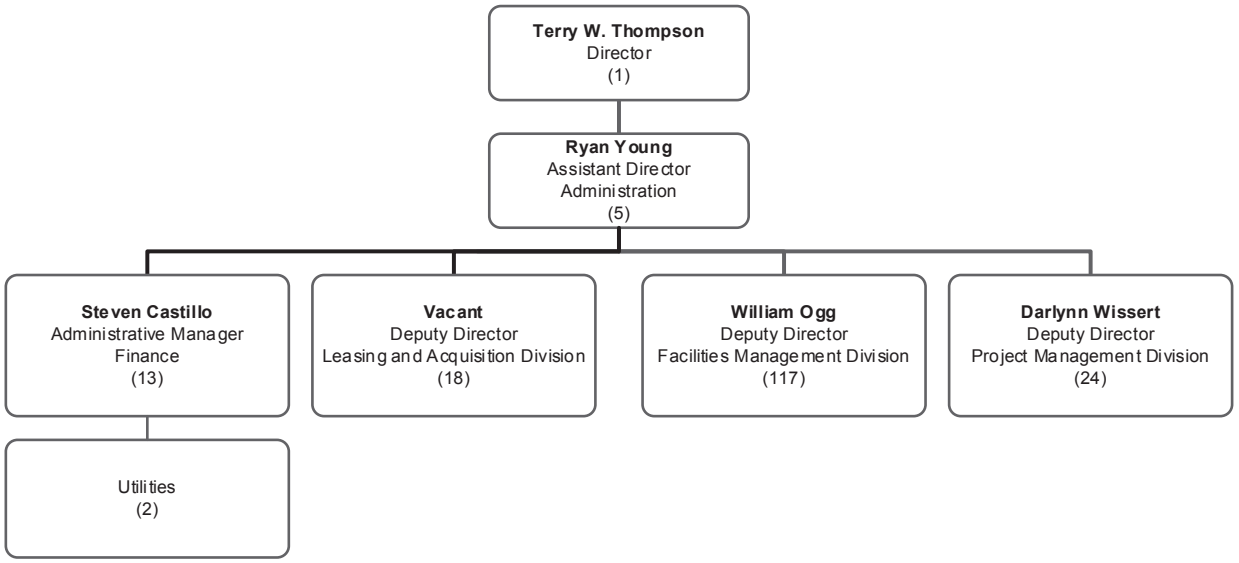
REAL ESTATE SERVICES DEPARTMENT
Terry W. Thompson

DEPARTMENT MISSION STATEMENT



The Real Estate Services Department is a strategic organization dedicated to providing an outstanding level of customer service and real estate expertise to the County of San Bernardino.

ORGANIZATIONAL CHART



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Administration and Finance	0	0	0			19
Rents and Leases	1,218,700	1,218,700	0			0
Project Management Division	229,000	0	229,000			24
Facilities Management Division	20,274,196	19,799,196	475,000			117
Utilities	19,639,967	492,765	19,147,202			2
Leasing and Acquisition Division	1,602,450	1,602,450	0			18
Courts Property Management	1,643,614	1,643,614	0			0
Total General Fund	44,607,927	24,756,725	19,851,202	0	0	180
Special Revenue Funds						
Chino Agricultural Preserve	5,214,940	765,936		4,449,004		0
Total Special Revenue Funds	5,214,940	765,936	0	4,449,004	0	0
Total - All Funds	49,822,867	25,522,661	19,851,202	4,449,004	0	180

2017-18 MAJOR ACCOMPLISHMENTS

Project Management

- Completed 108 Projects totaling approximately $67.0 million in total project budget costs.
- Constructed six new Department of Behavioral Health Crisis Residential Treatment & Crisis Stabilization Unit Facilities that specialize in providing crisis intervention for individuals diagnosed with mental health and/or co-occurring substance use disorders.
    - Completed four, 10,941 square feet state of the art Crisis Residential Treatment Centers with project budgets totaling approximately $28.3 million.
    - Completed two, 11,102 square feet state of the art Crisis Stabilization Units with project budgets totaling approximately $13.9 million.
- Constructed a new 12,000 square foot warehouse for the Information Services Department that included an administration workspace, high volume storage, and apparatus bays with a total project budget of $2.7 million.

Facilities Management

- Completed staffing changes to include twenty two promotions and new hires.
- Established an employee recognition program used to recognize outstanding achievement of employees and to build employee morale.
- Implemented a zone-maintenance concept for the grounds keeping team improving efficiencies and saving costs.
- Introduced automated customer survey (as part of the work order system) to measure customer satisfaction.
- Restructured the physical layout of the Lena Road building to provide a more efficient workspace by creating a single office area for trades-people (“Shop-8”).
- Added energy/cost saving Variable Frequency Drives on many of the building mechanical systems throughout the county.
- Completed HVAC retrofits necessary for the Optimization Program partnership with Southern California Edison.

Leasing and Acquisition

- Completed a total of 37 new lease deals and 68 renewal lease deals, totaling in excess of 983,000 square feet of space on behalf of 18 County departments (significant deals included a 10-year lease agreement for 38,150 square feet of office space for the Transitional Assistance Department and a 10-year lease agreement for 33,328 square feet of office space for Arrowhead Regional Medical Center).
- Transferred 146 parcels of County-held land within the El Mirage Off-Highway Vehicle Park to the Bureau of Land Management.
- Auctioned and closed escrow on a 5,000 square foot industrial building situated on 3.72 acres for $2.5 million on behalf of the Successor Agency to the Redevelopment Agency for the County of San Bernardino.
- Acquired a 3,500 square foot preschool facility in Barstow in the proximity to the Head Start client base for $818,000.
- Completed approximately 30 appraisals and/or review of appraisals for County purposes totaling $48.0 million in value.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Number of Preventable Maintenance tasks completed.	12,832	11,000	14,163	15,000
STRATEGY	Increase number of preventable maintenance tasks for County equipment and building systems to extend useful life.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of relocation processes initiated no later than 18 months prior to the termination date.	100%	100%	100%	100%
STRATEGY	Renew leases or relocate County departments prior to lease termination date.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 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.	94%	78%	82%	85%
STRATEGY	Complete capital projects on schedule.					
STRATEGY	Develop standards of practice that improve productivity and service.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of backlog capital projects completed within one year.	N/A	50%	55%	50%
STRATEGY	Reduce backlog of capital projects.					



Administration and Finance

DESCRIPTION OF MAJOR SERVICES

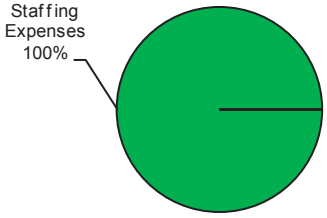
The Administration and Finance Division provides centralized administrative and fiscal services, personnel and customer service support to all divisions and offices throughout the Real Estate Services Department. There are three divisions: Project Management, Facilities Management, and Leasing and Acquisition.

Budget at a Glance

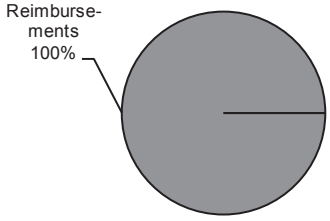
Total Requirements (Excl. Reimb.)	$2,032,751
Total Sources (Incl. Reimb.)	$2,032,751
Net County Cost	$0
Total Staff	19
Funded by Net County Cost	0%

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Real Estate Services - Administration and Finance
FUND: General

BUDGET UNIT: 783 1000
FUNCTION: General
ACTIVITY: Property Management

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	2,032,751	**2,032,751**
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	2,032,751	**2,032,751**
Reimbursements	0	0	0	0	0	(2,032,751)	**(2,032,751)**
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	19	**19**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

To better demonstrate the organizational structure of the department, administrative and fiscal positions were reassigned from each division within the department into the new Real Estate Services Administration and Finance budget unit. Staffing Expenses of $2.0 million fund 19 positions and will provide support to each budget unit in the department. Reimbursements of $2.0 million are transfers in from the operating divisions of the Real Estate Services Department.

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing Expenses are increasing by $2.0 million as a result of the 19 budgeted positions being added to this budget unit and deleted from other budget units within the department. Reimbursements from other divisions are increasing by $2.0 million to fund the Staffing Expenses of this budget unit.



2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Administration	0	6	0	0	6	1	5
Finance	0	13	0	0	13	0	13
Total	0	19	0	0	19	1	18

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $2.0 million fund 19 budgeted positions of which 18 are regular and 1 is limited term.

An Applications Specialist is being added to assist with the technology needs of the department.

Eighteen positions are being transferred from other budget units within the department to better align units with the organizational structure of the department. These positions include 1 Accountant III, 1 Accounting Technician, 1 Administrative Manager, 1 Administrative Supervisor I, 1 Asset Management Analyst, 1 Assistant Director of Real Estate Services, 1 Business Systems Analyst I, 1 Contract Director of Real Estate Services, 1 Executive Secretary II, 4 Fiscal Specialists, 1 Office Assistant II, 1 Payroll Specialist and 3 Staff Analyst II's.

Rents and Leases

DESCRIPTION OF MAJOR SERVICES

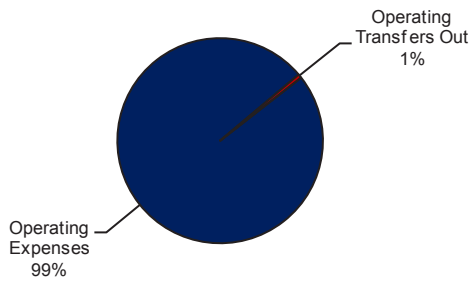
This budget unit pays rental payments for leased space utilized by County departments. Lease payment expenses are reimbursed from various user departments. This budget unit also collects rental income for leases of County-owned property.

Budget at a Glance

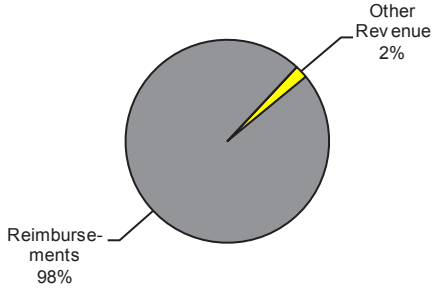
Total Requirements (Excl. Reimb.)	$58,501,264
Total Sources (Incl. Reimb.)	$58,501,264
Net County Cost	$0
Total Staff	0
Funded by Net County Cost	0%

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)





ANALYSIS OF 2018-19 ADOPTED BUDGET

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

BUDGET UNIT: 781 1000
FUNCTION: General
ACTIVITY: Property Management

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	48,712,171	49,775,003	50,259,112	53,812,029	53,516,661	58,152,678	**4,340,649**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	48,712,171	49,775,003	50,259,112	53,812,029	53,516,661	58,152,678	**4,340,649**
Reimbursements	(47,833,107)	(48,673,244)	(49,315,802)	(53,338,803)	(52,682,409)	(57,282,564)	**(3,943,761)**
Total Appropriation	879,064	1,101,759	943,310	473,226	834,252	870,114	**396,888**
Operating Transfers Out	93,307	7,317	141,000	765,509	448,026	348,586	**(416,923)**
Total Requirements	972,371	1,109,076	1,084,310	1,238,735	1,282,278	1,218,700	**(20,035)**
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	76	225	75	0	0	0	**0**
Other Revenue	1,030,677	1,075,818	1,245,028	1,238,735	1,282,278	1,218,700	**(20,035)**
Total Revenue	1,030,753	1,076,043	1,245,103	1,238,735	1,282,278	1,218,700	**(20,035)**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	1,030,753	1,076,043	1,245,103	1,238,735	1,282,278	1,218,700	**(20,035)**
Net County Cost	(58,382)	33,033	(160,793)	0	0	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 $220,678 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 2018-19 ADOPTED BUDGET

Operating Expenses of $58.2 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 Leasing and Acquisition for property lease management, and transfers to the Sheriff/Coroner/Public Administrator for the 303 W. 3rd Street Office Building security costs. Reimbursements of $57.3 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

Operating Expenses are increasing by $4.3 million primarily as a result of new leases and annual increases to existing lease costs for County Departments. This is partially offset by an increase in Reimbursements of $3.9 million, reflecting payments from County departments. Operating Transfers Out are decreasing by $416,923 as there are no anticipated tenant improvement projects funded for 2018-19.

Sources are decreasing by $20,035 due to the expected loss of tenant lease revenue from the anticipated sale of Weirsma Dairy.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Courts Property Management

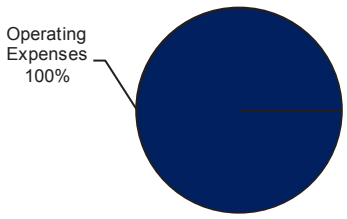
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$2,823,988
Total Sources (Incl. Reimb.)	$2,823,988
Net County Cost	$0
Total Staff	0
Funded by Net County Cost	0%

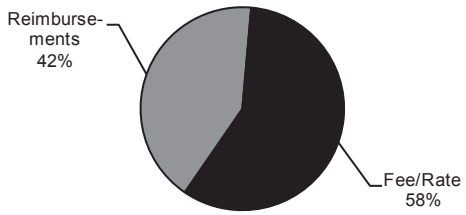
The Trial Court Facilities Act of 2002, SB 1732, required the transfer of responsibility for funding and operation of trial court facilities from all counties to the State of California on behalf of the Judicial Council of California (JCC). In addition, as each transfer occurred, the County and JCC entered 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.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)





ANALYSIS OF 2018-19 ADOPTED BUDGET

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

BUDGET UNIT: 776 1000
FUNCTION: General
ACTIVITY: Property Management

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	3,452,621	3,285,170	2,807,967	2,720,277	2,349,240	2,823,988	**103,711**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	3,452,621	3,285,170	2,807,967	2,720,277	2,349,240	2,823,988	**103,711**
Reimbursements	(1,217,348)	(1,226,911)	(1,202,777)	(1,115,040)	(667,635)	(1,180,374)	**(65,334)**
Total Appropriation	2,235,273	2,058,259	1,605,190	1,605,237	1,681,605	1,643,614	**38,377**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,235,273	2,058,259	1,605,190	1,605,237	1,681,605	1,643,614	**38,377**
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	2,237,942	2,058,260	1,605,190	1,605,237	1,681,610	1,643,614	**38,377**
Other Revenue	0	0	0	0	0	0	**0**
Total Revenue	2,237,942	2,058,260	1,605,190	1,605,237	1,681,610	1,643,614	**38,377**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	2,237,942	2,058,260	1,605,190	1,605,237	1,681,610	1,643,614	**38,377**
Net County Cost	(2,669)	(1)	0	0	(5)	0	**0**
Budgeted Staffing*	0	0	0	0	0	0	**0**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

This budget unit acts as a clearinghouse between County departments and the JCC for management of court facilities. Operating Expenses of $2.8 million include maintenance and utility costs of $1.2 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 $1.2 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 and Sources are both increasing by $38,377 due to anticipated increases in utility costs.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Chino Agricultural Preserve

DESCRIPTION OF MAJOR SERVICES

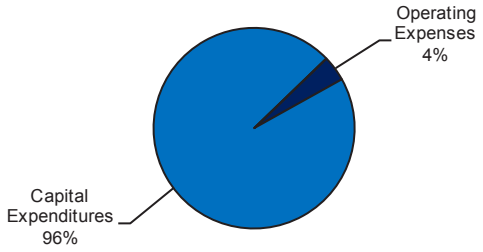
The Real Estate Services Department administers a special revenue fund to continue the Agricultural Land Acquisition and Preservation Program under the California Wildlife, Coastal, and Parkland Conservation Act (Proposition 70). The department is responsible for negotiating and managing leases for the properties acquired and developing recommendations for the ultimate use/disposition of these properties. Property management activities include arranging for all ordinary and emergency repairs and improvements necessary to preserve and maintain the properties in their present condition and improve operating efficiency, or altering them to enhance lease potential and/or comply with lease requirements. Expenditures are fully funded through revenues received from the lease of acquired properties.

Budget at a Glance

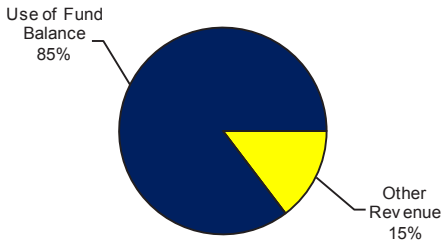
Total Requirements (Excl. Reimb.)	$5,214,940
Total Sources (Incl. Reimb.)	$765,936
Use of/ (Contribution to) Fund Balance	$4,449,004
Total Staff	0

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

BUDGET UNIT: 780 2734
FUNCTION: General
ACTIVITY: Property Management

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	209,943	275,766	393,447	264,135	239,583	214,940	**(49,195)**
Capital Expenditures	0	0	0	5,000,000	0	5,000,000	**0**
Total Exp Authority	209,943	275,766	393,447	5,264,135	239,583	5,214,940	**(49,195)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	209,943	275,766	393,447	5,264,135	239,583	5,214,940	**(49,195)**
Operating Transfers Out	0	80,214	79,695	28,000	20,878	0	**(28,000)**
Total Requirements	209,943	355,980	473,142	5,292,135	260,461	5,214,940	**(77,195)**
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	700	1,050	1,050	0	0	0	**0**
Other Revenue	526,695	13,027,531	655,062	627,780	796,697	765,936	**138,156**
Total Revenue	527,395	13,028,581	656,112	627,780	796,697	765,936	**138,156**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	527,395	13,028,581	656,112	627,780	796,697	765,936	**138,156**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(317,452)	(12,672,601)	(182,970)	4,664,355	(536,236)	4,449,004	**(215,351)**
Available Reserves				24,197,511		24,949,099	**751,588**
Total Fund Balance				28,861,866		29,398,103	**536,237**
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 2018-19 ADOPTED BUDGET

Operating Expenses of $214,940 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 $765,936 include revenue anticipated from leasing of dairy properties and interest revenue. Available Reserves of $24.9 million are planned to be used at a later date for Proposition 70 approved improvements.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $77,195 primarily due to a decrease in anticipated service and supplies expenditures. Sources are increasing by $138,156 primarily due to expected interest to be earned in this budget unit.

ANALYSIS OF FUND BALANCE

The Use of Fund Balance of $4.4 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

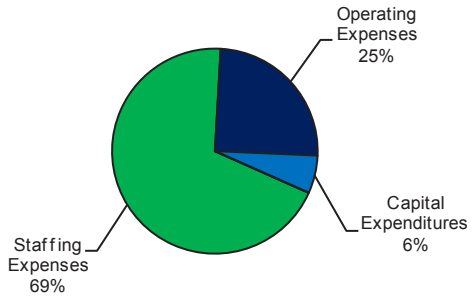
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$4,052,137
Total Sources (Incl. Reimb.)	$3,823,137
Net County Cost	$229,000
Total Staff	24
Funded by Net County Cost	6%

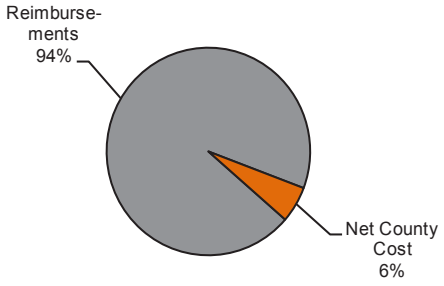
Project Management Division (PMD) is responsible for planning and implementing the design and construction of projects for Arrowhead Regional Medical Center, Airports, Regional Parks, Community Development and Housing and other County departments. These projects are approved as part of the annual Capital 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.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

BUDGET UNIT: 770 1000
FUNCTION: General
ACTIVITY: Property Management

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	2,019,315	2,149,780	2,180,400	2,964,877	2,060,782	2,805,348	**(159,529)**
Operating Expenses	377,643	556,397	475,066	792,438	509,987	1,004,789	**212,351**
Capital Expenditures	0	26,698	15,118	30,000	0	242,000	**212,000**
Total Exp Authority	2,396,958	2,732,875	2,670,584	3,787,315	2,570,769	4,052,137	**264,822**
Reimbursements	(2,376,077)	(2,799,182)	(2,771,833)	(3,818,815)	(2,618,034)	(3,823,137)	**(4,322)**
Total Appropriation	20,881	(66,307)	(101,249)	(31,500)	(47,265)	229,000	**260,500**
Operating Transfers Out	0	0	0	31,500	20,000	0	**(31,500)**
Total Requirements	20,881	(66,307)	(101,249)	0	(27,265)	229,000	**229,000**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	0	0	198	0	0	0	**0**
Other Revenue	2,569	0	430	0	0	0	**0**
Total Revenue	2,569	0	628	0	0	0	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	2,569	0	628	0	0	0	**0**
Net County Cost	18,312	(66,307)	(101,877)	0	(27,265)	229,000	**229,000**
Budgeted Staffing*	22	22	25	29	29	24	**(5)**

*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 $55,114 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 2018-19 ADOPTED BUDGET

Staffing Expenses of $2.8 million fund 24 positions and make up a majority of PMD's expenditures within this budget unit. Operating Expenses of $1.0 million fund services and supplies, central services, travel and transfers to the Information Services Department for information technology support and 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

Requirements are increasing by $229,000 due to the need to purchase construction management software, which will be funded with Discretionary General Funding (Net County Cost).

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Administration	10	0	-3	0	7	0	7
Project Management	15	0	-2	0	13	0	13
Project Inspection	4	0	0	0	4	0	4
Total	29	0	-5	0	24	0	24

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $2.8 million fund 24 regular positions. This includes the deletion of 1 Contract Project Executive and 1 Contract Consultant. Additionally, 3 fiscal positions from this budget unit are transferred to the new Real Estate Services Administration and Finance budget unit within the department. These positions are 1 Accountant III, 1 Accounting Technician and 1 Fiscal Specialist. This better aligns the budget units with the organizational structure of the department.



Leasing and Acquisition Division

DESCRIPTION OF MAJOR SERVICES

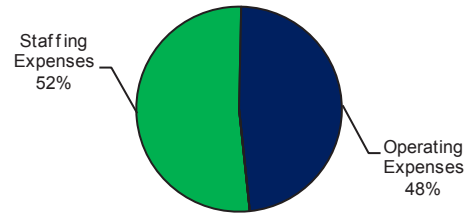
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$4,089,724
Total Sources (Incl. Reimb.)	$4,089,724
Net County Cost	$0
Total Staff	18
Funded by Net County Cost	0%

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.

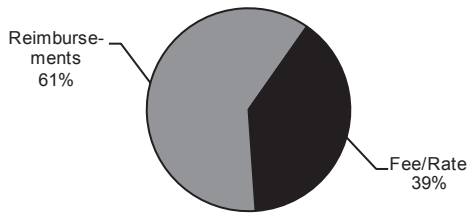
The Acquisition/Appraisal section provides appraisal, acquisition, and relocation assistance for County departments and, upon request, to other agencies including San Bernardino County Transportation Authority (SBCTA), the State of California, and various cities. Staff establishes values and acquires 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.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Real Estate Services - Leasing and Acquisition Division
FUND: General

BUDGET UNIT: 782 1000
FUNCTION: General
ACTIVITY: Property Management

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	2,361,329	2,507,786	2,665,123	3,076,791	2,825,941	2,126,585	**(950,206)**
Operating Expenses	434,530	578,896	466,216	627,014	539,448	1,963,139	**1,336,125**
Capital Expenditures	79,988	0	0	0	0	0	**0**
Total Exp Authority	2,875,847	3,086,682	3,131,339	3,703,805	3,365,389	4,089,724	**385,919**
Reimbursements	(1,876,070)	(1,891,099)	(1,899,927)	(2,240,341)	(2,088,225)	(2,487,274)	**(246,933)**
Total Appropriation	999,777	1,195,583	1,231,412	1,463,464	1,277,164	1,602,450	**138,986**
Operating Transfers Out	0	0	120,000	100,800	60,344	0	**(100,800)**
Total Requirements	999,777	1,195,583	1,351,412	1,564,264	1,337,508	1,602,450	**38,186**
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	1,160,426	1,308,919	1,394,488	1,564,264	1,370,976	1,602,450	**38,186**
Other Revenue	1,762	130	10	0	(2)	0	**0**
Total Revenue	1,162,188	1,309,049	1,394,498	1,564,264	1,370,974	1,602,450	**38,186**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	1,162,188	1,309,049	1,394,498	1,564,264	1,370,974	1,602,450	**38,186**
Net County Cost	(162,411)	(113,466)	(43,086)	0	(33,466)	0	**0**
Budgeted Staffing*	26	24	26	28	28	18	**(10)**

*Data represents final budgeted staffing.

Note: Real Estate Services – Leasing and Acquisition 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 $157,647 which represents Real Estate Services – Leasing and Acquisition's share of costs of other central service departments, such as Human Resources.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Staffing Expenses of $2.1 million fund 18 positions. Operating Expenses of $2.0 million fund services and supplies, central services, travel and transfers. Reimbursements of $2.5 million are from the Project Management Division and Facilities Management Division for department overhead for shared administrative costs, 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 $38,186 primarily due to increases in Transfers as a result of the reassignment of administrative and fiscal staff to the new budget unit Real Estate Services Administration and Finance, which include negotiated salary increases, offset by an increase in Reimbursements for administrative overhead and fees for lease management services. Sources are increasing by $38,186 primarily due to additional billable labor hours charged to departments.



2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Administration	10	1	-10	1	2	0	2
Leasing and Acquisition Division	18	0	-1	-1	16	0	16
Total	28	1	-11	0	18	0	18

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $2.1 million fund 18 regular positions. This includes the addition of 1 Deputy Director of Leasing and Acquisitions and the transfer of 5 administrative positions and 6 fiscal positions including: 1 Director of Real Estate Services, 1 Administrative Manager, 1 Asset Management Analyst, 1 Assistant Director of Real Estate Services, 1 Administrative Supervisor I, 1 Business System Analyst I, 1 Executive Secretary II, 2 Fiscal Specialist, 1 Payroll Specialist, and 1 Staff Analyst II to the new Administration and Finance budget unit. This better aligns the budget units with the organizational structure of the department.

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.

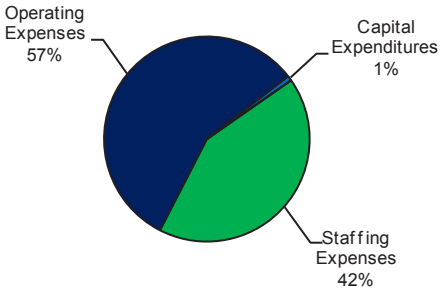
Budget at a Glance

Total Requirements (Excl. Reimb.)	$23,513,152
Total Sources (Incl. Reimb.)	$23,038,152
Net County Cost	$475,000
Total Staff	117
Funded by Net County Cost	2%

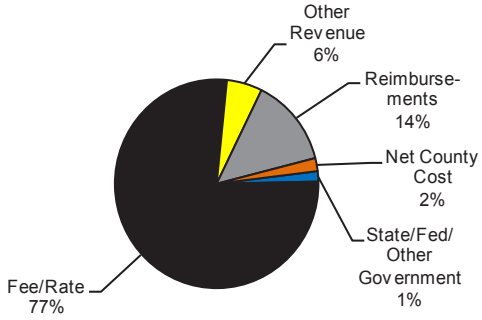
FMD's focus is on asset protection. Using data and support systems, it maintains the County's valuable facilities and equipment, preserves a high level of functionality, supports sustainability projects, and promotes responsible and efficient use of resources.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)





ANALYSIS OF 2018-19 ADOPTED BUDGET

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

BUDGET UNIT: 730 1000
FUNCTION: General
ACTIVITY: Property Management

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	7,687,188	8,245,615	8,789,669	9,647,000	9,471,711	9,938,202	**291,202**
Operating Expenses	9,526,641	11,022,419	11,227,483	11,989,212	11,828,451	13,403,950	**1,414,738**
Capital Expenditures	77,073	0	104,056	163,000	127,458	171,000	**8,000**
Total Exp Authority	17,290,902	19,268,034	20,121,208	21,799,212	21,427,620	23,513,152	**1,713,940**
Reimbursements	(3,357,483)	(2,922,957)	(3,046,997)	(2,819,094)	(2,293,644)	(3,238,956)	**(419,862)**
Total Appropriation	13,933,419	16,345,077	17,074,211	18,980,118	19,133,976	20,274,196	**1,294,078**
Operating Transfers Out	0	45,000	214,747	126,000	126,000	0	**(126,000)**
Total Requirements	13,933,419	16,390,077	17,288,958	19,106,118	19,259,976	20,274,196	**1,168,078**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	331,768	317,104	438,312	350,000	398,379	380,000	**30,000**
Fee/Rate	12,373,972	14,806,307	15,948,520	16,927,118	16,931,948	18,092,398	**1,165,280**
Other Revenue	1,577,560	1,391,401	1,138,877	1,354,000	1,752,402	1,326,798	**(27,202)**
Total Revenue	14,283,300	16,514,812	17,525,709	18,631,118	19,082,729	19,799,196	**1,168,078**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	14,283,300	16,514,812	17,525,709	18,631,118	19,082,729	19,799,196	**1,168,078**
Net County Cost	(349,881)	(124,735)	(236,751)	475,000	177,247	475,000	**0**
Budgeted Staffing*	102	111	113	118	118	117	**(1)**

*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 $424,465 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 2018-19 ADOPTED BUDGET

Staffing Expenses of $9.9 million fund 117 positions. Operating Expenses of $13.4 million fund contracts for grounds, maintenance, and custodial services; materials for repairs and maintenance of County facilities and equipment; and vehicles, tools, supplies, systems development charges, overhead, and administrative costs. Reimbursements of $3.2 million and Sources of $19.8 million are from County departments, the Judicial Council of California, and local courts who are billed for services provided.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $1.2 million due to higher maintenance, custodial materials and professional service costs for additional facilities maintained, and increased transfers to the Leasing and Acquisition Division and the new Real Estate Services Administration and Finance budget unit.

Sources are increasing by $1.2 million due to an increase in basic service charges to County departments for grounds, custodial and maintenance services, including rate increases in each service division.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Administration	10	0	-4	0	6	0	6
Maintenance	68	3	0	0	71	0	71
Custodial	35	0	0	0	35	0	35
Grounds	5	0	0	0	5	0	5
Total	118	3	-4	0	117	0	117

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $9.9 million fund 117 regular positions. This includes the addition of 3 regular positions: 2 Air Conditioning Mechanics and 1 General Maintenance Mechanic to assist with high demand for maintenance services due to increased square footage maintained. Additionally, 4 fiscal positions from this budget unit are transferred to the new Administration and Finance budget unit within the Department. These positions are 2 Staff Analyst II, 1 Fiscal Specialist and 1 Office Assistant II. This better aligns the budget units with the organizational structure of the department.



Utilities

DESCRIPTION OF MAJOR SERVICES

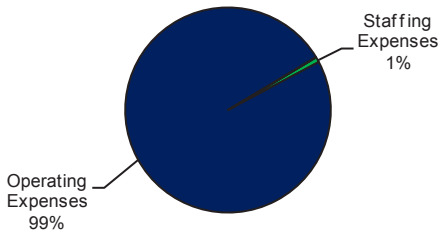
The County's Utilities budget unit funds the cost of electricity, natural and propane gas, water, sewer, refuse disposal, and other related costs for County-owned and leased facilities.

Budget at a Glance

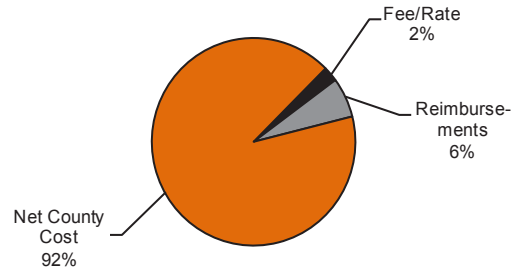
Total Requirements (Excl. Reimb.)	$20,943,270
Total Sources (Incl. Reimb.)	$1,796,068
Net County Cost	$19,147,202
Total Staff	2
Funded by Net County Cost	92%

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES (INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

BUDGET UNIT: 777 1000
FUNCTION: General
ACTIVITY: Property Management

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	160,809	157,799	162,547	171,381	157,056	177,878	**6,497**
Operating Expenses	18,521,900	19,067,542	17,606,821	20,126,255	18,592,320	20,765,392	**639,137**
Capital Expenditures	166,523	(6,552)	0	0	0	0	**0**
Total Exp Authority	18,849,232	19,218,789	17,769,368	20,297,636	18,749,376	20,943,270	**645,634**
Reimbursements	(1,233,598)	(1,366,784)	(1,368,443)	(1,247,246)	(1,225,298)	(1,303,303)	**(56,057)**
Total Appropriation	17,615,634	17,852,005	16,400,925	19,050,390	17,524,078	19,639,967	**589,577**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	17,615,634	17,852,005	16,400,925	19,050,390	17,524,078	19,639,967	**589,577**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	176,242	281,584	293,956	327,050	524,497	492,765	**165,715**
Other Revenue	55,749	3,272	0	0	0	0	**0**
Total Revenue	231,991	284,856	293,956	327,050	524,497	492,765	**165,715**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	231,991	284,856	293,956	327,050	524,497	492,765	**165,715**
Net County Cost	17,383,643	17,567,149	16,106,969	18,723,340	16,999,581	19,147,202	**423,862**
Budgeted Staffing*	2	2	2	2	2	2	**0**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Operating Expenses of $20.8 million represent utility costs for County facilities and constitute the largest portion of Requirements. Staffing Expenses of $177,878 fund two positions. Sources of $492,765 are from utility costs passed on to customers and third parties that occupy County-owned space.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $589,577 primarily due to increased utility costs from anticipated rate increases, and added utility costs for new facilities. Additionally, there are increases in overhead costs and software application maintenance and support.

Sources are increasing by $165,715 due to increased charges from higher utility costs passed on to customers and third parties that occupy County-owned space. Net County Cost is increasing by $423,862 due to anticipated rate increases for utilities and added utility costs for new facilities.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 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 $177,878 fund 2 regular positions. There are no changes to Budgeted Staffing.

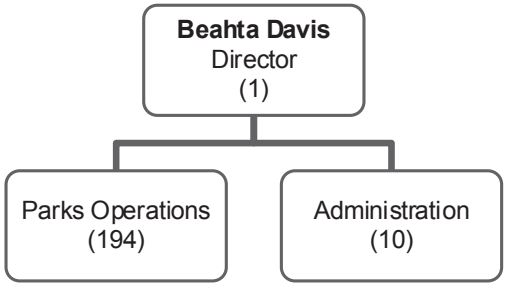
REGIONAL PARKS
Beahta R. Davis

DEPARTMENT MISSION STATEMENT



Regional Parks Department ensures diversified recreational opportunities for the enrichment of County residents and visitors while protecting the County's natural, cultural, historical and land resources.

ORGANIZATIONAL CHART



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Regional Parks	9,843,328	7,534,150	2,309,178			205
Total General Fund	9,843,328	7,534,150	2,309,178	0	0	205
Special Revenue Funds						
Regional Parks-Consolidated	6,881,269	6,396,050		485,219		0
Total Special Revenue Funds	6,881,269	6,396,050	0	485,219	0	0
Total - All Funds	16,724,597	13,930,200	2,309,178	485,219	0	205

2017-18 MAJOR ACCOMPLISHMENTS

- Exceeded the annual attendance goal at Calico Ghost Town Regional Park with over 150,000 general admission, special event, and bus tour visitors.
- Over 80 special events were held at County Regional Parks.
- Completed capital improvement projects at Calico Ghost Town (seven roof repairs/replacements) and at Yucaipa Regional Park (ADA accessible bathrooms, parking lot, fishing pier, and playground) to improve visitor safety, accessibility, and satisfaction.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		Measure NEW	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 Target
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**	Revenue earned from special events.	N/A	N/A	N/A	$430,000
STRATEGY	Enhance and streamline the process to recruit and successfully implement new external special events.					
STRATEGY	Promote Regional Parks as a venue for special events to event organizers and outside organizations needing open space and facilities.					
STRATEGY	Promote and grow internally sponsored special events to ensure all events provide a positive revenue stream.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**	Number of special events.	68	70	81	75
STRATEGY	Enhance and streamline the process to recruit and successfully implement new external special events.					
STRATEGY	Promote Regional Parks as a venue for special events to event organizers and outside organizations needing open space and facilities.					
STRATEGY	Promote and grow internally sponsored special events to ensure all events provide a positive revenue stream.					
COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY		**Measure** **NEW**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**	Number of camping reservations.	N/A	N/A	N/A	13,000
STRATEGY	Promote camping at all Regional Parks to domestic and international travelers.					
STRATEGY	Promote camping opportunities to local youth groups and event organizers.					



Regional Parks

DESCRIPTION OF MAJOR SERVICES

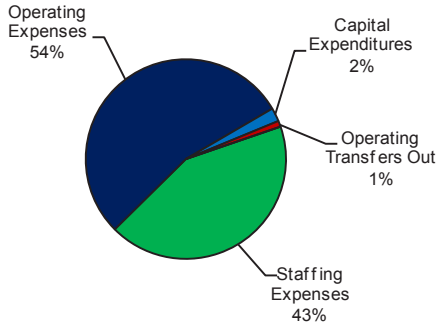
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$10,484,586
Total Sources (Incl. Reimb.)	$8,175,408
Net County Cost	$2,309,178
Total Staff	205
Funded by Net County Cost	22%

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, fishing derbies at multiple parks and other park wide events across the County. Educational programs include the Environmental Science Day Camp at Yucaipa and Junior Fishing Workshops at multiple parks.

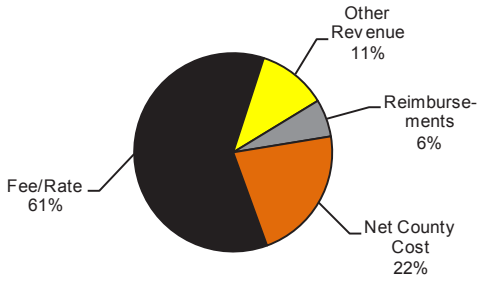
The department is also responsible for maintaining 17.8 miles of open, accessible and usable trails through the County Trails Program. Additionally, the department oversees operation of the Morongo Wildlife Preserve in Morongo Valley, administers leases with the operators of Lake Gregory Regional Park, Glen Helen Amphitheater and Moabi Regional Park, and manages concession contracts that offer amenities to park users.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Regional Parks
FUND: General

BUDGET UNIT: 652 1000
FUNCTION: Recreation and Cultural
ACTIVITY: Recreation Facilities

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	5,373,601	4,389,483	3,778,842	4,141,584	3,640,700	4,492,715	**351,131**
Operating Expenses	6,858,423	6,575,606	6,261,184	6,252,079	6,251,875	5,661,871	**(590,208)**
Capital Expenditures	0	0	0	0	0	230,000	**230,000**
Total Exp Authority	12,232,024	10,965,089	10,040,026	10,393,663	9,892,575	10,384,586	**(9,077)**
Reimbursements	(955,262)	(588,625)	(569,703)	(556,261)	(57,618)	(641,258)	**(84,997)**
Total Appropriation	11,276,762	10,376,464	9,470,323	9,837,402	9,834,957	9,743,328	**(94,074)**
Operating Transfers Out	0	0	0	591,000	591,000	100,000	**(491,000)**
Total Requirements	11,276,762	10,376,464	9,470,323	10,428,402	10,425,957	9,843,328	**(585,074)**
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	6,327,868	6,568,152	6,151,553	6,367,910	6,406,960	6,350,000	**(17,910)**
Other Revenue	1,460,534	1,397,915	1,469,136	1,160,638	1,427,098	1,184,150	**23,512**
Total Revenue	7,788,402	7,966,067	7,620,689	7,528,548	7,834,058	7,534,150	**5,602**
Operating Transfers In	29,420	336,936	(141,121)	946	0	0	**(946)**
Total Financing Sources	7,817,822	8,303,003	7,479,568	7,529,494	7,834,058	7,534,150	**4,656**
Net County Cost	3,458,940	2,073,461	1,990,755	2,898,908	2,591,899	2,309,178	**(589,730)**
Budgeted Staffing*	232	205	196	195	195	205	**10**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Staffing Expenses of $4.5 million are budgeted for personnel to oversee administration, operations and maintenance of the County's nine regional parks, County trails system, and various special events/programs. Operating Expenses of $5.7 million include charges for County services and other costs for stocking fish at park lakes, turf maintenance contracts (Cucamonga-Guasti, Glen Helen, Mojave Narrows, Prado, and Yucaipa Regional Parks), supplies for general maintenance and special projects, aquatic facility supplies, office supplies, interchange fees for credit card usage, advertising for park events/amenities, restroom supplies, and insurance. Capital Expenditures of $230,000 fund the replacement of heavy equipment and utility vehicles.

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 $585,074 primarily due to a $491,000 reduction in one-time expenses for the maintenance of the Santa Ana River Trail and a decrease in County service charges of $469,077. These decreased costs are offset by an increase of $351,131 in Staffing Expenses due to negotiated salary increases and the addition of 10 General Services Worker II positions to improve staffing coverage, and an increase of $230,000 for the purchase of equipment that will improve the department's ability to maintain and operate the parks.

Sources are increasing by $4,656 primarily as a result of an increase of $23,512 in Other Revenue from special events which is being offset by a decrease to Fee/Rate of $17,910 due to a more conservative estimate of gate revenue.



2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Administration	12	0	0	-1	11	0	11
Park Operations	183	10	0	1	194	137	57
Total	195	10	0	0	205	137	68

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $4.5 million fund 205 budgeted positions of which 68 are regular positions and 137 are limited term positions.

The budget reflects budgeted position changes as follows:

- The addition of 10 General Services Worker II positions to improve staffing coverage allowing staff to complete more maintenance and enhancement projects.
- The reclassification of a Park Ranger III to a Park Superintendent that will provide higher level supervision of park operations, maintenance, security, safety and customer service at Yucaipa Regional Park.

Regional Parks Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$6,881,269
Total Sources (Incl. Reimb.)	$6,396,050
Use of/ (Contribution to) Fund Balance	$485,219
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 and naming rights payments received annually from the operators of the Glen Helen Amphitheater at Glen Helen Regional Park. Each year sources are transferred to the County General Fund to fund the 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 primarily 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 general park information and several special events including Calico Days, Calico Ghost Haunt, Civil War, and Bluegrass in the Spring.

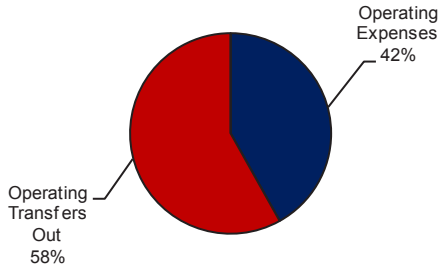
Off-Highway Vehicle License Fee was established by Off-Highway Vehicle (OHV) "in-lieu of taxes." Fees are provided from the California State Controller's Office based on the amount of OHV recreation in the County. The state collects these fees for each OHV registered by the Department of Motor Vehicles; four dollars from the fee of each "green sticker" goes into a pool of funds that are distributed statewide.

Fish and Game Commission was established to manage California's diverse fish, wildlife, plant resources and habitats. Its primary function is to act as the liaison between the State Department of Fish and Wildlife, the County Board of Supervisors (Board), and the public. This budget unit receives funding from fines imposed on hunting, fishing, and environmental infractions, as well as from the sale of shooting maps. These funds are used by the Commission to assist qualified organizations with projects that assist in enhancing wildlife and its propagation in San Bernardino County.

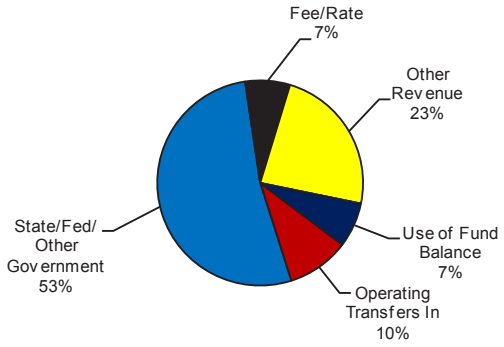


2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

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

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

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	2,500,397	2,313,266	2,308,349	3,786,990	2,112,772	2,882,356	**(904,634)**
Capital Expenditures	78,698	0	0	215,000	62,640	0	**(215,000)**
Total Exp Authority	2,579,095	2,313,266	2,308,349	4,001,990	2,175,412	2,882,356	**(1,119,634)**
Reimbursements	(85,000)	(30,000)	(25,000)	(25,000)	(25,000)	0	**25,000**
Total Appropriation	2,494,095	2,283,266	2,283,349	3,976,990	2,150,412	2,882,356	**(1,094,634)**
Operating Transfers Out	320,331	1,256,395	259,434	3,266,725	1,353,934	3,998,913	**732,188**
Total Requirements	2,814,426	3,539,661	2,542,783	7,243,715	3,504,346	6,881,269	**(362,446)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	405,522	508,001	296,604	2,323,000	328,097	3,615,000	**1,292,000**
Fee/Rate	727,950	560,849	493,729	459,596	389,729	485,200	**25,604**
Other Revenue	1,853,769	2,132,287	2,396,683	2,399,716	2,511,099	1,618,937	**(780,779)**
Total Revenue	2,987,241	3,201,137	3,187,016	5,182,312	3,228,925	5,719,137	**536,825**
Operating Transfers In	8,839	0	0	1,276,475	1,276,475	676,913	**(599,562)**
Total Financing Sources	2,996,080	3,201,137	3,187,016	6,458,787	4,505,400	6,396,050	**(62,737)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(181,654)	338,524	(644,233)	784,928	(1,001,054)	485,219	**(299,709)**
Available Reserves				3,512,819		4,813,585	**1,300,766**
Total Fund Balance				4,297,747		5,298,804	**1,001,057**
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 2018-19 ADOPTED BUDGET

	2018-19				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
County Trails System (Fund 2702)	3,474,427	3,427,000	47,427	571,395	0
Glen Helen Amphitheater (Fund 2730)	2,012,913	1,461,000	551,913	319,506	0
Amphitheater Improvements at Glen Helen (Fund 2732)	0	58,000	(58,000)	789,368	0
Park Maintenance / Development (Fund 2750)	513,200	661,913	(148,713)	1,857,988	0
Calico Ghost Town Marketing Services (Fund 2752)	479,937	479,937	0	400,305	0
Off-Highway Vehicle License Fee (Fund 2664)	390,062	301,000	89,062	852,102	0
Fish and Game Commission (Fund 2662)	10,730	7,200	3,530	22,921	0
Total Special Revenue Funds	6,881,269	6,396,050	485,219	4,813,585	0

County Trails System: Requirements of $3.5 million are primarily for design, construction, and ongoing maintenance of the Santa Ana River Trail (SART). Sources of $3.4 million are primarily from a California Coastal Conservancy Grant. Use of Fund Balance represents additional one-time expenses for the maintenance and construction of SART.

Glen Helen Amphitheater: Requirements of $2.0 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 ($430,958), a transfer to the Park Maintenance/Development budget unit ($551,913), and a transfer to the Amphitheater Improvements at Glen Helen fund ($25,000) as required per the lease agreement with the operators of the amphitheater. Sources of $1.5 million include rent from the operators of the amphitheater and associated interest earned on cash. Fund Balance of $551,913 is being transferred to the Park Maintenance/Development fund for one-time unforeseen maintenance expenses.

Amphitheater Improvements at Glen Helen: There are no Requirements budgeted for 2018-19. Expenditures must be mutually approved by the operator of the Amphitheater and the County and there are no planned expenditures anticipated in 2018-19. Sources of $58,000 include a $25,000 transfer from the Glen Helen Amphitheater Fund for the County's annual contractual obligation to fund improvements, a $25,000 matching contribution from the operators of the amphitheater, and $8,000 in interest earned throughout the year.

Park Maintenance/Development: Requirements of $513,200 represent the cost of maintenance projects across the park system and the ongoing camping reservation system hosting costs. Sources of $661,913 include an Operating Transfer In from the Glen Helen Amphitheater fund of $551,913 to fund future unforeseen maintenance expenses. Additional Sources of $110,000 consist of reservation fees collected from campers and interest earned throughout the year.

Calico Ghost Town Marketing Services: Requirements of $479,937 include $360,437 for the cost of producing park special events and $119,500 for transfers out for event set-up costs and staffing cost reimbursements. Sources of $479,937 include special event gate fees of $378,000 and a percentage of rent payments received from Calico concessionaires specifically for advertising totaling $98,000.

Off-Highway Vehicle License Fee: Requirements of $390,062 consist of Operating Expenses of $300,062 for various one-time projects including signage and fencing and transfers of $90,000 to fund Staffing Expenses for park staff and Code Enforcement services related to the safety and administration of off-highway vehicle (OHV) usage at Calico Ghost Town and Moabi Regional Park. Sources of $301,000 represent the amount anticipated to be received from the state for the County's portion of OHV registrations/licensing fees and interest earned throughout the year. California Public Resources Code 5090.50 specifies that these funds may be used for planning, acquisition, development, maintenance, administration, operation, enforcement, restoration, and conservation of trails, trailheads, areas and other facilities associated with the use of OHVs and programs involving OHV safety or education. Use of Fund Balance is for one-time projects related to OHV activities within the County.

Fish and Game Commission: Requirements of $10,730 includes administrative costs and printing expenses for shooting maps. Sources of $7,200 include fines imposed on hunting, fishing and environmental infractions in addition to sales of shooting maps. Use of Fund Balance is for one-time costs to print shooting maps in bulk and will be replenished as maps are sold.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $362,446 as a result of less park maintenance being budgeted and a decrease to Capital Expenditures due to one-time funding not being allocated for equipment and vehicles from the Park Maintenance / Development Fund.

Sources are decreasing by $62,737 primarily due to a decrease in projected Other Revenue.

ANALYSIS OF FUND BALANCE

The budget units include the net Use of Fund Balance of $485,219. The majority of the Fund Balance being used is for a transfer to the Park Maintenance / Development fund for future one-time unforeseen maintenance expenses.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with these budget units.

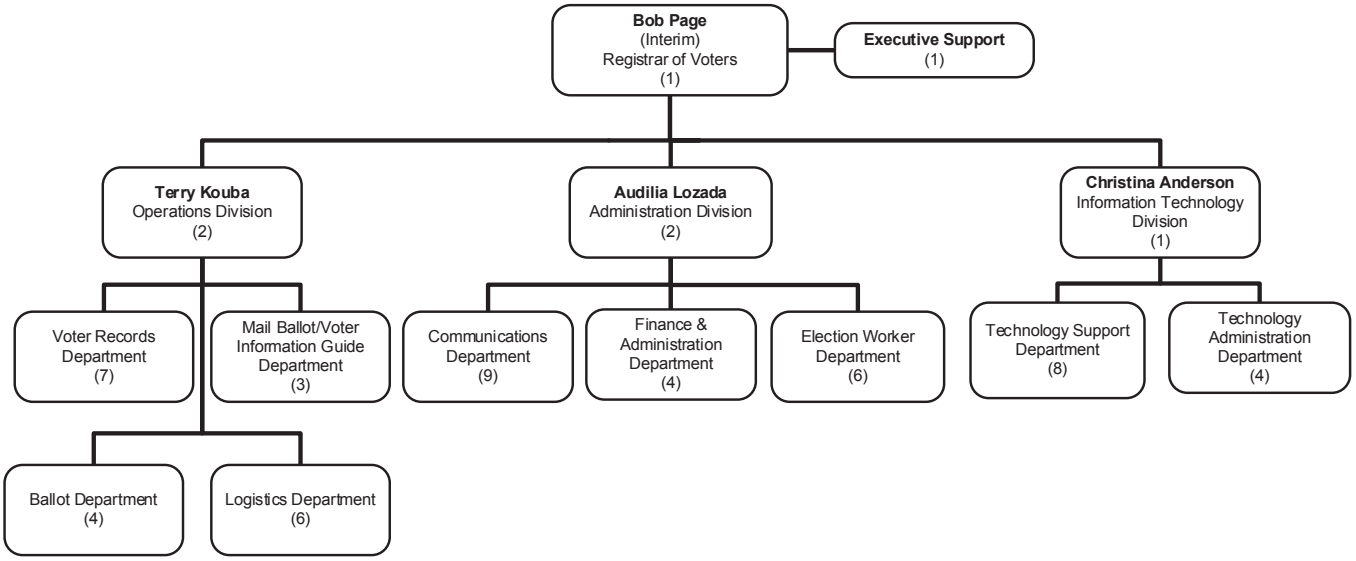
REGISTRAR OF VOTERS
Bob Page

DEPARTMENT MISSION STATEMENT



To promote the Countywide Vision, the 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



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
General Fund						
Registrar of Voters	11,192,519	2,470,642	8,721,877			58
Total General Fund	11,192,519	2,470,642	8,721,877	0	0	58
Total - All Funds	11,192,519	2,470,642	8,721,877	0	0	58

2017-18 MAJOR ACCOMPLISHMENTS

- Successfully conducted the November 7, 2017 Consolidated Election, the June 5, 2018 Statewide Primary Election and two unscheduled special elections.
- Won two NACo Awards for the Poll Worker Training Program and the EDATE program.
- Implemented the EC File (Electronic Candidate Filing) application for the Statewide Primary Election Candidate Filing Period. This internally designed and programmed application streamlined the process for candidates and department staff.
- Worked with the California Military Department to harden the Elections Office systems, and enhanced the office's policies and procedures regarding cyber security.
- Took a leadership role in assisting the Secretary of State with the implementation, coordination and management of the statewide voter registration system (VoteCal) for the 2018 Statewide Primary Election.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure NEW	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of tasks performed in EDATE (Percent of cumulative tasks completed based on the total number of tasks required to be completed for all elections in the fiscal year).	N/A	N/A	N/A	100%
STRATEGY	Perform tasks in the office's Election Deadline, Assignment and Task Engine (EDATE) to ensure the accuracy and efficiency of election operations.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Number of processes, procedures, flowcharts, checklists, and election tasks reviewed.	136	120	189	120
STRATEGY	Review, revise and document Elections Office policies, procedures, flowcharts, checklists, and election tasks in the office's Election Document Change System (EDoCS).					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Number of customer/employee information applications or website pages developed or enhanced.	24	14	17	16
STRATEGY	Expand the Elections Office website and internal information systems by creating or enhancing web pages, applications, and automated processes.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure NEW	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Average number of business days to process voter registrations upon receipt, excluding election canvass periods.	N/A	N/A	N/A	5 Business Days
STRATEGY	Perform voter registration processing timely and in accordance with departmental policies and procedures.					



Registrar of Voters

DESCRIPTION OF MAJOR SERVICES

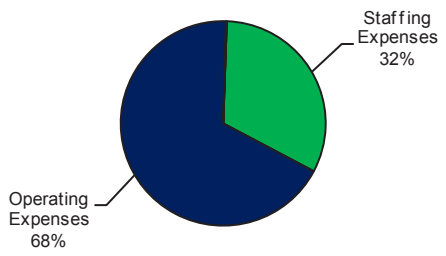
The Elections Office of the Registrar of Voters is responsible for conducting efficient and impartial elections, and providing the means by which every eligible citizen can exercise their voting rights and privileges, as provided by local ordinances and Federal and California Election codes. To support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

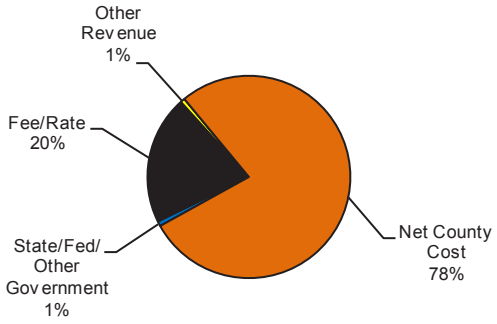
Total Requirements (Excl. Reimb.)	$11,192,519
Total Sources (Incl. Reimb.)	$2,470,642
Net County Cost	$8,721,877
Total Staff	58
Funded by Net County Cost	78%

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Operations and Community Services
DEPARTMENT: Registrar of Voters
FUND: General

BUDGET UNIT: 680 1000
FUNCTION: General
ACTIVITY: Elections

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	2,378,405	3,070,144	2,911,401	3,350,719	3,114,792	3,603,402	**252,683**
Operating Expenses	5,540,838	5,997,941	7,599,986	6,034,457	6,017,221	7,575,868	**1,541,411**
Capital Expenditures	40,053	84,109	28,365	391,000	164,603	13,249	**(377,751)**
Total Exp Authority	7,959,296	9,152,194	10,539,753	9,776,176	9,296,616	11,192,519	**1,416,343**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	7,959,296	9,152,194	10,539,753	9,776,176	9,296,616	11,192,519	**1,416,343**
Operating Transfers Out	155,000	0	0	24,850	0	0	**(24,850)**
Total Requirements	8,114,296	9,152,194	10,539,753	9,801,026	9,296,616	11,192,519	**1,391,493**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	132,349	240,946	1,018,260	30,000	49,315	89,000	**59,000**
Fee/Rate	2,237,149	2,356,529	2,862,174	1,484,776	1,770,933	2,301,642	**816,866**
Other Revenue	33,361	23,314	128,905	12,000	(104,104)	80,000	**68,000**
Total Revenue	2,402,859	2,620,789	4,009,339	1,526,776	1,716,144	2,470,642	**943,866**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	2,402,859	2,620,789	4,009,339	1,526,776	1,716,144	2,470,642	**943,866**
Net County Cost	5,711,437	6,531,405	6,530,414	8,274,250	7,580,472	8,721,877	**447,627**
Budgeted Staffing*	37	73	73	58	58	58	**0**

*Data represents final budgeted staffing.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Requirements of $11.2 million enable the department to conduct one major election (November 2018), one minor election (December 2018), and four unscheduled special elections. This includes Staffing Expenses of $3.6 million for 58 budgeted positions, and Operating Expenses of $7.6 million. Operating Expenses primarily consist of services and supplies for daily operations and election-related expenditures (such as temporary labor, ballots, postage, poll workers and other professional services). Capital Expenditures include costs for replacement of two scanners. Sources of $2.5 million are primarily from providing election services for participating jurisdictions and the sale of services and products including maps, voter files, and certified documents.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and related Sources fluctuate based on a four-year election cycle. There are two scheduled elections occurring in 2018-19, one major statewide general election and one minor election. In addition, Requirements and Sources include four anticipated, but unscheduled special elections.

Requirements are increasing by $1.4 million and Sources are increasing by $943,866 primarily due to twenty-four jurisdictions moving from the odd-year election cycle to the even-year election cycle and also because of the addition of two additional unscheduled special elections.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Administration Division	23	0	0	0	23	10	13
Operations Division	22	0	0	0	22	12	10
Information Technology Division	13	0	0	0	13	6	7
Total	58	0	0	0	58	28	30

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $3.6 million fund 58 budgeted positions of which 30 are regular positions and 28 are limited term positions. There are no changes to staffing for 2018-19.

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SAN BERNARDINO COUNTY

SPECIAL DISTRICTS





SPECIAL DISTRICTS DEPARTMENT
SUMMARY

	Page #	Requirements	Sources	Use of (Contribution to) Fund Balance	Staffing
SPECIAL REVENUE FUNDS					
SPECIAL DISTRICTS	568				
OPERATING FUNDS:					
COUNTY SERVICE AREAS:					
GENERAL DISTRICTS - CONSOLIDATED	570	10,448,400	8,551,053	1,897,347	106
PARK DISTRICTS - CONSOLIDATED	575	2,037,920	1,997,109	40,811	15
ROAD DISTRICTS - CONSOLIDATED	580	2,886,871	2,482,695	404,176	1
STREETLIGHT DISTRICTS - CONSOLIDATED	588	769,615	1,023,678	(254,063)	0
BIG BEAR VALLEY RECREATION AND PARK DISTRICT	592	5,365,696	4,195,207	1,170,489	60
BLOOMINGTON RECREATION AND PARK DISTRICT	595	344,169	388,623	(44,454)	2
TOTAL OPERATING FUNDS		21,852,671	18,638,365	3,214,306	184
RESERVE FUNDS	617	2,399,793	324,000	2,075,793	0
TOTAL SPECIAL REVENUE FUNDS		24,252,464	18,962,365	5,290,099	184

	Page #	Requirements	Sources	Use of (Contribution to) Net Position	Staffing
ENTERPRISE FUNDS					
OPERATING FUNDS:					
COUNTY SERVICE AREAS:					
CSA 70 HL (HAVASU LAKE)	598	76,649	72,969	3,680	0
SANITATION DISTRICTS - CONSOLIDATED	600	9,162,461	8,947,185	215,276	0
WATER DISTRICTS - CONSOLIDATED	604	8,321,192	6,608,832	1,712,360	0
TOTAL OPERATING FUNDS		17,560,302	15,628,986	1,931,316	0
RESERVE FUNDS	618	550,651	2,244,149	(1,693,498)	0
TOTAL ENTERPRISE FUNDS		18,110,953	17,873,135	237,818	0

	Page #	Requirements
CAPITAL IMPROVEMENT PROGRAM (CIP)		
CIP PROJECTS	608	40,160,253

SPECIAL DISTRICTS DEPARTMENT

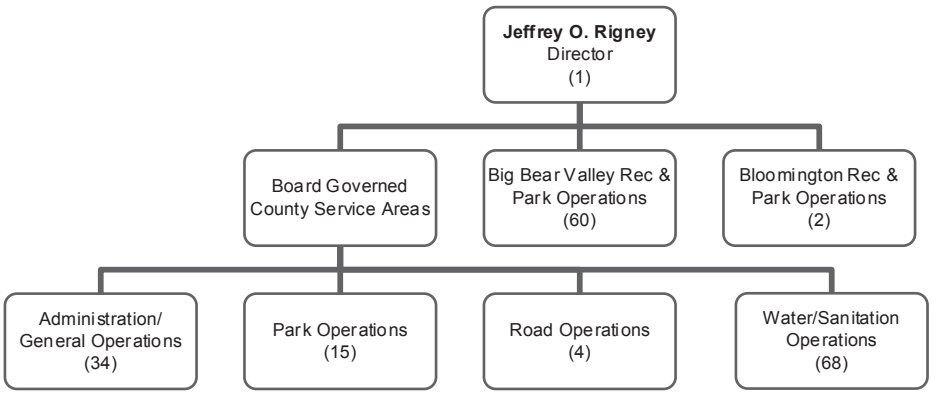
SPECIAL DISTRICTS DEPARTMENT
Jeffrey O. Rigney

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



2018-19 SUMMARY OF BUDGET UNITS

	2018-19				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Special Revenue Funds					
County Service Areas:					
General Districts - Consolidated	10,448,400	8,551,053	1,897,347		106
Park Districts - Consolidated	2,037,920	1,997,109	40,811		15
Road Districts - Consolidated	2,886,871	2,482,695	404,176		1
Streetlight Districts - Consolidated	769,615	1,023,678	(254,063)		0
Big Bear Valley Recreation and Park District	5,365,696	4,195,207	1,170,489		60
Bloomington Recreation and Park District	344,169	388,623	(44,454)		2
Total Special Revenue Funds	21,852,671	18,638,365	3,214,306	0	184
Enterprise Funds					
County Service Areas:					
CSA 70 HL (Havasu Lake)	76,649	72,969		3,680	0
Sanitation Districts - Consolidated	9,162,461	8,947,185		215,276	0
Water Districts - Consolidated	8,321,192	6,608,832		1,712,360	0
Total Enterprise Funds	17,560,302	15,628,986	0	1,931,316	0
Total - All Funds	39,412,973	34,267,351	3,214,306	1,931,316	184



2017-18 MAJOR ACCOMPLISHMENTS

- Commenced construction of the Lake Gregory Dam Project.
- Formed two new road districts:
  - Assessment District 2018-1 Snowdrop Road
  - CSA 70 R-48 Erwin Lake West
- Completed the following projects:
  - CSA 70 D-1 Lake Arrowhead Detention Basin Construction
  - CSA 42 Oro Grande Meter Project
  - CSA 18 Cedar Pines Road Paving Project
  - CSA 59 Deer Lodge Park Road Paving Project
  - CSA 64 Spring Valley Lake Well #7

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of customers (with cellular-read meters) notified of new leaks within one business day of detection.	100%	100%	100%	100%
STRATEGY	Utilize automated water meter infrastructure (cellular-read meters) to provide timely notification of leak detection analysis to customers.					

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure NEW	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 Target
OBJECTIVE	**Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.**	Percentage of total sewer collection system cleaned or inspected.	N/A	N/A	N/A	20%
STRATEGY	Comply with the State requirement by annually cleaning or inspecting 20% of the sewer collection system for the applicable Board Governed County Service Areas.					

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure NEW	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 Target
OBJECTIVE	**Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.**	Number of park visitors participating in recreational activities.	N/A	N/A	N/A	13,100
STRATEGY	Increase community participation by providing new recreational activities for visitors of the following park districts: Big Bear Valley Recreation and Park District, Bloomington Recreation and Park District, CSA 20 Joshua Tree, CSA 29 Lucerne Valley, and CSA 63 Oak Glen.					

General Districts Special Revenue Funds – Consolidated

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$23,312,012
Total Sources (Incl. Reimb.)	$21,414,665
Use of/ (Contribution to) Fund Balance	$1,897,347
Total Staff	106

The Special Districts Department provides for the management, funding, and maintenance of the following County Service Areas (CSA), Zones, and Community Facilities District:

CSA 40 Elephant Mountain was established by the County of San Bernardino Board of Supervisors on August 11, 1969 to provide ten channels of ultra-high frequency (UHF) television translator service broadcast from Elephant Mountain, as well as five channels of very high frequency (VHF) television translator service broadcast from Newberry Springs, to the 100-square-mile area encompassing Barstow, Daggett, Hinkley, Newberry Springs, and Yermo. This CSA provides service to approximately 35,000 households and is funded by property taxes and rental income.

CSA 70 Countywide was established by the County of San Bernardino Board of Supervisors on December 29, 1969 to provide a centralized mechanism for administration of personnel and operations which serve all board governed special districts. The employees are engaged in multi-district operations funded by the various sanitation, water, road, streetlights, and park and recreation districts. Staff provides centralized and regional management services, administration, engineering, fiscal, human resources, lien administration, park maintenance, payroll, information services, road maintenance and inspection services.

CSA 70 D-1 Lake Arrowhead was established by the County of San Bernardino Board of Supervisors on August 26, 1974 to maintain a dam located on the east side of Lake Arrowhead known as Papoose Lake. The Zone, which is funded by property taxes, provides security, maintenance, replacement shrubbery, reforestation, and engineering services.

CSA 70 DB-1 Bloomington was established by the County of San Bernardino Board of Supervisors on February 10, 2004. The Zone is responsible for the maintenance of two detention basins and four landscaped intersections. On January 23, 2004, property owners approved an annual service charge of $520 per parcel with a 2.5% inflationary factor. For 2018-19, the per parcel service charge is $665.26 on 72 parcels.

CSA 70 DB-2 Big Bear was established by the County of San Bernardino Board of Supervisors on April 27, 2010. The Zone maintains a detention basin, open space, and storm drain conveyances to the basin. This Zone's operations are funded by an annual service charge levied on property owners within the district. For 2018-19, the per parcel service charge is $299.43 on 59 parcels.

CSA 70 EV-1 East Valley was established by the County of San Bernardino Board of Supervisors on April 23, 1996. The Zone is responsible for maintenance of the Alabama Street storm drain in the Redlands Citrus Plaza area. Funding for this Zone's operation is generated through a developer buy-in charge, which was received in 2008-09.

CSA 70 TV-2 Morongo Valley was established by the County of San Bernardino Board of Supervisors on October 18, 1976 to provide nine channels of UHF television and one channel of VHF television translator service to the 38 square miles of the Morongo Valley area. This Zone provides service to approximately 2,000 households and is funded by property tax revenue.

CSA 70 TV-4 Wonder Valley was established by the County of San Bernardino Board of Supervisors on July 11, 1995 to provide eight channels of UHF television translator service broadcast from Pinto Mountain for the direct benefit of Wonder Valley. This Zone provides service to approximately 2,000 households and is funded by a special tax of $5 per parcel, per year on 4,855 parcels.

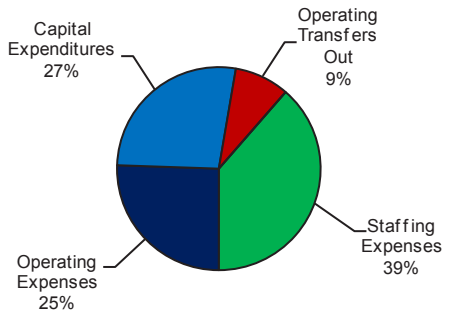
CSA 70 TV-5 Mesa was established by the County of San Bernardino Board of Supervisors on July 11, 1995 to provide eight channels of UHF television translator service broadcast from Pinto Mountain to the 100-square-mile area encompassing Copper Mesa, Desert Heights, Flamingo Heights, Landers, and Yucca Mesa. This Zone provides service to approximately 18,000 households and is funded by a special tax of $25 per year on 6,919 improved parcels.

CSA 120 North Etiwanda Preserve was formed on July 1, 2009 as a result of Local Agency Formation Commission Resolution No. 3051. The resolution included the dissolution of CSA 70 OS-1 and OS-3. This CSA provides for the management, protection and operation of 1,202 acres of open space and mitigation property. Acreage is primarily composed of mitigated Riversidean Alluvial Fan Sage Habitat located north of Rancho Cucamonga and east of Day Creek Boulevard. The CSA is primarily funded by interest income generated annually from a non-wasting endowment fund. Additional endowments are received when mitigation acreage and management responsibility is accepted by the CSA. The CSA also receives grants and other funding for operation of the open space district.

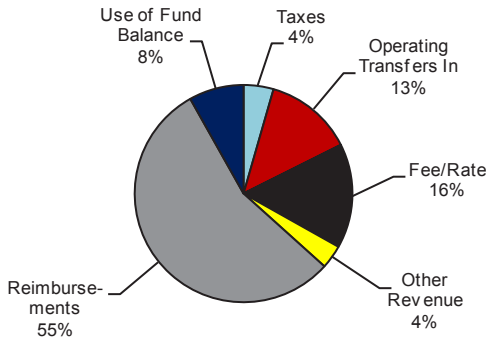
Community Facilities District (CFD 2006-1) Lytle Creek North was established by the County of San Bernardino Board of Supervisors on March 13, 2007. At the same time, the Board also adopted an ordinance authorizing the levying of special taxes to fund the maintenance of public infrastructure. The CFD is responsible for the maintenance of open space, and storm drain protection services in the Glen Helen area.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: General Districts - Consolidated

BUDGET UNIT: Various
FUNCTION: General
ACTIVITY: Legislative and Admin

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	7,593,998	7,789,720	7,927,283	8,891,032	7,654,823	9,003,403	**112,371**
Operating Expenses	4,389,823	4,553,742	5,354,813	6,689,097	5,036,731	5,951,209	**(737,888)**
Capital Expenditures	1,914,319	3,315,357	616,508	4,557,200	213,828	6,329,439	**1,772,239**
Total Exp Authority	13,898,140	15,658,819	13,898,604	20,137,329	12,905,382	21,284,051	**1,146,722**
Reimbursements	(8,655,996)	(9,379,150)	(8,985,331)	(11,268,574)	(8,349,728)	(12,863,612)	**(1,595,038)**
Total Appropriation	5,242,144	6,279,669	4,913,273	8,868,755	4,555,654	8,420,439	**(448,316)**
Operating Transfers Out	499,505	1,295,998	634,134	1,719,779	161,200	2,027,961	**308,182**
Total Requirements	5,741,649	7,575,668	5,547,407	10,588,534	4,716,854	10,448,400	**(140,134)**
Sources							
Taxes	965,845	1,021,564	1,069,351	1,020,430	1,122,765	1,036,249	**15,819**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	39,996	52,635	36,875	34,272	41,566	10,051	**(24,221)**
Fee/Rate	2,346,394	2,678,169	2,376,002	3,251,603	3,568,057	3,617,073	**365,470**
Other Revenue	315,627	542,422	241,669	463,763	405,658	822,180	**358,417**
Total Revenue	3,667,862	4,294,791	3,723,897	4,770,068	5,138,046	5,485,553	**715,485**
Operating Transfers In	1,924,264	3,041,762	1,430,435	3,678,388	2,203,388	3,065,500	**(612,888)**
Total Financing Sources	5,592,126	7,336,553	5,154,332	8,448,456	7,341,434	8,551,053	**102,597**
Fund Balance							
Use of / (Contribution to) Fund Balance**	149,523	239,115	393,075	2,140,078	(2,624,580)	1,897,347	**(242,731)**
Available Reserves				9,074,189		11,301,347	**2,227,158**
Total Fund Balance				11,214,267		13,198,694	**1,984,427**
Budgeted Staffing*	97	98	100	100	100	106	**6**

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

DETAIL OF 2018-19 ADOPTED BUDGET

	2018-19				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
CSA 40 Elephant Mountain (Fund 1330)	346,433	380,260	(33,827)	1,526,909	2
CSA 70 Countywide (Fund 1378)	8,778,441	6,367,278	2,411,163	3,647,797	101
CSA 70 D-1 Lake Arrowhead (Fund 1408)	855,383	1,052,544	(197,161)	2,329,040	0
CSA 70 DB-1 Bloomington (Fund 1414)	43,834	49,149	(5,315)	157,141	0
CSA 70 DB-2 Big Bear (Fund 1420)	14,358	18,571	(4,213)	114,647	0
CSA 70 EV-1 East Valley (Fund 1426)	13,979	1,950	12,029	189,837	0
CSA 70 TV-2 Morongo Valley (Fund 1774)	63,847	176,534	(112,687)	1,361,830	0
CSA 70 TV-4 Wonder Valley (Fund 1780)	30,980	32,544	(1,564)	197,631	0
CSA 70 TV-5 Mesa (Fund 1786)	104,116	209,371	(105,255)	1,041,397	0
CSA 120 North Etiwanda Preserve (Fund 1810)	158,398	200,916	(42,518)	278,671	3
CFD 2006-1 Lytle Creek North (Fund 1450)	38,631	61,936	(23,305)	456,447	0
Total Special Revenue Funds	10,448,400	8,551,053	1,897,347	11,301,347	106



MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Requirements of $10.4 million include Staffing Expenses ($9.0 million) and Operating Expenses ($6.0 million) of 11 districts that provide for the operation and maintenance of television translator facilities, detention basins, storm drains and open space preservation, as well as administrative support services delivered by CSA 70 Countywide to all Board Governed Special Districts on a reimbursable basis. Also included are Operating Transfers Out of $2.0 million consisting of a $1.5 million loan to the Big Bear Valley Recreation and Park District Capital Improvement Program (CIP) Fund for the Big Bear Alpine Zoo Relocation Project and $450,000 to the CSA 70 D-1 Lake Arrowhead CIP Fund for improvements to MacKay Park. Capital Expenditures of $6.3 million represent the following:

- $4.1 million for costs of the Calico Ghost Town Water Treatment Improvement Project ($2.1 million) and other County projects managed by the Special Districts Department. The department receives reimbursement for these costs from the County's CIP Fund.
- $1.7 million to purchase permanent water rights from the Mojave Water Agency as needed by the following water districts: CSA 64 Spring Valley Lake and CSA 70 J Oak Hills.
- $267,615 for capitalized software acquisitions to upgrade the department's water/sanitation billing system and Website.
- $250,000 for the replacement of three vehicles and a sewer system cleaner.
- $21,000 to purchase a utility cart and plotter.

Sources of $8.6 million primarily represent revenue from property taxes, fees, and voter-approved special taxes/service charges. Also included in this amount are Operating Transfers In of $3.1 million as follows:

- $2.0 million from the department's Reserve Fund for the one-time purchase of permanent water rights and related mitigation costs as needed by CSA 64 Spring Valley Lake and CSA 70 J Oak Hills.
- $1.0 million from the County General Fund for services provided to the Regional Parks Department.
- $65,000 from the County General Fund to add three part time Public Service Employees for CSA 120 North Etiwanda Preserve. These onsite employees are needed to mitigate vandalism and maintain the premises.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $140,134, which is primarily a net result of the following:

- $737,888 decrease in Operating Expenses largely due to reductions in insurance costs, various professional services, and COWCAP charges.
- $1.8 million increase in Capital Expenditures primarily due to the purchase of permanent water rights from the Mojave Water Agency.
- $1.6 million increase in Reimbursements primarily from reclassifying transfers from the County CIP Fund for County capital projects managed by the department. In previous years, these transfers were budgeted as Operating Transfers In.
- $308,182 increase in Operating Transfers Out for increased transfers to the department's CIP Fund.

Sources are increasing by $102,597, which is primarily a net result of the following:

- $365,470 increase in Fee/Rate revenue primarily from reclassifying transfers from the County CIP Fund for County facilities maintained by the department. In previous years, these transfers were budgeted as Operating Transfers In.
- $358,417 increase in Other Revenue largely due to debt proceeds of $300,000 for use in improving MacKay Park (Lake Arrowhead).
- $612,888 decrease in Operating Transfers In primarily as follows:
  - $2.6 million decrease due to the reclassification of transfers from the County CIP Fund for County projects managed and maintained by the department. These transfers are now budgeted as Reimbursements and Fee/Rate revenue.
  - $2.0 million increase from the department's Reserve Fund to fund the purchase of permanent water rights, and related mitigation costs, from the Mojave Water Agency.

ANALYSIS OF FUND BALANCE

CSA 70 Countywide is budgeting the Use Fund Balance of $2.4 million, primarily for a $1.5 million one-time loan to the Big Bear Alpine Zoo Relocation project. Other one-time costs budgeted with the Use of Fund Balance include $267,615 for capitalized software purchases and $271,000 for various vehicle/equipment replacements. The remaining Use of Fund Balance (approximately $400,000) is to support ongoing costs. It is the department's practice that when Available Reserves exceed 25% of Requirements, Fund Balance may be used for operating costs. For 2018-19, CSA 70 Countywide exceeds the 25% threshold. The department will continue to review the operations of this district and make adjustments (reduce expenses and/or increase revenue) when needed to eliminate continued reliance on Fund Balance for ongoing costs.

Of the other ten general districts, nine are budgeting a Contribution to Fund Balance in order to set aside funding for significant, one-time expenditures in the future. The remaining district (CSA 70 EV-1 East Valley) is budgeting the Use of Fund Balance of $12,029 for ongoing costs. This district far exceeds the 25% reserve threshold due to funding received in 2008-09 through a developer buy-in charge with the purpose of providing annual maintenance of the Alabama Street storm drain in the Redlands Citrus Plaza area.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Administration/General Operations	32	3	0	0	35	6	29
Road Operations	3	0	0	0	3	0	3
Water/Sanitation Operations	65	3	0	0	68	11	57
Total	100	6	0	0	106	17	89

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $9.0 million fund 106 budgeted positions of which 89 are regular positions and 17 are limited term positions. The budget includes an increase of 6 limited term positions as follows:

- The addition of 3 Public Service Employees to enhance the effectiveness of the Water and Sanitation Division by allowing regular staff to concentrate on more specialized work.
- The addition of 3 Public Service Employees for CSA 120 North Etiwanda Preserve. These onsite employees are needed to mitigate vandalism and maintain the premises.

Park Districts Special Revenue Funds – Consolidated

DESCRIPTION OF MAJOR SERVICES

The Special Districts Department provides for the management, funding, and maintenance of various parks within the following County Service Areas (CSA) and Zones:

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$2,040,100
Total Sources (Incl. Reimb.)	$1,999,289
Use of/ (Contribution to) Fund Balance	$40,811
Total Staff	15

CSA 20 Joshua Tree was established by the County of San Bernardino Board of Supervisors on June 1, 1964 to provide park and recreation services. Resolution 1993-22 consolidated these services with streetlighting. This CSA provides funding for four parks, three ball fields, one recreation center building, a water playground, a skateboard park, a 12,000 square foot community center, and approximately 296 streetlights. This CSA receives property tax revenue and an annual service charge of $30 per improved parcel and $10 per unimproved parcel. Currently, there are 4,452 improved parcels and 5,570 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. Effective July 1, 2017, CSA 56 was dissolved and these services were assumed by the Wrightwood Community Services District as approved by the voters during a special election held on March 7, 2017.

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

CSA 70 M Wonder Valley was established by the County of San Bernardino Board of Supervisors on July 1, 1991 to provide park and recreation services. This Zone is primarily funded by an annual $10 per parcel service charge levied on 4,646 parcels.

CSA 70 P-6 El Mirage was established by the County of San Bernardino Board of Supervisors on October 15, 1990 to provide park and recreation services. This Zone is funded by an annual $9 per parcel special tax that 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 manage and maintain a pocket park within a 25 lot residential development in the unincorporated area of Fontana. As requested by the property owners of this district, the park property was subsequently sold and the Board of Supervisors adopted a resolution on January 23, 2018 (Item No. 70) to formally dissolve CSA 70 P-8.

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 annual amount of $500 per parcel. The per parcel service charge for 2018-19 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 2018-19 per parcel service charge is $754.10, which is currently levied on 37 parcels.

CSA 70 P-13 El Rancho Verde was established by the County of San Bernardino Board of Supervisors on August 1, 2006 to provide ongoing maintenance costs associated with landscape improvements to the Riverside Avenue median in the unincorporated area of El Rancho Verde. Voters approved a service charge of $153.62 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 2018-19 per parcel service charge is $376.91, which is currently levied on 108 parcels.

CSA 70 P-16 Eagle Crest was established by the County of San Bernardino Board of Supervisors on January 23, 2007 to provide landscape maintenance and streetlighting services. Voters approved an annual service charge of $388 per parcel with a 2.5% inflationary factor. The 2018-19 per parcel service charge is $438.99, 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 2018-19.

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 2018-19 per parcel service charge is $678.85, which is currently levied on 20 parcels.

CSA 70 P-19 Gregory Crossings was established by the County of San Bernardino Board of Supervisors on September 24, 2013 for the purpose of landscaping and detention basin maintenance. This Zone is responsible for maintaining a 600 foot, 72-inch culvert pipe/drain and 14,579 square feet of landscaping. Voters approved an annual service charge of $1,320 per parcel with a 2.5% inflationary factor. The 2018-19 service charge is $1,421.50, which is currently levied on 15 parcels.

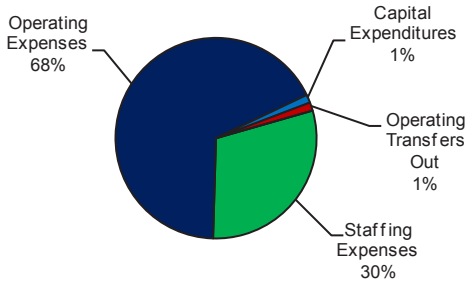
CSA 70 P-20 Mulberry Heights was established by the County of San Bernardino Board of Supervisors on January 14, 2014 for the purpose of landscaping and drainage maintenance. This Zone is responsible for maintaining 5,385 square feet of landscaping and one 72” corrugated metal perforated pipe. Voters approved an annual service charge of $1,050 per parcel with a 2.5% inflationary factor. The 2018-19 service charge is $1,130.74, 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 residents and is funded by property taxes.

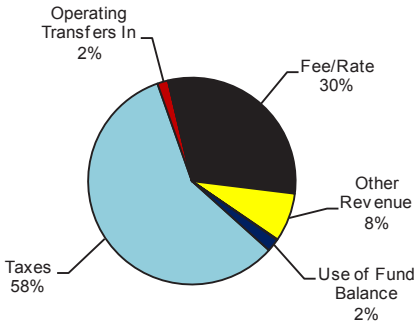
CSA 82 Searles Valley was established by the County of San Bernardino Board of Supervisors on June 28, 1976 to provide park maintenance for the roadside park in Searles Valley. This CSA serves approximately 800 park users and is primarily funded by tax revenues.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: Park Districts - Consolidated

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

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	602,439	608,884	589,792	589,867	539,936	615,300	**25,433**
Operating Expenses	1,463,539	1,216,187	1,243,281	1,545,998	1,334,733	1,387,430	**(158,568)**
Capital Expenditures	43,838	(1,750)	17,600	50,751	29,830	10,000	**(40,751)**
Total Exp Authority	2,109,816	1,823,322	1,850,673	2,186,616	1,904,499	2,012,730	**(173,886)**
Reimbursements	(3,765)	(1,258)	(1,790)	(2,180)	(2,283)	(2,180)	**0**
Total Appropriation	2,106,051	1,822,064	1,848,883	2,184,436	1,902,216	2,010,550	**(173,886)**
Operating Transfers Out	100,000	70,000	0	2,402	2,402	27,370	**24,968**
Total Requirements	2,206,051	1,892,064	1,848,883	2,186,838	1,904,618	2,037,920	**(148,918)**
Sources							
Taxes	1,114,437	1,179,625	1,245,858	1,170,131	1,211,522	1,176,177	**6,046**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	11,471	11,453	12,355	10,948	10,835	10,265	**(683)**
Fee/Rate	564,523	563,433	556,508	615,762	560,110	621,899	**6,137**
Other Revenue	166,298	237,352	213,007	164,539	157,510	154,268	**(10,271)**
Total Revenue	1,856,729	1,991,864	2,027,728	1,961,380	1,939,977	1,962,609	**1,229**
Operating Transfers In	127,386	41,546	34,900	27,000	42,000	34,500	**7,500**
Total Financing Sources	1,984,115	2,033,410	2,062,628	1,988,380	1,981,977	1,997,109	**8,729**
Fund Balance							
Use of / (Contribution to) Fund Balance**	221,936	(141,346)	(213,745)	198,458	(77,359)	40,811	**(157,647)**
Available Reserves				1,427,496		1,662,503	**235,007**
Total Fund Balance				1,625,954		1,703,314	**77,360**
Budgeted Staffing*	23	23	21	20	20	15	**(5)**

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

DETAIL OF 2018-19 ADOPTED BUDGET

	2018-19				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
CSA 20 Joshua Tree (Fund 1312)	804,781	828,087	(23,306)	213,805	8
CSA 29 Lucerne Valley (Fund 1318)	548,131	538,904	9,227	253,722	3
CSA 42 Oro Grande (Fund 1336)	41,611	27,360	14,251	9,462	0
CSA 56 Wrightwood (Fund 1348)	0	(215)	215	0	0
CSA 63 Oak Glen-Yucaipa (Fund 1360)	164,266	126,673	37,593	339,027	2
CSA 70 M Wonder Valley (Fund 1464)	75,689	82,189	(6,500)	90,057	1
CSA 70 P-6 El Mirage (Fund 1486)	43,703	36,572	7,131	19,125	1
CSA 70 P-8 Fontana (Fund 1492)	0	(93)	93	0	0
CSA 70 P-10 Mentone (Fund 1498)	56,051	64,750	(8,699)	93,525	0
CSA 70 P-12 Montclair (Fund 1504)	32,561	28,852	3,709	100,112	0
CSA 70 P-13 El Rancho Verde (Fund 1510)	66,952	79,755	(12,803)	152,548	0
CSA 70 P-14 Mentone (Fund 1516)	61,860	42,556	19,304	165,892	0
CSA 70 P-16 Eagle Crest (Fund 1522)	22,958	19,917	3,041	64,562	0
CSA 70 P-17 Bloomington (Fund 1528)	0	100	(100)	9,486	0
CSA 70 P-18 Randall Crossings (Fund 1534)	13,859	13,877	(18)	35,104	0
CSA 70 P-19 Gregory Crossings (Fund 1540)	25,496	21,623	3,873	33,002	0
CSA 70 P-20 Mulberry Heights (Fund 1546)	15,721	23,015	(7,294)	57,978	0
CSA 70 W Hinkley (Fund 1792)	32,012	36,037	(4,025)	16,409	0
CSA 82 Searles Valley (Fund 1804)	32,269	27,150	5,119	8,687	0
Total Special Revenue Funds	2,037,920	1,997,109	40,811	1,662,503	15

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Requirements of $2.0 million include Staffing Expenses ($615,300) and Operating Expenses ($1.4 million) needed for the operation and management of 17 active park districts (CSA 56 Wrightwood and CSA 70 P-8 Fontana have been formally dissolved). Included in Operating Expenses are such costs as general maintenance, lease of street lamps, landscaping, utilities, insurance, and administrative support charges. Additionally, the 2018-19 budget includes $10,000 in Capital Expenditures for CSA 63 (Oak Glen-Yucaipa) park improvements and $27,370 in Operating Transfers Out primarily to the CSA 20 (Joshua Tree) Capital Improvement Fund for a Dog Park project.

Sources of $2.0 million primarily represent revenue from property taxes, voter-approved special taxes/service charges, and park fees.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $148,918 primarily due to the dissolution of CSA 56 (Wrightwood), with services transferred to a self-governed district effective July 1, 2017.

Sources are increasing by a net $8,729. This increase is the result of increased property taxes offset by revenue reductions due to termination of CSA 56 (Wrightwood) as a Board-governed special district.

ANALYSIS OF FUND BALANCE

For 2018-19, a total of nine active park districts are budgeting the Use of Fund Balance to support ongoing costs. It is the department's practice that when Available Reserves exceed 25% of Requirements, Fund Balance may be used for operating costs. However, one of these nine districts (CSA 42 Oro Grande) is under the 25% reserve threshold. The department will review the operations of this district and make adjustments (reduce expenses and/or increase revenue) needed to eliminate continued reliance on Fund Balance for ongoing costs.

The remaining eight park districts are budgeting a Contribution to Fund Balance in order to set aside funding for significant, one-time expenditures in the future. All eight of these districts exceed the 25% reserve threshold.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Park Operations	20	0	-5	0	15	9	6
Total	20	0	-5	0	15	9	6

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $615,300 fund 15 budgeted positions of which 6 are regular positions and 9 are limited term positions. The budget includes a decrease of 5 limited term positions as follows:

- Deletion of 3 Public Service Employees for CSA 56 (Wrightwood) as this district is now self-governed and no longer managed by the Special Districts Department.
- Deletion of 1 Public Service Employee for CSA 29 (Lucerne Valley) as the workload no longer justifies retaining this position.
- Deletion of 1 Public Service Employee for CSA 42 (Oro Grande). No impact on operations because available staff from other park districts will provide services on an as-needed and reimbursable basis.

Road Districts Special Revenue Funds - Consolidated

DESCRIPTION OF MAJOR SERVICES

The Special Districts Department provides for the management, funding, and maintenance of road districts throughout the County, offering various services from snowplowing to basic road maintenance within the following Assessment District, County Service Areas (CSA) and Zones:

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$2,886,871
Total Sources (Incl. Reimb.)	$2,482,695
Use of/ (Contribution to) Fund Balance	$404,176
Total Staff	1

Assessment District 2018-1 (Snowdrop Road) was established by the County of San Bernardino Board of Supervisors on March 13, 2018 for the improvement and maintenance of approximately two miles of paved road in the Rancho Cucamonga area. This District receives an annual assessment currently billed on 78 parcels.

CSA 18 Cedarpines was established by the County of San Bernardino Board of Supervisors on July 17, 1967 to maintain 17.3 miles of paved and unpaved roads, one community center, and one five-acre park. This CSA receives property tax revenue and an annual $50 per parcel service charge. This service charge augments the property tax revenue and is currently billed on 3,756 parcels for road maintenance.

CSA 59 Deer Lodge Park was established by the County of San Bernardino Board of Supervisors on December 19, 1966 to maintain five miles of paved roads. This CSA receives property tax revenue to fund road maintenance and snow removal services. On June 7, 2011, voters approved an annual special tax of $220 per parcel with a 2.5% inflationary factor to augment the property tax revenue. The 2018-19 per parcel special tax is $261.51, which is currently billed on 615 parcels.

CSA 68 Valley of the Moon was established by the County of San Bernardino Board of Supervisors on December 1, 1969 to maintain four miles of paved roads. This CSA receives property tax revenue to fund snow removal services. In addition, the CSA was authorized by the electorate of this district (on July 11, 2017) to levy and collect a special tax for road improvements and ongoing road maintenance. The amount approved by the voters was $147 per parcel with an annual inflationary factor of up to 2.5%. The 2018-19 per parcel special tax is $150.68 billed on 542 parcels.

CSA 69 Lake Arrowhead Road was established by the County of San Bernardino Board of Supervisors on December 22, 1969 to maintain four miles of paved roads. This road CSA receives property tax revenue and an annual $100 per parcel service charge. This service charge augments the property tax revenue and is currently billed on 388 parcels for road maintenance and snow removal services.

CSA 70 G Wrightwood Road was established by the County of San Bernardino Board of Supervisors on November 29, 1971 to maintain 7.3 miles of paved and unpaved roads. This Zone receives property tax revenue for road maintenance and snow removal services. On June 3, 2003, voters approved a special tax of $375 per parcel, per year. This special tax augments the property tax revenue and is currently billed on 458 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 funding for a road improvement project in CSA 70, Zone G (Wrightwood). The loan used to fund the project has been repaid and therefore this budget unit no longer exists.

CSA 70 M Wonder Valley was established by the County of San Bernardino Board of Supervisors on August 14, 1972 to maintain 178.4 miles of unpaved roads. This Zone receives an annual $15 per parcel service charge, which is currently billed on 4,646 parcels for road maintenance.

CSA 70 M Wonder Valley, Zone A was established by the County of San Bernardino Board of Supervisors on September 23, 2014 to provide road grading and storm rehabilitation to 178 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 2018-19 per parcel special tax is $31.52, which is currently billed on 4,019 parcels. CSA 70 M and CSA 70 M, Zone A are consolidated into the same budget unit.

CSA 70 R-2 Twin Peaks was established by the County of San Bernardino Board of Supervisors on November 4, 1974 to maintain 1.95 miles of paved roads. This Zone receives property tax revenue for road maintenance and snow removal services. On June 3, 2008, voters approved an annual special tax of $225 per parcel with a 2.5% inflationary factor to augment the property tax revenue. The 2018-19 per parcel special tax is $288.03, which is currently billed on 287 parcels for road maintenance.

CSA 70 R-3 Erwin Lake was established by the County of San Bernardino Board of Supervisors on November 4, 1974 to maintain nine miles of paved and unpaved roads. This Zone receives property tax revenue and an annual $12 per parcel service charge. This service charge augments the property tax revenue and is currently billed on 1,092 parcels for road maintenance and snow removal services.

CSA 70 R-4 Cedar Glen was established by the County of San Bernardino Board of Supervisors on September 26, 1977 to maintain 964 feet of paved roads. This Zone receives an annual $100 per parcel service charge, which is currently billed on 26 parcels for road maintenance and snow removal services.

CSA 70 R-5 Sugarloaf was established by the County of San Bernardino Board of Supervisors on March 5, 1980 to maintain 20.9 miles of paved and unpaved roads. On May 1, 2007, voters approved an annual special tax of $60 per parcel with a 2.5% inflationary factor for road maintenance and snow removal services. The 2018-19 per parcel special tax is $78.74, which is currently billed on 3,546 parcels.

CSA 70 R-7 Lake Arrowhead was established by the County of San Bernardino Board of Supervisors on December 15, 1980 to maintain 965 feet of paved roads. This Zone receives an annual $700 per parcel service charge, which is currently billed on nine parcels for road maintenance and snow removal services.

CSA 70 R-8 Riverside Terrace was established by the County of San Bernardino Board of Supervisors on March 16, 1982 to maintain one mile of paved road. On June 5, 2007, voters approved an increase in the annual service charge from $250 per parcel to $350 per parcel with a 2.5% inflationary factor. The 2018-19 per parcel service charge is $405.89, which is currently billed on 67 parcels.

CSA 70 R-9 Rim Forest was established by the County of San Bernardino Board of Supervisors on May 9, 1983 to maintain one mile of paved road. This Zone receives an annual $60 per parcel service charge, which is currently billed on 143 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 2018-19 per parcel service charge is $368.66, which is currently billed on 30 parcels.

CSA 70 R-13 Lake Arrowhead North Shore was established by the County of San Bernardino Board of Supervisors on July 9, 1984 to maintain 1.39 miles of paved roads. This Zone receives an annual $100 per parcel service charge, which is currently billed on 89 parcels for road maintenance and snow removal services.

CSA 70 R-15 Landers was established by the County of San Bernardino Board of Supervisors on July 9, 1984 to maintain 162 miles of unpaved roads. This Zone receives an annual $20 per parcel service charge, which is currently billed on 3,636 parcels for road grading and road maintenance services.

CSA 70 R-16 Running Springs was established by the County of San Bernardino Board of Supervisors on May 14, 1984 to maintain 0.94 miles of paved roads. This Zone receives an annual $600 per parcel special tax, which is currently billed on 25 parcels for road maintenance and snow removal services.

CSA 70 R-19 Copper Mountain was established by the County of San Bernardino Board of Supervisors on May 19, 1986 to maintain 91.7 miles of unpaved roads. This Zone receives an annual $20 per parcel service charge, which is currently billed on 2,059 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 Zone receives an annual $15 per parcel service charge, which is currently billed on 762 parcels for road maintenance services.

CSA 70 R-21 Mountain View was established by the County of San Bernardino Board of Supervisors on August 17, 1987 to maintain approximately 1,290 feet of paved roads. This Zone receives an annual $90 per parcel service charge, which is currently billed on 24 parcels for road maintenance and snow removal services.

CSA 70 R-22 Twin Peaks was established by the County of San Bernardino Board of Supervisors on August 21, 1989 to maintain two miles of paved roads. This Zone receives an annual $100 per parcel service charge, which is currently billed on 190 parcels for road maintenance and snow removal services. In addition, on July 16, 2002, voters approved an annual $100 per parcel special tax, which is billed on 10 annexed parcels for road maintenance and snow removal services.

CSA 70 R-23 Mile High Park was established by the County of San Bernardino Board of Supervisors on July 8, 1991 to maintain one mile of paved road. This Zone receives an annual $240 per parcel service charge for each improved parcel and an annual $120 per parcel service charge for each unimproved parcel for road maintenance and snow removal services. Currently, there are 60 improved parcels and 22 unimproved parcels.

CSA 70 R-25 Lucerne Valley was established by the County of San Bernardino Board of Supervisors on August 21, 1989 to maintain 0.56 miles of unpaved roads. This Zone receives an annual $60 per parcel service charge, which is currently billed on 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 Zone receives an annual $30 per parcel service charge, which is currently billed on 245 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 Zone receives an annual $100 per parcel service charge, which is currently billed on 23 parcels for road maintenance and road grading services.

CSA 70 R-31 Lytle Creek was established by the County of San Bernardino Board of Supervisors on August 12, 1991 to maintain 1.14 miles of paved roads. This Zone receives an annual $30 per parcel service charge, which is currently billed on 94 parcels for road maintenance services.

CSA 70 R-33 Big Bear City was established by the County of San Bernardino Board of Supervisors on August 22, 1995 to maintain 0.76 miles of paved roads. This Zone receives an annual $100 per parcel service charge, which is currently billed on 99 parcels to fund road maintenance and snow removal services.

CSA 70 R-34 Big Bear was established by the County of San Bernardino Board of Supervisors on January 11, 1994 to maintain 1,026 feet of paved road. This Zone receives an annual $100 per parcel service charge, which is currently billed on 26 parcels for road maintenance and snow removal services.

CSA 70 R-35 Cedar Glen was established by the County of San Bernardino Board of Supervisors on July 12, 1994 to maintain 745 feet of paved road. This Zone receives an annual $150 per parcel service charge, which is currently billed on 17 parcels for road maintenance and snow removal services.

CSA 70 R-36 Pan Springs was established by the County of San Bernardino Board of Supervisors on July 12, 1994 to maintain 0.77 miles of paved roads. This Zone receives an annual $100 per parcel service charge, which is currently billed on 90 parcels for road maintenance and snow removal services.

CSA 70 R-39 Highland Estates was established by the County of San Bernardino Board of Supervisors on January 3, 2001 to maintain 3.7 miles of paved roads. This Zone receives an annual $405 per parcel service charge, which is currently billed on 166 parcels for road maintenance services.

CSA 70 R-40 Upper No. Bay, Lake Arrowhead was established by the County of San Bernardino Board of Supervisors on March 20, 2001 to maintain 0.5 miles of paved roads. This Zone receives an annual $500 per parcel special tax, which is currently billed on 35 parcels for road maintenance and snow removal services.

CSA 70 R-41 Quail Summit was established by the County of San Bernardino Board of Supervisors on January 29, 2002 to maintain 1.23 miles of paved roads and 11 streetlights. On March 26, 2002, voters approved an annual service charge of $166 per parcel with a 1.5% inflationary factor for road maintenance and streetlight operations. The 2018-19 service charge is $198.46, 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. This Zone receives an annual $750 per parcel special tax for road paving and maintenance services. Currently, there are 60 parcels being billed for the special tax.

CSA 70 R-44 Saw Pit Canyon was established by the County of San Bernardino Board of Supervisors on August 16, 2005 to maintain 1.14 miles of unpaved roads. This Zone receives an annual $1,000 per parcel special tax, which is currently billed on 11 parcels for road improvements/maintenance and snow removal services.

CSA 70 R-45 Erwin Lake was established by the County of San Bernardino Board of Supervisors on August 18, 2009 to maintain 0.72 miles of unpaved roads. This Zone receives an annual service charge of $190.19 per parcel, 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 Zone receives an annual $325 per parcel special tax with a 2.5% inflationary factor for road maintenance, snow removal and road grading services. The 2018-19 special tax is $376.91, which is currently billed on 17 parcels.

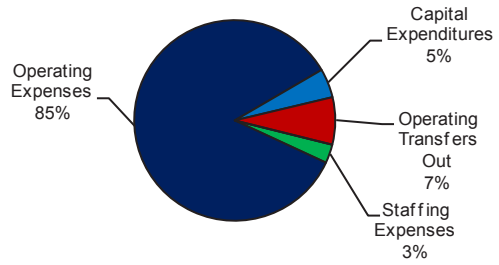
CSA 70 R-47 Rocky Point was established by the County of San Bernardino Board of Supervisors on September 10, 2013 to maintain 0.97 miles of paved roads. Voters approved a service charge of $1,900 per parcel for 2013-14 and 2014-15 and an annual $250 special tax thereafter, with a 2.5% inflationary factor. The 2018-19 special tax is $269.22, which is currently billed on 84 parcels for road maintenance, road paving and snow removal services.

CSA 70 R-48 Erwin Lake West was established by the County of San Bernardino Board of Supervisors on January 9, 2018 to maintain 0.38 miles of paved roads. This Zone receives an annual $474 per parcel special tax with a 2.5% inflationary factor for road maintenance, snow removal and road grading services. The 2018-19 special tax is $474, which is currently billed on 46 parcels.

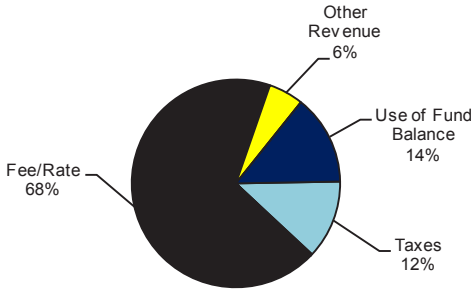
CSA 79 R-1 Green Valley Lake was established by the County of San Bernardino Board of Supervisors on September 14, 1993 to maintain 0.65 miles of paved roads. On August 7, 2007, voters approved an annual $352 per parcel special tax with a 2.5% inflationary factor for road maintenance, paving, and snow removal services. The 2018-19 special tax is $461.87, which is currently billed on 63 parcels.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: Road Districts - Consolidated

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

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	33,549	78,918	86,506	82,322	79,841	87,427	**5,105**
Operating Expenses	1,185,820	1,740,099	1,355,520	2,229,464	1,116,581	2,444,444	**214,980**
Capital Expenditures	415,905	103	11,886	0	0	135,000	**135,000**
Total Exp Authority	1,635,274	1,819,119	1,453,912	2,311,786	1,196,422	2,666,871	**355,085**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	1,635,274	1,819,119	1,453,912	2,311,786	1,196,422	2,666,871	**355,085**
Operating Transfers Out	991,774	213,976	599,600	305,000	275,000	220,000	**(85,000)**
Total Requirements	2,627,048	2,033,095	2,053,512	2,616,786	1,471,422	2,886,871	**270,085**
Sources							
Taxes	349,783	350,804	374,465	333,801	376,919	353,201	**19,400**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	3,162	3,019	3,204	3,019	3,035	2,210	**(809)**
Fee/Rate	1,590,721	1,612,878	1,553,549	1,656,784	1,659,610	1,961,996	**305,212**
Other Revenue	278,498	174,727	29,071	266,456	294,302	156,338	**(110,118)**
Total Revenue	2,222,164	2,141,428	1,960,289	2,260,060	2,333,866	2,473,745	**213,685**
Operating Transfers In	99,400	144,044	94,600	8,062	1,200	8,950	**888**
Total Financing Sources	2,321,564	2,285,472	2,054,889	2,268,122	2,335,066	2,482,695	**214,573**
Fund Balance							
Use of / (Contribution to) Fund Balance**	305,484	(252,377)	(1,377)	348,664	(863,644)	404,176	**55,512**
Available Reserves				2,180,442		2,989,779	**809,337**
Total Fund Balance				2,529,106		3,393,955	**864,849**
Budgeted Staffing*	1	2	1	1	1	1	**0**

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



DETAIL OF 2018-19 ADOPTED BUDGET

	2018-19				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
AD 2018-1 Snowdrop Road (Fund 1812)	48,692	48,692	0	0	0
CSA 18 Cedarpines (Fund 1306)	470,390	351,199	119,191	178,494	0
CSA 59 Deer Lodge Park (Fund 1354)	295,496	200,329	95,167	226,530	0
CSA 68 Valley of the Moon (Fund 1366)	89,862	132,674	(42,812)	229,608	0
CSA 69 Lake Arrowhead Road (Fund 1372)	62,283	75,600	(13,317)	168,326	0
CSA 70 G Wrightwood Road (Fund 1438)	108,823	216,300	(107,477)	392,072	0
CSA 70 PRD G-1 Wrightwood (1440)	0	(5,269)	5,269	0	0
CSA 70 M Wonder Valley (Fund 1462)	251,727	239,069	12,658	123,270	1
CSA 70 R-2 Twin Peaks (Fund 1552)	142,114	108,838	33,276	83,057	0
CSA 70 R-3 Erwin Lake (Fund 1558)	65,102	78,429	(13,327)	103,665	0
CSA 70 R-4 Cedar Glen (Fund 1564)	5,130	2,700	2,430	1,635	0
CSA 70 R-5 Sugarloaf (Fund 1570)	380,721	305,812	74,909	465,727	0
CSA 70 R-7 Lake Arrowhead (Fund 1576)	6,313	6,500	(187)	21,792	0
CSA 70 R-8 Riverside Terrace (Fund 1582)	37,815	29,001	8,814	200,491	0
CSA 70 R-9 Rim Forest (Fund 1588)	13,478	10,080	3,398	3,449	0
CSA 70 R-12 Baldwin Lake (Fund 1594)	19,955	11,510	8,445	3,407	0
CSA 70 R-13 Lake Arrowhead North Shore (Fund 1600)	25,123	11,000	14,123	16,860	0
CSA 70 R-15 Landers (Fund 1606)	90,208	88,520	1,688	85,277	0
CSA 70 R-16 Running Springs (Fund 1612)	27,321	15,300	12,021	23,605	0
CSA 70 R-19 Copper Mountain (Fund 1618)	47,595	50,930	(3,335)	51,721	0
CSA 70 R-20 Flamingo Heights (Fund 1624)	15,984	12,580	3,404	0	0
CSA 70 R-21 Mountain View (Fund 1630)	3,446	5,105	(1,659)	2,627	0
CSA 70 R-22 Twin Peaks (Fund 1636)	28,339	19,820	8,519	5,142	0
CSA 70 R-23 Mile High Park (Fund 1642)	30,871	19,790	11,081	31,327	0
CSA 70 R-25 Lucerne Valley (Fund 1648)	3,350	3,350	0	0	0
CSA 70 R-26 Yucca Mesa (Fund 1654)	16,908	7,765	9,143	606	0
CSA 70 R-29 Yucca Mesa (Fund 1660)	12,683	8,750	3,933	1,297	0
CSA 70 R-30 Verdemont (Fund 1666)	4,265	4,850	(585)	2,375	0
CSA 70 R-31 Lytle Creek (Fund 1672)	3,679	3,040	639	1,584	0
CSA 70 R-33 Big Bear City (Fund 1678)	14,421	10,450	3,971	26,198	0
CSA 70 R-34 Big Bear (Fund 1684)	6,070	6,300	(230)	2,339	0
CSA 70 R-35 Cedar Glen (Fund 1690)	3,031	2,600	431	0	0
CSA 70 R-36 Pan Springs (Fund 1696)	11,296	9,600	1,696	28,901	0
CSA 70 R-39 Highland Estates (Fund 1702)	66,083	73,230	(7,147)	136,267	0
CSA 70 R-40 Upper No. Bay, Lk Arrowhead (Fund 1708)	63,960	18,200	45,760	42,254	0
CSA 70 R-41 Quail Summit (Fund 1714)	21,793	10,275	11,518	2,690	0
CSA 70 R-42 Windy Pass (Fund 1720)	20,867	47,950	(27,083)	222,829	0
CSA 70 R-44 Saw Pit Canyon (Fund 1726)	26,363	11,200	15,163	3,288	0
CSA 70 R-45 Erwin Lake (Fund 1732)	16,848	12,281	4,567	33,202	0
CSA 70 R-46 South Fairway Drive (Fund 1738)	10,042	6,708	3,334	10,062	0
CSA 70 R-47 Rocky Point (Fund 1744)	114,452	23,385	91,067	6,336	0
CSA 70 R-48 Erwin Lake West (Fund 1733)	156,804	156,804	0	0	0
CSA 79 R-1 Green Valley Lake (Fund 1798)	47,168	31,448	15,720	51,469	0
Total Special Revenue Funds	2,886,871	2,482,695	404,176	2,989,779	1

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Requirements of $2.9 million include Staffing Expenses ($87,427) and Operating Expenses ($2.4 million) needed for the maintenance and management of 42 road districts (CSA 70 PRD G-1 Wrightwood no longer exists). Included in Operating Expenses are such costs as road grading and maintenance, snow removal, various professional services, and administrative support charges. Additionally, the 2018-19 budget includes $135,000 in Capital Expenditures for road improvements within CSA 70 R-48 Erwin Lake West and $220,000 in Operating Transfers Out to the CSA 59 Deer Lodge ($200,000) and CSA 70 R-2 Twin Peaks ($20,000) Capital Improvement Funds for paving projects in those districts.

Sources of $2.5 million primarily include revenue from property taxes and voter-approved special taxes/service charges. Also included in this amount is $135,000 in long-term debt proceeds for the CSA 70 R-48 road improvement project.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and Sources are increasing by $270,085 and $214,573, respectively, primarily from the addition of two new road districts, CSA 70 R-48 Erwin Lake West and Assessment District No. 2018-1 (Snowdrop Road), as approved by the property owners.

ANALYSIS OF FUND BALANCE

Of the 28 active road districts that are budgeting the Use of Fund Balance, a total of 26 of these districts are utilizing Fund Balance to support ongoing costs. It is the department's practice that when Available Reserves exceed 25% of Requirements, Fund Balance may be used for operating costs. However, nine of these 26 districts are under the 25% reserve threshold:

- CSA 70 R-12 Baldwin Lake
- CSA 70 R-20 Flamingo Heights
- CSA 70 R-22 Twin Peaks
- CSA 70 R-26 Yucca Mesa
- CSA 70 R-29 Yucca Mesa
- CSA 70 R-35 Cedar Glen
- CSA 70 R-41 Quail Summit
- CSA 70 R-44 Saw Pit Canyon
- CSA 70 R-47 Rocky Point

The department will review the operations of these nine districts and make adjustments (reduce expenses and/or increase revenue) needed to eliminate continued reliance on Fund Balance for ongoing costs.

The other two road districts that are budgeting the Use of Fund Balance (CSA 59 Deer Lodge Park and CSA 70 R-2 Twin Peaks) are utilizing these funds to support capital improvement projects.

A total of 11 road districts are budgeting a Contribution to Fund Balance in order to set aside funding for significant, one-time expenditures in the future. All 11 of these districts exceed the 25% reserve threshold.

Three road districts are not budgeting a Use of / (Contribution to) Fund Balance for 2018-19.



2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 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 $87,427 fund 1 budgeted regular position (Equipment Operator II). There are no staffing changes for 2018-19.

Streetlight Districts Special Revenue Funds – Consolidated

DESCRIPTION OF MAJOR SERVICES

The Special Districts Department provides for the management and funding of streetlights within the following County Service Areas (CSA) and Improvement Zones:

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$769,615
Total Sources (Incl. Reimb.)	$1,023,678
Use of/ (Contribution to) Fund Balance	($254,063)
Total Staff	0

CSA 30 Red Mountain was established by the County of San Bernardino Board of Supervisors on December 30, 1964 to provide funding for the operation of 15 streetlights in the community of Red Mountain. This CSA is funded through property tax revenue.

CSA 54 Crest Forest was established by the County of San Bernardino Board of Supervisors on September 19, 1966 to provide streetlight services to the community of Crest Forest. 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 this CSA with an ongoing funding mechanism for the energy charges of 182 streetlights in the County unincorporated area adjoining the City of Redlands 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 that are billed 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. This tract is an approved development of approximately 2,086 housing units in an area known as "Lytle Creek North Development", which includes a provision for the installation of 391 streetlights in this area. On January 30, 2007, voters approved an annual service charge of $41.71 per parcel with a 2.5% inflationary increase to provide funding for operation of the streetlights. The service charge for 2018-19 is $53.39 per parcel and will be billed on 2,021 parcels.

CSA 70 P-6 El Mirage was established by the County of San Bernardino Board of Supervisors on October 15, 1990 as a park district. On March 22, 2016, the County of San Bernardino Board of Supervisors approved funding in the amount of $21,100 for the operation of four streetlights in the community of El Mirage. The approved funding is projected to support these streetlights for approximately 20 years.

CSA 70 SL-2 Chino was established by the County of San Bernardino Board of Supervisors on November 16, 2004 when voters approved an annual service charge of $122.00 per parcel with a 1.5% inflationary increase to provide funding for the operation of eight streetlights. The service charge for 2018-19 is $127.57 per parcel and will be billed on 26 parcels.

CSA 70 SL-3 Mentone was established by the County of San Bernardino Board of Supervisors on February 15, 2005 when voters approved an annual service charge of $40.00 per parcel with a 1.5% inflationary increase for the operation of 12 streetlights in the community of Mentone. The service charge for 2018-19 is $45.07 per parcel and will be billed on 69 parcels.

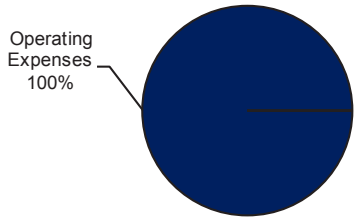
CSA 70 SL-4 Bloomington was established by the County of San Bernardino Board of Supervisors on August 22, 2006 when voters approved an annual service charge of $247.00 per parcel with a 2.5% inflationary increase for the operation of five streetlights in the community of Bloomington. The service charge was reduced in 2012-13 to $100.00 per parcel, with no inflationary factor, as there was sufficient Fund Balance. In 2016-17, the 2.5% annual inflationary increase was restored. The service charge for 2018-19 is $107.69 per parcel and will be billed on 31 parcels.

CSA 70 SL-5 Muscoy was established by the County of San Bernardino Board of Supervisors on June 5, 2007 when voters approved an annual service charge of $18.00 per parcel with a 2.5% inflationary increase for the operation of 204 streetlights in the community of Muscoy. The service charge for 2018-19 is $20.36 per parcel and will be billed on 2,210 parcels.

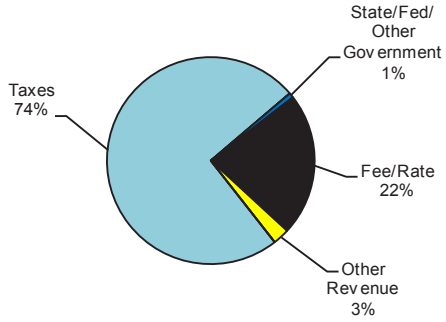
CSA SL-1 Countywide was established by the County of San Bernardino Board of Supervisors on December 27, 1965. This CSA receives property taxes to fund the operation of 3,534 streetlights in various communities throughout the County.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: Streetlight Districts - Consolidated

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

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	760,966	716,422	724,081	772,875	740,973	769,615	**(3,260)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	760,966	716,422	724,081	772,875	740,973	769,615	**(3,260)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	760,966	716,422	724,081	772,875	740,973	769,615	**(3,260)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	760,966	716,422	724,081	772,875	740,973	769,615	**(3,260)**
Sources							
Taxes	755,147	796,218	847,126	700,242	871,531	756,570	**56,328**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	7,593	7,406	7,942	7,336	7,609	7,840	**504**
Fee/Rate	149,585	172,919	207,844	197,754	212,366	227,656	**29,902**
Other Revenue	12,033	10,353	62,559	9,733	36,311	26,130	**16,397**
Total Revenue	924,358	986,896	1,125,471	915,065	1,127,817	1,018,196	**103,131**
Operating Transfers In	0	22,915	(40,100)	6,482	2,402	5,482	**(1,000)**
Total Financing Sources	924,358	1,009,811	1,085,371	921,547	1,130,219	1,023,678	**102,131**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(163,392)	(293,389)	(361,290)	(148,672)	(389,246)	(254,063)	**(105,391)**
Available Reserves				1,969,752		2,464,388	**494,636**
Total Fund Balance				1,821,080		2,210,325	**389,245**
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 2018-19 ADOPTED BUDGET

	2018-19				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
CSA 30 Red Mountain (Fund 1324)	7,273	6,927	346	0	0
CSA 54 Crest Forest (Fund 1342)	57,093	35,600	21,493	69,618	0
CSA 70 EV-1 East Valley (Fund 1432)	38,581	53,400	(14,819)	138,802	0
CSA 70 GH Glen Helen (Fund 1452)	74,197	120,881	(46,684)	209,017	0
CSA 70 P-6 El Mirage (Fund 1480)	2,700	2,470	230	2,217	0
CSA 70 SL-2 Chino (Fund 1750)	4,327	3,367	960	2,815	0
CSA 70 SL-3 Mentone (Fund 1756)	3,762	3,250	512	2,039	0
CSA 70 SL-4 Bloomington (Fund 1762)	3,820	3,638	182	32,695	0
CSA 70 SL-5 Muscoy (Fund 1768)	43,177	49,790	(6,613)	104,480	0
CSA SL-1 Countywide (Fund 1300)	534,685	744,355	(209,670)	1,902,705	0
Total Special Revenue Funds	769,615	1,023,678	(254,063)	2,464,388	0



MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Requirements of $769,615 provide for the costs of maintaining and managing ten streetlight districts. These costs include utilities, lease of street lamps, and administrative support charges.

Sources of $1.0 million primarily represent revenue from property taxes and voter-approved service charges.

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no significant changes in Requirements. Sources are increasing by $102,131 primarily due to increased revenue from property taxes and service charges.

ANALYSIS OF FUND BALANCE

A total of six streetlight districts are budgeting the Use of Fund Balance to support ongoing costs. It is the department's practice that when Available Reserves exceed 25% of Requirements, Fund Balance may be used for operating costs. However, one of these six districts (CSA 30 Red Mountain) is under the 25% reserve threshold. The department will review the operations of this district and make adjustments (reduce expenses and/or increase revenue) needed to eliminate continued reliance on Fund Balance for ongoing costs.

The other four streetlight districts are budgeting a Contribution to Fund Balance in order to set aside funding for significant, one-time expenditures in the future. All four of these districts exceed the 25% reserve threshold.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with these budget units.

Big Bear Valley Recreation and Park District

DESCRIPTION OF MAJOR SERVICES

The Special Districts Department provides for the management, funding, and maintenance of Big Bear Valley Recreation and Park District (District), which includes the Big Bear Alpine Zoo (Zoo). Services are funded primarily through revenue from property taxes and park fees.

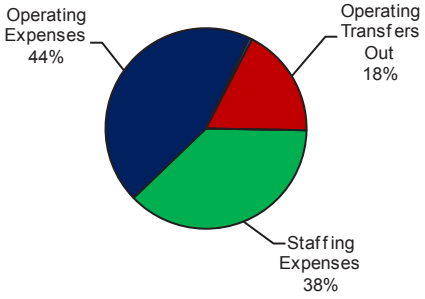
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$5,365,696
Total Sources (Incl. Reimb.)	$4,195,207
Use of/ (Contribution to) Fund Balance	$1,170,489
Total Staff	60

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 annually.

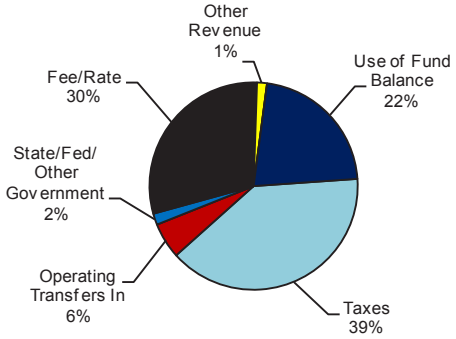
The District also manages the Big Bear Alpine Zoo, which operates on 2.5 acres in the Moonridge area of Big Bear Valley. The Zoo is open year-round and receives approximately 87,000 visitors annually to see alpine species on exhibit. The District is in the process of relocating the Zoo to a new site located on Club View Drive in the City of Big Bear Lake. Projected opening of the new Zoo for the public is in 2018-19.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: Big Bear Valley Recreation and Park District

BUDGET UNIT: Various
FUNCTION: Recreation and Cultural
ACTIVITY: Recreation Facilites

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	1,650,953	1,699,147	1,733,845	1,813,341	1,639,559	2,014,193	**200,852**
Operating Expenses	1,650,852	1,545,291	1,461,258	2,105,056	1,700,452	2,376,503	**271,447**
Capital Expenditures	102,414	0	20,104	20,000	4,799	25,000	**5,000**
Total Exp Authority	3,404,219	3,244,438	3,215,207	3,938,397	3,344,810	4,415,696	**477,299**
Reimbursements	(41,500)	(124,743)	0	0	(22,700)	0	**0**
Total Appropriation	3,362,719	3,119,695	3,215,207	3,938,397	3,322,110	4,415,696	**477,299**
Operating Transfers Out	224,800	53,902	0	670,000	670,000	950,000	**280,000**
Total Requirements	3,587,519	3,173,597	3,215,207	4,608,397	3,992,110	5,365,696	**757,299**
Sources							
Taxes	1,818,741	2,024,355	2,121,044	2,018,877	2,210,787	2,117,664	**98,787**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	57,208	70,563	65,583	94,170	74,919	94,376	**206**
Fee/Rate	1,194,613	1,271,153	1,335,120	1,630,000	1,396,932	1,600,000	**(30,000)**
Other Revenue	101,808	111,432	116,272	70,611	501,572	83,167	**12,556**
Total Revenue	3,172,370	3,477,503	3,638,019	3,813,658	4,184,210	3,895,207	**81,549**
Operating Transfers In	222,187	0	0	100,000	100,000	300,000	**200,000**
Total Financing Sources	3,394,556	3,477,503	3,638,019	3,913,658	4,284,210	4,195,207	**281,549**
Fund Balance							
Use of / (Contribution to) Fund Balance**	192,963	(303,906)	(422,812)	694,739	(292,100)	1,170,489	**475,750**
Available Reserves				1,056,163		872,513	**(183,650)**
Total Fund Balance				1,750,902		2,043,002	**292,100**
Budgeted Staffing*	64	57	59	58	58	60	**2**

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

DETAIL OF 2018-19 ADOPTED BUDGET

	2018-19				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Special Revenue Funds					
Big Bear Valley Rec and Park District (Fund 2580)	3,548,110	2,740,448	807,662	872,513	40
Big Bear Alpine Zoo (Fund 2582)	1,817,586	1,454,759	362,827	0	20
Total Special Revenue Funds	5,365,696	4,195,207	1,170,489	872,513	60

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Total Requirements of $5.4 million represent the costs of managing and maintaining the Big Bear Valley Recreation and Park District, including the Big Bear Alpine Zoo. These costs include Staffing Expenses ($2.0 million) and Operating Expenses ($2.4 million) consisting of facility maintenance and improvements, meals for the senior program, utilities, insurance, inventory purchased for resale, vehicle charges, various professional services, and administrative support. Additionally, Operating Transfers Out of $950,000 primarily reflect transfers to the District's Capital Improvement Fund for the Big Bear Alpine Zoo Relocation Project ($500,000) and Meadow Park Improvements ($150,000).The remaining $300,000 represents a transfer of property taxes from the District's operating fund to the Big Bear Alpine Zoo.

Sources of $4.2 million primarily represent revenue from property taxes and park fees.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $757,299 primarily due to negotiated salary increases and additional one-time costs related to the Big Bear Alpine Zoo relocation.

Sources are increasing by $281,549 primarily due to increased property tax revenue of $98,787 and additional Operating Transfers In of $200,000 from the District's operating budget to assist with costs related to the Zoo relocation.

ANALYSIS OF FUND BALANCE

The District is budgeting the Use of Fund Balance of $1.2 million for various one-time costs primarily related to relocation of the Big Bear Alpine Zoo.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Big Bear Valley Rec and Park Operations	58	2	0	0	60	40	20
Total	58	2	0	0	60	40	20

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $2.0 million fund 60 budgeted positions of which 20 are regular positions and 40 are limited term positions. This budget includes the addition of 2 limited term positions (Public Service Employees) to provide support for the Gift Shop at the new Zoo.

Bloomington Recreation and Park District

DESCRIPTION OF MAJOR SERVICES

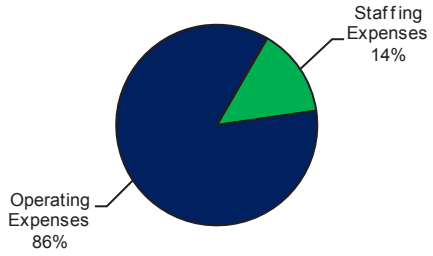
The Special Districts Department provides for the management and maintenance of Bloomington Recreation and Park District (District). The District was established by an act of the County of San Bernardino Board of Supervisors on July 19, 1972. The District maintains one community park, an equestrian arena, sports fields, and a community center. Services are funded through revenue from property taxes, state aid, and park fees.

Budget at a Glance

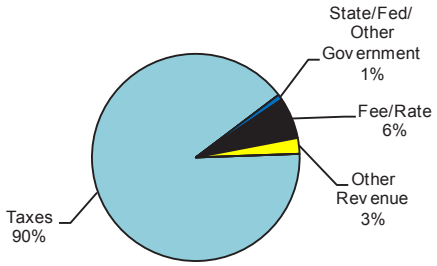
Total Requirements (Excl. Reimb.)	$344,169
Total Sources (Incl. Reimb.)	$388,623
Use of/ (Contribution to) Fund Balance	($44,454)
Total Staff	2

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



SPECIAL DISTRICTS DEPARTMENT

ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: Bloomington Recreation and Park District

BUDGET UNIT: 625 2584
FUNCTION: Recreation and Cultural
ACTIVITY: Recreation Facilities

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	139,167	123,270	84,939	27,617	6,593	49,466	**21,849**
Operating Expenses	230,520	219,182	199,630	308,999	285,164	294,703	**(14,296)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	369,687	342,452	284,569	336,616	291,757	344,169	**7,553**
Reimbursements	(3,474)	0	0	0	0	0	**0**
Total Appropriation	366,213	342,452	284,569	336,616	291,757	344,169	**7,553**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	366,213	342,452	284,569	336,616	291,757	344,169	**7,553**
Sources							
Taxes	302,105	314,389	336,810	339,458	365,081	350,685	**11,227**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	3,172	3,105	3,338	3,105	3,243	3,338	**233**
Fee/Rate	(2,775)	(2,557)	(2,945)	500	(1,646)	25,000	**24,500**
Other Revenue	6,474	11,149	14,353	10,072	396,753	9,600	**(472)**
Total Revenue	308,975	326,086	351,556	353,135	763,431	388,623	**35,488**
Operating Transfers In	74,522	15,000	10,000	0	0	0	**0**
Total Financing Sources	383,497	341,086	361,556	353,135	763,431	388,623	**35,488**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(17,284)	1,366	(76,987)	(16,519)	(471,674)	(44,454)	**(27,935)**
Available Reserves				144,741		644,350	**499,609**
Total Fund Balance				128,222		599,896	**471,674**
Budgeted Staffing*	2	2	3	2	2	2	**0**

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

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Total Requirements of $344,169 represent the costs of managing and maintaining the District. These costs consist of Staffing Expenses of $49,466 and Operating Expenses of $294,703 that include maintenance, utilities, recreational supplies, and administrative support charges. Sources of $388,623 primarily consist of revenue from property taxes and park fees.

BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing Expenses are increasing by $21,849 due to the addition of a Park Maintenance Worker I position as replacement for a Public Service Employee. Sources are increasing by $35,488 primarily due to additional revenue from park fees as there are plans for the District to offer new programming.

ANALYSIS OF FUND BALANCE

For 2017-18, the District's Contribution to Fund Balance was $471,674 due to proceeds received from the sale of Ayala Park. The 2018-19 budget reflects a Contribution to Fund Balance of $44,454 primarily from increased revenue from property taxes and park fees. These funds will be available for future park activities and operational costs.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Bloomington Rec & Park Operations	2	1	-1	0	2	1	1
Total	2	1	-1	0	2	1	1

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $49,466 fund 2 budgeted positions of which 1 is a regular position and 1 is a limited term position. The budget includes the following adjustments that result in no net change in budgeted staffing:

- Addition of 1 Park Maintenance Worker I. The District currently contracts for park maintenance services. Replacing the contract with this new position will allow for an on-site worker to provide service five days per week (rather than the contractor's one day per week schedule) to better serve the public.
- Deletion of 1 Public Service Employee. With the addition of the Park Maintenance Worker I, this extra-help position will no longer be needed.

CSA 70 HL (Havasu Lake) Enterprise Fund

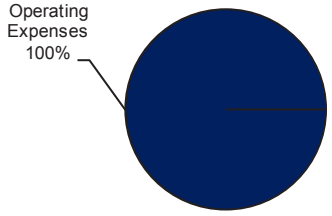
DESCRIPTION OF MAJOR SERVICES

County Service Area (CSA) 70, Zone HL was established by the County of San Bernardino Board of Supervisors on April 1, 1990 to provide refuse collection services within the community of Havasu Lake. This CSA is funded by annual service charges assessed on property within the district.

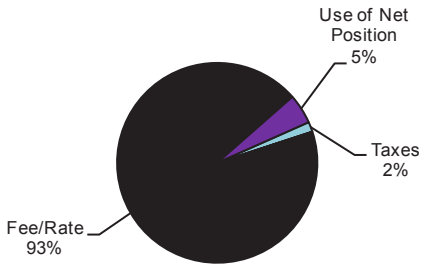
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$76,649
Total Sources (Incl. Reimb.)	$72,969
Use of / (Contribution To) Net Position	$3,680
Total Staff	0

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: CSA 70 HL (Havasu Lake)

BUDGET UNIT: 487 4672
FUNCTION: Health and Sanitation
ACTIVITY: Sanitation

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	65,414	72,160	65,511	74,372	74,325	76,649	**2,277**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	65,414	72,160	65,511	74,372	74,325	76,649	**2,277**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	65,414	72,160	65,511	74,372	74,325	76,649	**2,277**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	65,414	72,160	65,511	74,372	74,325	76,649	**2,277**
Sources							
Taxes	3,120	1,566	2,721	1,244	2,634	1,244	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	0	0	0	0	0	0	**0**
Fee/Rate	72,308	72,758	72,606	71,520	71,423	71,520	**0**
Other Revenue	94	205	374	205	631	205	**0**
Total Revenue	75,522	74,529	75,701	72,969	74,688	72,969	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	75,522	74,529	75,701	72,969	74,688	72,969	**0**
Net Position							
Use of/ (Contribution to) Net Position**	(10,108)	(2,369)	(10,190)	1,403	(363)	3,680	**2,277**
Est. Net Position Available						49,465	
Total Est. Unrestricted Net Position						53,145	
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: The 2017-18 Final Budget and 2017-18 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 2018-19 ADOPTED BUDGET

Requirements of $76,649 are for the costs of providing refuse services, including administrative support charges. Sources of $72,969 primarily represent revenue from special assessment service charges.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $2,277 for increased refuse service costs.

ANALYSIS OF NET POSITION

It is the department's practice that when the Estimated Net Position Available exceeds 25% of Requirements, Net Position may be used for operating costs. For 2018-19, CSA 70 HL exceeds the 25% threshold and therefore this budget includes the Use of Net Position to fund refuse services. The department will monitor the operations of this district and make adjustments, when needed, to eliminate continued reliance on Net Position for ongoing costs.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

Sanitation Districts Enterprise Funds – Consolidated

DESCRIPTION OF MAJOR SERVICES

The Special Districts Department provides for the management, funding, and maintenance of sanitation collection systems and wastewater treatment facilities throughout the following County Service Areas (CSA) and Zones:

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$9,162,461
Total Sources (Incl. Reimb.)	$8,947,185
Use of / (Contribution To) Net Position	$215,276
Total Staff	0

CSA 42 Oro Grande was established by the County of San Bernardino Board of Supervisors on December 27, 1965 to provide sewer services. This CSA is funded by user fees and service charges on 197 Equivalent Dwelling Units (EDU). The sewage collection system is operated by the department, and the Victor Valley Wastewater Reclamation Authority (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 Zone, which provides sewer services to 1,260 EDUs, is funded by user fees and service charges. The sewage collection system is operated by the department and includes an innovative vacuum system. Sewage treatment is provided through a contract with the Big Bear Area Regional Water Agency (BBARWA).

CSA 64 Spring Valley Lake was established by the County of San Bernardino Board of Supervisors on December 30, 1968 to provide sewer services. This CSA, which provides service charges to 4,391 EDUs, is funded by property tax revenue, user fees, and service charges. 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. This Zone, which is funded by user fees and service charges, is expected to provide services for 197 EDUs as a result of a low-income housing development. Sewage treatment is provided by the City of Rialto.

CSA 70 GH Glen Helen was established by the County of San Bernardino Board of Supervisors on August 17, 2004 to provide park and recreation, sewer, and streetlight services to the Glen Helen area. This Zone is funded by developer contributions, user fees, and service charges on 1,924 EDUs. This Zone provides sanitation services to the San Bernardino Sheriff's Department detention facility at Glen Helen, as well as a Master Planned community currently in development.

CSA 70 S-3 Lytle Creek was established by the County of San Bernardino Board of Supervisors on December 2, 1974 to provide sewer services. This Zone is funded by user fees and service charges to 801 EDUs. The Zone provides sanitation services to residents in the Lytle Creek Community and the U.S. Forest Service.

CSA 70 S-7 Lenwood was established by the County of San Bernardino Board of Supervisors on December 19, 1977 to provide sewer services. This Zone completed construction of a new sewer system to replace individual septic systems within Lenwood, but is limited to specific property owners who approved assessments to pay for the Zone's debt service. The City of Barstow performs routine maintenance of the system. This Zone is responsible for non-routine repairs.

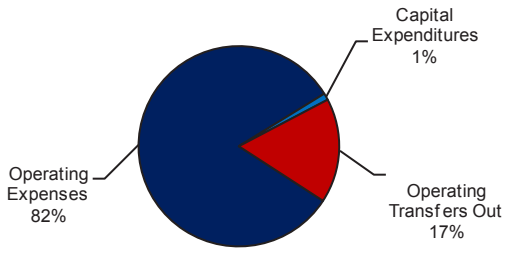
CSA 70 SP-2 High Country was established by the County of San Bernardino Board of Supervisors on May 20, 1985 to provide sewer services. This Zone is funded by user fees and service charges to 231 EDUs in the High Country Development tract of homes. Through an out-of-area service agreement with the City of Hesperia, the Zone also provides service to 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 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).

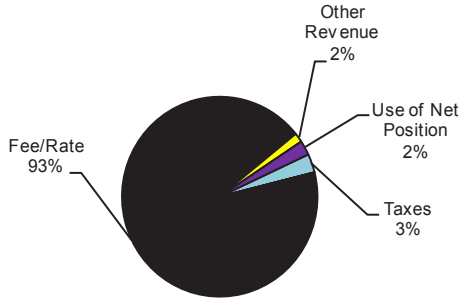
CSA 82 Searles Valley was established by the County of San Bernardino Board of Supervisors on June 28, 1976 to provide sewer services. On June 6, 2000, this CSA was combined with Zone SV-3 (Trona) and Zone SV-4 (Pioneer Point) through the Board of Supervisors' Resolution No. 2000-132. The combined CSA 82 is funded primarily by property tax revenue, user fees, and service charges to 750 EDUs.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: Sanitation Districts - Consolidated

BUDGET UNIT: Various
FUNCTION: Health and Sanitation
ACTIVITY: Sanitation

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	5,845,313	6,825,351	6,601,620	7,577,983	5,971,256	7,516,752	**(61,231)**
Capital Expenditures	1,072,857	0	0	165,000	37,620	100,000	**(65,000)**
Total Exp Authority	6,918,170	6,825,351	6,601,620	7,742,983	6,008,876	7,616,752	**(126,231)**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	6,918,170	6,825,351	6,601,620	7,742,983	6,008,876	7,616,752	**(126,231)**
Operating Transfers Out	1,299,668	953,914	744,023	2,012,180	1,431,663	1,545,709	**(466,471)**
Total Requirements	8,217,838	7,779,265	7,345,643	9,755,163	7,440,539	9,162,461	**(592,702)**
Sources							
Taxes	242,845	82,198	495,168	260,565	308,219	275,818	**15,253**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	538	489	506	489	471	489	**0**
Fee/Rate	6,434,005	7,190,790	6,422,032	7,797,173	7,341,841	8,527,488	**730,315**
Other Revenue	(40,636)	481,840	337,969	352,592	333,427	139,991	**(212,601)**
Total Revenue	6,636,752	7,755,317	7,255,675	8,410,819	7,983,958	8,943,786	**532,967**
Operating Transfers In	671,853	406,646	297,000	28,237	40,000	3,399	**(24,838)**
Total Financing Sources	7,308,605	8,161,963	7,552,675	8,439,056	8,023,958	8,947,185	**508,129**
Net Position							
Use of/ (Contribution to) Net Position**	909,233	(382,698)	(207,032)	1,316,107	(583,419)	215,276	**(1,100,831)**
Est. Net Position Available						2,693,826	
Total Est. Unrestricted Net Position						2,909,102	
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: The 2017-18 Final Budget and 2017-18 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 2018-19 ADOPTED BUDGET

	2018-19				
	Requirements	Sources	Use of / (Contribution to) Net Position	Estimated Net Position Available	Staffing
Enterprise Funds					
CSA 42 Oro Grande (Fund 4500)	192,364	185,000	7,364	0	0
CSA 53B Fawnskin (Fund 4536)	1,152,603	947,924	204,679	128,786	0
CSA 64 Spring Valley Lake (Fund 4572)	2,547,449	2,716,622	(169,173)	1,233,283	0
CSA 70 BL Bloomington (Fund 4610)	1,544,669	1,822,997	(278,328)	435,055	0
CSA 70 GH Glen Helen (Fund 4652)	1,236,777	1,007,320	229,457	53,181	0
CSA 70 S-3 Lytle Creek (Fund 4726)	642,850	596,390	46,460	438,299	0
CSA 70 S-7 Lenwood (Fund 4764)	14,128	13,077	1,051	47	0
CSA 70 SP-2 High Country (Fund 4744)	267,669	295,707	(28,038)	112,319	0
CSA 79 Green Valley Lake (Fund 4850)	1,138,960	992,385	146,575	264,843	0
CSA 82 Searles Valley (Fund 4866)	424,992	369,763	55,229	28,013	0
Total Enterprise Funds	9,162,461	8,947,185	215,276	2,693,826	0



MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Requirements of $9.2 million include Operating Expenses of $7.5 million to maintain and manage ten sanitation districts. These expenses include maintenance costs, utilities, various professional services, and administrative support charges. In addition, Operating Transfers Out of $1.5 million primarily represent transfers to the Capital Replacement Reserve Fund for various sanitation districts.

Sources of $8.9 million primarily represent revenue from property taxes, user fees, and service charges.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $592,702 largely due to reduced Operating Transfers Out to Capital Replacement Reserve for future capital improvement projects. Sources are increasing by $508,129 primarily due to additional revenue generated from new sewer connections and Board-approved fee increases for certain sanitation districts.

ANALYSIS OF NET POSITION

A total of seven sanitation districts are budgeting the Use of Net Position for 2018-19. Of these seven, the following four districts are using Net Position for one-time costs (Operating Transfers Out to the Capital Replacement Reserve Fund):

- CSA 53B Fawnskin
- CSA 70 S-3 Lytle Creek
- CSA 79 Green Valley Lake
- CSA 82 Searles Valley

The other three districts budgeting the Use of Net Position, as follows, are using this funding source to support ongoing costs:

- CSA 42 Oro Grande
- CSA 70 GH Glen Helen
- CSA 70 S-7 Lenwood

The department will review the operations of these three districts and make adjustments (reduce expenses and/or increase revenue) needed to eliminate continued reliance on Net Position for ongoing costs.

The 2018-19 budget also reflects a Contribution to Net Position for the following three sanitation districts in order to set aside funds for significant, one-time expenses in the future:

- CSA 64 Spring Valley Lake
- CSA 70 BL Bloomington
- CSA 70 SP-2 High Country

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with these budget units.

Water Districts Enterprise Funds – Consolidated

DESCRIPTION OF MAJOR SERVICES

The Special Districts Department provides for the management, funding, and maintenance of water distribution systems throughout unincorporated areas of various County Service Areas (CSA) and Zones. Sources of funding include property taxes, service charges, and user fees.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$8,321,192
Total Sources (Incl. Reimb.)	$6,608,832
Use of / (Contribution To) Net Position	$1,712,360
Total Staff	0

CSA 42 Oro Grande was established by the County of San Bernardino Board of Supervisors on December 27, 1965 to provide water services. This CSA provides for the operation and maintenance of 142 water connections.

CSA 64 Spring Valley Lake was established by the County of San Bernardino Board of Supervisors on December 30, 1968 to provide water services. This CSA provides for the operation and maintenance of 3,897 water connections. The CSA maintains five wells, one booster station, and three water tanks.

CSA 70 CG Cedar Glen was established by the County of San Bernardino Board of Supervisors on July 12, 2005 to provide water services. This Zone provides for the operation and maintenance of 330 water connections. On September 15, 2009, the electorate of CSA 70 CG authorized an annual special tax of $84 per parcel for repayment of loans in connection with the water system in the unincorporated area of Cedar Glen. The special tax is billed to 2,831 parcels within the district.

CSA 70 F Morongo Valley was established by the County of San Bernardino Board of Supervisors on September 20, 1971 to provide water services. This Zone provides for the operation and maintenance of 83 water connections. The CSA maintains three wells, one booster station, and a reservoir that stores 260,000 gallons of water.

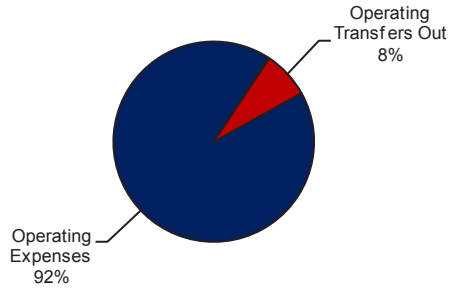
CSA 70 J Oak Hills was established by the County of San Bernardino Board of Supervisors on December 28, 1971 to provide water services. This Zone provides for the operation and maintenance of 3,282 water connections. The Zone maintains five wells, five booster stations, nine water storage reservoirs, and 130 miles of water pipelines ranging from 6 inches to 16 inches in diameter.

CSA 70 W-3 Hacienda was established by the County of San Bernardino Board of Supervisors on December 6, 1976 to provide water services. This Zone provides for the operation and maintenance of 165 water connections. The Zone maintains two wells, two booster stations, and two storage reservoirs.

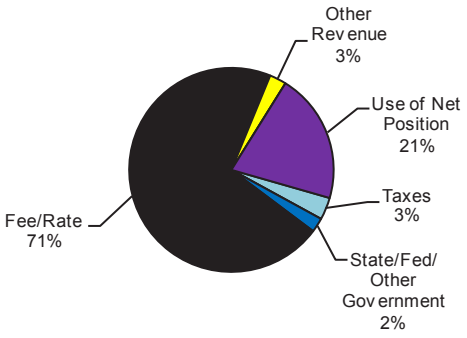
CSA 70 W-4 Pioneertown was established by the County of San Bernardino Board of Supervisors on January 14, 1980 for water services. This Zone provides for the operation and maintenance of 120 water connections. The Zone maintains five wells and two storage reservoirs.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Special Districts
DEPARTMENT: Special Districts
FUND: Water Districts - Consolidated

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

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	5,754,210	8,715,604	5,365,231	7,222,284	5,990,417	7,674,395	**452,111**
Capital Expenditures	12,804	0	46,475	10,000	0	15,000	**5,000**
Total Exp Authority	5,767,014	8,715,604	5,411,706	7,232,284	5,990,417	7,689,395	**457,111**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	5,767,014	8,715,604	5,411,706	7,232,284	5,990,417	7,689,395	**457,111**
Operating Transfers Out	2,142,040	449,548	314,051	498,800	303,000	631,797	**132,997**
Total Requirements	7,909,054	9,165,152	5,725,757	7,731,084	6,293,417	8,321,192	**590,108**
Sources							
Taxes	308,779	507,263	118,479	256,861	298,622	294,444	**37,583**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	4,951	4,812	4,920	303,847	100,934	189,447	**(114,400)**
Fee/Rate	6,641,516	5,994,635	6,013,021	5,677,230	6,316,827	5,903,377	**226,147**
Other Revenue	240,228	(98,933)	1,061,624	207,935	290,337	221,564	**13,629**
Total Revenue	7,195,474	6,407,777	7,198,044	6,445,873	7,006,720	6,608,832	**162,959**
Operating Transfers In	603,218	1,521,049	0	0	0	0	**0**
Total Financing Sources	7,798,692	7,928,825	7,198,044	6,445,873	7,006,720	6,608,832	**162,959**
Net Position							
Use of/ (Contribution to) Net Position**	110,362	1,236,327	(1,472,287)	1,285,211	(713,303)	1,712,360	**427,149**
Est. Net Position Available						1,200,012	
Total Est. Unrestricted Net Position						2,912,372	
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: The 2017-18 Final Budget and 2017-18 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 2018-19 ADOPTED BUDGET

	2018-19				
	Requirements	Sources	Use of / (Contribution to) Net Position	Estimated Net Position Available	Staffing
Enterprise Funds					
CSA 42 Oro Grande (Fund 4502)	248,136	212,889	35,247	115,262	0
CSA 64 Spring Valley Lake (Fund 4580)	3,218,850	2,483,918	734,932	441,059	0
CSA 70 CG Cedar Glen (Fund 4612)	622,008	483,434	138,574	47,172	0
CSA 70 F Morongo Valley (Fund 4634)	232,936	167,761	65,175	69,502	0
CSA 70 J Oak Hills (Fund 4674)	3,456,763	2,791,342	665,421	471,338	0
CSA 70 W-3 Hacienda (Fund 4806)	367,013	314,125	52,888	55,679	0
CSA 70 W-4 Pioneertown (Fund 4826)	175,486	155,363	20,123	0	0
Total Enterprise Funds	8,321,192	6,608,832	1,712,360	1,200,012	0

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Requirements of $8.3 million include Operating Expenses of $7.7 million to maintain and manage seven water districts. These expenses include maintenance, utilities, mitigation costs, debt service payments for CSA 70 CG Cedar Glen, various professional services, and administrative support charges. Additionally, Operating Transfers Out of $631,797 represent transfers to the Capital Replacement Reserve Fund for the following districts:

- CSA 42 Oro Grande ($25,700)
- CSA 70 CG Cedar Glen ($90,000)
- CSA 70 J Oak Hills ($516,097)

Sources of $6.6 million represent revenue primarily from user fees and service charges.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $590,108 primarily due to water meter replacement projects for CSA 64 Spring Valley Lake and CSA 70 J Oak Hills. Sources are increasing by $162,959 primarily due to additional revenue from increased water consumption.

ANALYSIS OF NET POSITION

All seven water districts are budgeting the Use of Net Position for 2018-19. Of these seven, the following four districts are using Net Position almost entirely for one-time costs (primarily Operating Transfers Out to Capital Replacement Reserve and appropriation for two water meter replacement projects):

- CSA 42 Oro Grande
- CSA 64 Spring Valley Lake
- CSA 70 CG Cedar Glen
- CSA 70 J Oak Hills

The other three water districts, as follows, are using Net Position exclusively to support ongoing costs:

- CSA 70 F Morongo Valley
- CSA 70 W-3 Hacienda
- CSA W-4 Pioneertown

The department will review the operations of these three districts and make adjustments (reduce expenses and/or increase revenue) needed to eliminate continued reliance on Net Position for ongoing costs.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with these budget units.

Capital Improvement Program

DESCRIPTION OF MAJOR SERVICES

The Capital Improvement Program (CIP) of the Special Districts Department is an internal planning tool to provide the Board of Supervisors with information to assist in the decision-making process of allocating limited resources for capital projects. The CIP provides for the acquisition, construction, reconstruction, fixtures and equipment, renovation, rehabilitation or replacement of facilities, equipment, and infrastructure with a life expectancy of at least five years and capital costs of $5,000 or more. The program:

- Recommends priorities for capital projects based on capital improvement criteria for the department's general, parks, roads, sanitation, and water facilities/infrastructure.

- Performs long-range planning to:
  - Link department capital and operational budget plans to countywide strategic plans.
  - Conduct physical condition assessments through periodic surveys of facilities to identify major, large scale projects to repair and rehabilitate department assets.
  - Identify opportunities for energy efficiencies, life-cycle increases, and maintenance, and operating cost reductions.
  - Recognize future infrastructure needs.
  - Develop formal estimates of costs and seek adequate project funding.

CIP projects extend the useful life of facilities, ensure continued service of infrastructure, and decrease operating expenses in some cases.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

A total of 77 projects with an aggregate amount of $42.2 million are included in the 2018-19 CIP budget. The most significant of these projects are:

- Big Bear Alpine Zoo Relocation – $4.1 million for continued construction of a new zoo located on Club View Drive in the City of Big Bear Lake. The new zoo, which is scheduled for completion in 2018-19, will improve the size and quality of inhabitant enclosures, health and welfare of each animal, and overall visitor experience at the facility.

- CSA 70 Water and Sanitation Office Relocation – $1.4 million to purchase and remodel a new office building in the High Desert for the department's Water and Sanitation Division (Division). The department currently leases a building that has insufficient space for the Division's existing needs.

- Lake Gregory Dam – $9.9 million for continued rehabilitation of the Lake Gregory Dam. This project has a number of elements that include: repair and expansion of the Dam's buttress, installation of a new lake outlet/drain valve, sedimentation removal, and floodwater retention basin construction. The project is scheduled for completion in 2018-19.

- Snowdrop Road Paving Project – $6.7 million for design and construction of a two-mile stretch of new road (Snowdrop Road) in the Rancho Cucamonga area. The project will be funded by a voter-approved special assessment tax authorized by the Board of Supervisors on March 13, 2018 (Item No. 65).

- CSA 70 CG Cedar Glen – $2.4 million for water system improvements. The project, which includes construction of water pipelines, a production well and reservoir, is needed to provide additional fire protection and potable water for the residents of Cedar Glen.

- CSA 70 W-4 Pioneertown – $5.2 million for design and construction of a 3.5 mile water pipeline, 75,000 gallon reservoir, and 200 gallon-per-minute pump station. This project will enhance the water distribution and storage infrastructure needed to provide an improved, quality water source for the residents of Pioneertown.

A complete list of the department's CIP projects budgeted for 2018-19 is presented on the following pages.

Special Districts
2018-19 Capital Improvement Program Projects

Proj.	Special District/Location	Budget Book Group	Project Name-Description	WBSE	Fund
1	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	30.30.0002	3164
2	Big Bear Valley Recreation and Park District	Big Bear Valley Recreation and Park District	Big Bear General Park Improvements	30.30.0003	3161
3	Big Bear Valley Recreation and Park District	Big Bear Valley Recreation and Park District	Meadow Park Improvements	30.30.0001	3161
4	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	30.30.0004	3166
5	CSA 120 No. Etiwanda Preserve	General Districts	CSA 120 Parking Lot Extension	30.30.0005	3730
6	CSA 40 Elephant Mountain	General Districts	Tower Bracing and Stabilization	30.30.0006	3530
7	CSA 70 CIP Projects	General Districts	Water & Sanitation Office Relocation	30.30.0007	3604
8	CSA 70 Countywide	General Districts	Lake Gregory Dam	30.30.0008	3604
9	CSA 70 Countywide	General Districts	Snowdrop Road Project - Design and construct a new road	30.30.0009	3600
10	CSA 70 D-1 Lake Arrowhead	General Districts	MacKay Park Improvements (Phase I)	30.30.0010	3620
11	CSA 70 D-1 Lake Arrowhead	General Districts	MacKay Park Improvements (Phase II)	New	3620
12	CSA 70 D-1 Lake Arrowhead	General Districts	MacKay Park Improvements (Phase III)	New	3620
13	CSA 70 TV-4 Wonder Valley	General Districts	Partial Relocation of Pinto Mountain Power Lines	30.30.0012	3700
14	CSA 20 Joshua Tree	Park Districts	Desert View Conservation Program	30.30.0013	3512
15	CSA 20 Joshua Tree	Park Districts	Dog Park	New	3512
16	CSA 70 P-13 El Rancho Verde	Park Districts	Median Renovation	30.30.0078	3602
17	CSA 59 Deer Lodge Park	Road Districts	Paving Project	New	3560
18	CSA 68 Valley of the Moon	Road Districts	Paving Project	30.30.0075	3580
19	CSA 70 R-2 Twin Peaks	Road Districts	Paving Project	30.30.0017	3636
20	CSA 42 Oro Grande	Sanitation Districts	Flow Meter & Traffic Rated Vault	30.30.0019	4514
21	CSA 42 Oro Grande	Sanitation Districts	Sewer System Improvements (Phase II)	30.30.0018	4514
22	CSA 53B Fawnskin	Sanitation Districts	Collection System Improvements	30.30.0020	4532
23	CSA 53B Fawnskin	Sanitation Districts	Storage Building	30.30.0021	4532
24	CSA 53B Fawnskin	Sanitation Districts	Vacuum Line Improvements (4000' N. of Station)	30.30.0022	4532
25	CSA 64 Spring Valley Lake	Sanitation Districts	Collection System Improvements	30.30.0024	4570
26	CSA 64 Spring Valley Lake	Sanitation Districts	Lakeview Lift Station Renovation	30.30.0023	4570
27	CSA 64 Spring Valley Lake	Sanitation Districts	Manhole Raising Phase II	30.30.0025	4570
28	CSA 64 Spring Valley Lake	Sanitation Districts	Sewer Line Replacement	30.30.0026	4570
29	CSA 70 GH Glen Helen	Sanitation Districts	Reach #1 Reclaimed Water Pipeline	30.30.0029	4656
30	CSA 70 GH Glen Helen	Sanitation Districts	Screw Press for Sludge	30.30.0028	4656
31	CSA 70 GH Glen Helen	Sanitation Districts	Treatment Plant Upgrades (Headworks)	30.30.0027	4656
32	CSA 70 S-3 Lytle Creek	Sanitation Districts	Bar Screen Upgrade	30.30.0033	4730
33	CSA 70 S-3 Lytle Creek	Sanitation Districts	Creekside Line Relocation & Protection	30.30.0031	4730
34	CSA 70 S-3 Lytle Creek	Sanitation Districts	Force Main Upgrade	30.30.0032	4730



Special Districts
2018-19 Capital Improvement Program Projects

Total Project Cost	NEW PROJECTS Discretionary General Funding	NEW PROJECTS Department/ Other Funding	NEW PROJECTS Total New Projects	CARRYOVER PROJECTS Discretionary General Funding	CARRYOVER PROJECTS Department/ Other Funding	CARRYOVER PROJECTS Total Carryover Balances	2018-19 Adopted Requirements	Proj.
12,873,739	1,500,000	2,704,517	4,204,517		(86,016)	(86,016)	4,118,501	1
60,000			-		38,114	38,114	38,114	2
200,000		150,000	150,000		50,979	50,979	200,979	3
1,271,372			-		66,157	66,157	66,157	4
471,000		175,000	175,000		84,312	84,312	259,312	5
104,135			-		81,835	81,835	81,835	6
1,400,000		399,793	399,793		1,000,207	1,000,207	1,400,000	7
19,990,000	2,697,000		2,697,000	7,200,475		7,200,475	9,897,475	8
6,750,000		6,709,891	6,709,891		(54,845)	(54,845)	6,655,046	9
140,000		50,000	50,000		16,960	16,960	66,960	10
100,000		100,000	100,000			-	100,000	11
300,000		300,000	300,000			-	300,000	12
151,952			-		141,200	141,200	141,200	13
456,000		400,000	400,000		2,944	2,944	402,944	14
25,000		25,000	25,000			-	25,000	15
140,000		140,000	140,000			-	140,000	16
200,000		200,000	200,000		23,182	23,182	223,182	17
255,000			-		197,315	197,315	197,315	18
150,000		20,000	20,000		101,060	101,060	121,060	19
25,000			-		25,000	25,000	25,000	20
229,823			-		208,088	208,088	208,088	21
641,795			-		441,088	441,088	441,088	22
185,000			-		159,031	159,031	159,031	23
800,000			-		100,000	100,000	100,000	24
500,000			-		250,000	250,000	250,000	25
330,000			-		324,952	324,952	324,952	26
150,000			-		150,000	150,000	150,000	27
400,000			-		354,465	354,465	354,465	28
660,000		660,000	660,000			-	660,000	29
150,000			-		150,000	150,000	150,000	30
1,000,000			-		688,375	688,375	688,375	31
145,000			-		145,000	145,000	145,000	32
300,000			-		289,107	289,107	289,107	33
150,000			-		149,691	149,691	149,691	34

Special Districts
2018-19 Capital Improvement Program Projects

Proj.	Special District/Location	Budget Book Group	Project Name-Description	WBSE	Fund
35	CSA 70 S-3 Lytle Creek	Sanitation Districts	Sewer Plant Renovation- Oxidation Ditch	30.30.0030	4730
36	CSA 79 Green Valley Lake	Sanitation Districts	Easement Survey, Inspection & GIS	30.30.0034	4844
37	CSA 82 Searles Valley	Sanitation Districts	Collection Line for School & Apt Complex	30.30.0035	4868
38	CSA 82 Searles Valley	Sanitation Districts	North Pioneer Point Septic Tank #2 (50k gallons)	30.30.0036	4868
39	CSA 82 Searles Valley	Sanitation Districts	Pioneer Point Outfall Replacement	30.30.0038	4868
40	CSA 82 Searles Valley	Sanitation Districts	South Pioneer Point Septic Tank #1 (25k gallons)	30.30.0037	4868
41	CSA 42 Oro Grande	Water Districts	Mill Street Railway Crossing	30.30.0039	4506
42	CSA 42 Oro Grande	Water Districts	Reservoir 2 (Design)	30.30.0042	4506
43	CSA 42 Oro Grande	Water Districts	TXI Land Acquisition / Design	30.30.0041	4506
44	CSA 42 Oro Grande	Water Districts	Water Chlorinators	30.30.0040	4506
45	CSA 64 Spring Valley Lake	Water Districts	Archway Relocation/Renovations	30.30.0045	4582
46	CSA 64 Spring Valley Lake	Water Districts	Pebble Beach Reservoir #1 - Rehabilitation	30.30.0043	4582
47	CSA 64 Spring Valley Lake	Water Districts	Santa Fe Reservoir Seismic Retrofit	30.30.0047	4582
48	CSA 64 Spring Valley Lake	Water Districts	Tamarisk Reservoir	30.30.0046	4582
49	CSA 64 Spring Valley Lake	Water Districts	Water System Chlorinators	30.30.0044	4582
50	CSA 64 Spring Valley Lake	Water Districts	Water Well #1 Pump	30.30.0048	4596
51	CSA 70 CG Cedar Glen	Water Districts	Corrosion Control Study & Treatment	30.30.0051	4618
52	CSA 70 CG Cedar Glen	Water Districts	Pipeline Replacement Project	30.30.0050	4618
53	CSA 70 CG Cedar Glen	Water Districts	Pneumatic Tank	30.30.0052	4618
54	CSA 70 CG Cedar Glen	Water Districts	Tab Chlorinator	30.30.0053	4618
55	CSA 70 CG Cedar Glen	Water Districts	Water System Improvements (Cypress Tank)	30.30.0054	4618
56	CSA 70 F - Morongo Valley	Water Districts	Pipeline Replacement	30.30.0056	4638
57	CSA 70 F - Morongo Valley	Water Districts	Tab Chlorinator	30.30.0057	4638
58	CSA 70 F - Morongo Valley	Water Districts	Uranium Treatment System	30.30.0055	4638
59	CSA 70 J Oak Hills	Water Districts	Pilot Study for Chromium VI Treatment	30.30.0059	4684
60	CSA 70 J Oak Hills	Water Districts	Reservoir 3A	30.30.0076	4684
61	CSA 70 J Oak Hills	Water Districts	Water line extension: Baldy Mesa Road	30.30.0063	4684
62	CSA 70 J Oak Hills	Water Districts	Water Line Extensions - Elm Street	30.30.0066	4684
63	CSA 70 J Oak Hills	Water Districts	Water Line Extensions - Muscatel to Aster	30.30.0077	4684
64	CSA 70 J Oak Hills	Water Districts	Water Line Extensions - Buffalo Road	30.30.0064	4684
65	CSA 70 J Oak Hills	Water Districts	Water Line Extensions - Oak Hill Road	30.30.0065	4684



Special Districts
2018-19 Capital Improvement Program Projects

Total Project Cost	NEW PROJECTS Discretionary General Funding	NEW PROJECTS Department/ Other Funding	NEW PROJECTS Total New Projects	CARRYOVER PROJECTS Discretionary General Funding	CARRYOVER PROJECTS Department/ Other Funding	CARRYOVER PROJECTS Total Carryover Balances	2018-19 Adopted Requirements	Proj.
65,000			-		65,000	65,000	65,000	35
100,000			-		54,576	54,576	54,576	36
175,000			-		103,774	103,774	103,774	37
125,000			-		50,000	50,000	50,000	38
400,000			-		353,595	353,595	353,595	39
100,000			-		50,000	50,000	50,000	40
100,000			-		30,000	30,000	30,000	41
250,000			-		205,336	205,336	205,336	42
110,500			-		109,500	109,500	109,500	43
100,000			-		99,690	99,690	99,690	44
478,000			-		371,000	371,000	371,000	45
45,000			-		14,906	14,906	14,906	46
30,000			-		30,000	30,000	30,000	47
3,000,000			-		436,160	436,160	436,160	48
180,000			-		180,000	180,000	180,000	49
87,736			-		30,849	30,849	30,849	50
100,000			-		44,069	44,069	44,069	51
450,000			-		439,251	439,251	439,251	52
250,000			-		63,063	63,063	63,063	53
20,000			-		20,000	20,000	20,000	54
4,343,475			-		2,429,404	2,429,404	2,429,404	55
75,000		72,000	72,000			-	72,000	56
20,000		20,000	20,000			-	20,000	57
325,000		233,393	233,393		81,963	81,963	315,356	58
200,000			-		198,000	198,000	198,000	59
2,000,000		500,000	500,000		150,000	150,000	650,000	60
150,000			-		37,268	37,268	37,268	61
225,000		50,651	50,651		164,704	164,704	215,355	62
300,000			-		300,000	300,000	300,000	63
85,000			-		50,562	50,562	50,562	64
225,000			-		218,753	218,753	218,753	65

Special Districts
2018-19 Capital Improvement Program Projects

Proj.	Special District/Location	Budget Book Group	Project Name-Description	WBSE	Fund
66	CSA 70 J Oak Hills	Water Districts	Water Pipeline Replacement	30.30.0058	4684
67	CSA 70 J Oak Hills	Water Districts	Water System Chlorinators	30.30.0061	4684
68	CSA 70 J Oak Hills	Water Districts	Well # 6	30.30.0060	4684
69	CSA 70 J Oak Hills	Water Districts	Well House - install an enclosure around an existing well	30.30.0062	4690
70	CSA 70 W-3 Hacienda	Water Districts	Mainline Replacement	30.30.0070	4808
71	CSA 70 W-3 Hacienda	Water Districts	Office Building	30.30.0067	4808
72	CSA 70 W-3 Hacienda	Water Districts	Tab Chlorinator	30.30.0069	4808
73	CSA 70 W-3 Hacienda	Water Districts	Uranium Treatment System	30.30.0068	4808
74	CSA 70 W-4 Pioneertown	Water Districts	Offsite Pipeline Supply - design and construct 3.5 mile water pipeline, 75,000 gallon water reservoir, and 200 gallon-per-minute pump station	30.30.0072	4828
					Total
Completed Projects (the residual amount will be transferred from the CIP Fund to the District's Operating Fund):					
75	CSA 18 Cedarpines	Road Districts	Paving Project	N/A	3500
76	CSA 69 Lake Arrowhead	Road Districts	Road Improvements	N/A	3590
77	CFD 2006-1 Lytle Creek North	General Districts	Detention Basin Improvements	N/A	3634
Other Capital Projects Budgeted in the District Operating Funds:					
78	CSA 70 Countywide	General Districts	Calico Water Treatment Improvements - Regional Parks	30.30.0074	1378
79	CSA 63 Oak Glen Yucaipa	Park Districts	Park Improvements	30.30.0014	1360
80	CSA 70 R-48 Erwin Lake West	Road Districts	Paving Project	New	1733



Special Districts
2018-19 Capital Improvement Program Projects

Total Project Cost	NEW PROJECTS Discretionary General Funding	NEW PROJECTS Department/ Other Funding	NEW PROJECTS Total New Projects	CARRYOVER PROJECTS Discretionary General Funding	CARRYOVER PROJECTS Department/ Other Funding	CARRYOVER PROJECTS Total Carryover Balances	2018-19 Adopted Requirements	Proj.
160,754			-		158,221	158,221	158,221	66
175,000			-		174,691	174,691	174,691	67
850,000			-		299,897	299,897	299,897	68
130,000			-		114,751	114,751	114,751	69
200,000		44,858	44,858		42,642	42,642	87,500	70
150,000			-		33,214	33,214	33,214	71
20,000		19,691	19,691			-	19,691	72
325,000		325,000	325,000			-	325,000	73
5,535,509		5,044,527	5,044,527		115,417	115,417	5,159,944	74
72,365,790	**4,197,000**	**18,344,321**	**22,541,321**	**7,200,475**	**12,418,457**	**19,618,932**	**42,160,253**	
220,000			-		12,357	12,357	12,357	75
165,680			-		1	1	1	76
26,926			-		13,331	13,331	13,331	77
2,500,000	2,090,824		2,090,824			-	2,090,824	78
50,000		10,000	10,000			-	10,000	79
135,000		135,000	135,000			-	135,000	80

Reserves

DESCRIPTION OF MAJOR SERVICES

The Special Districts Department has established several reserves to provide a mechanism for funding future infrastructure needs and other significant one-time expenditures, while promoting financial stability by reducing reliance on indebtedness.

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Requirements include the following Operating Transfers Out:

Special Revenue Funds

- $2.0 million to CSA 70 Countywide for the one-time purchase of permanent water rights and related mitigation costs.
- $399,793 to the CSA 70 Countywide CIP Fund for costs related to the department's Water and Sanitation office relocation.

Enterprise Funds

- $550,651 to the CSA 70 J Oak Hills Capital Improvement Program (CIP) Fund to assist with construction of Reservoir 3A ($500,000) and water line extensions at Elm Street ($50,651).

Sources primarily represent Operating Transfers In of $2.0 million from the operating funds of various Water and Sanitation Districts for future capital replacement/expansion projects, and interest revenue.

A complete list of reserves managed by the department is presented on the following pages.

SPECIAL DISTRICTS
2018-19 RESERVES

FUND TYPE: SPECIAL REVENUE FUNDS

Description	Fund(s)	Requirements	Sources	Use of/ (Contribution to) Fund Balance	Available Reserves	Fund Balance
DISTRICT TYPE						
DISTRICT NAME						
GENERAL DISTRICTS						
CSA 70 Countywide						
Termination Benefits Reserve	1384	-	25,000	(25,000)	2,610,809	2,585,809
General Reserve	1382/1386	2,000,000	38,000	1,962,000	1,871,723	3,833,723
CSA Loan Fund	1380	399,793	256,000	143,793	1,189,897	1,333,690
North Etiwanda Trust Reserve	3920	-	5,000	(5,000)	1,628,891	1,623,891
TOTAL FOR GENERAL DISTRICTS		**2,399,793**	**324,000**	**2,075,793**	**7,301,320**	**9,377,113**

PARK DISTRICTS
Reserves Maintained In District Operations Budget

ROAD DISTRICTS
Reserves Maintained In District Operations Budget

STREETLIGHT DISTRICTS
Reserves Maintained In District Operations Budget

BIG BEAR VALLEY RECREATION AND PARK DISTRICT
Reserves Maintained In District Operations Budget

BLOOMINGTON RECREATION AND PARK DISTRICT
Reserves Maintained In District Operations Budget

SPECIAL DISTRICTS
2018-19 RESERVES

FUND TYPE: ENTERPRISE FUNDS

Description	Fund(s)	Requirements	Sources	Use of/ (Contribution to) Net Position	Est. Net Position Available	Total Est. Unrestricted Net Position
DISTRICT TYPE						
DISTRICT NAME						
SANITATION DISTRICTS						
CSA 42 Oro Grande						
Capital Replacement Reserve	4508	-	620	(620)	56,088	55,468
Capital Expansion Reserve	4512	-	350	(350)	9,454	9,104
District Totals		-	970	(970)	65,542	64,572
CSA 53 B Fawnskin						
Capital Replacement Reserve	4530	-	186,800	(186,800)	857,087	670,287
Capital Expansion Reserve	4534	-	1,500	(1,500)	182,916	181,416
District Totals		-	188,300	(188,300)	1,040,003	851,703
CSA 64 Spring Valley Lake						
Capital Replacement Reserve	4574	-	500,123	(500,123)	2,519,329	2,019,206
Capital Expansion Reserve	4578	-	28,573	(28,573)	1,306,392	1,277,819
District Totals		-	528,696	(528,696)	3,825,721	3,297,025
CSA 70 BL Bloomington						
Capital Replacement Reserve	4609	-	100,000	(100,000)	144,675	44,675
Capital Expansion Reserve	4608	-	189,734	(189,734)	189,734	-
District Totals		-	289,734	(289,734)	334,409	44,675
CSA 70 GH Glen Helen						
Capital Replacement Reserve	4654	-	3,200	(3,200)	429,844	426,644
District Totals		-	3,200	(3,200)	429,844	426,644
CSA 70 S-3 Lytle Creek						
Capital Replacement Reserve	4724	-	115,803	(115,803)	485,586	369,783
Capital Expansion Reserve	4728	-	11,529	(11,529)	235,884	224,355
District Totals		-	127,332	(127,332)	721,470	594,138
CSA 70 SP-2 High Country						
Capital Replacement Reserve	4746	-	32,652	(32,652)	656,111	623,459
Capital Expansion Reserve	4748	-	2,000	(2,000)	333,525	331,525
District Totals		-	34,652	(34,652)	989,636	954,984
CSA 70 SP-7 Lenwood						
Capital Replacement Reserve	4768	-	2,100	(2,100)	489,729	487,629
Capital Expansion Reserve	4766	-	-	-	122,119	122,119
District Totals		-	2,100	(2,100)	611,848	609,748
CSA 79 Green Valley Lake						
Capital Replacement Reserve	4848	-	185,348	(185,348)	1,163,953	978,605
Capital Expansion Reserve	4846	-	250	(250)	34,675	34,425
District Totals		-	185,598	(185,598)	1,198,628	1,013,030
CSA 82 Searles Valley						
Capital Replacement Reserve	4864	-	60,100	(60,100)	106,115	46,015
Capital Expansion Reserve	4870	-	1,700	(1,700)	263,586	261,886
District Totals		-	61,800	(61,800)	369,701	307,901
TOTAL FOR SANITATION DISTRICTS		**-**	**1,422,382**	**(1,422,382)**	**9,586,802**	**8,164,420**



SPECIAL DISTRICTS
2018-19 RESERVES

FUND TYPE: ENTERPRISE FUNDS

Description	Fund(s)	Requirements	Sources	Use of/ (Contribution to) Net Position	Est. Net Position Available	Total Est. Unrestricted Net Position
DISTRICT TYPE						
DISTRICT NAME						
WATER DISTRICTS						
CSA 42 Oro Grande						
Capital Replacement Reserve	4510	-	26,320	(26,320)	192,940	166,620
Capital Expansion Reserve	4504	-	-	-	135,998	135,998
District Totals		-	26,320	(26,320)	328,938	302,618
CSA 64 Spring Valley Lake						
Capital Replacement Reserve	4590	-	12,000	(12,000)	1,254,991	1,242,991
Capital Expansion Reserve	4576	-	15,115	(15,115)	276,001	260,886
District Totals		-	27,115	(27,115)	1,530,992	1,503,877
CSA 70 CG Cedar Glen						
Capital Replacement Reserve	4616	-	92,500	(92,500)	620,987	528,487
Capital Expansion Reserve	4614	-	135	(135)	20,191	20,056
District Totals		-	92,635	(92,635)	641,178	548,543
CSA 70 F Morongo Valley						
Capital Replacement Reserve	4636	-	120	(120)	21,262	21,142
Capital Expansion Reserve	4632	-	1,100	(1,100)	150,409	149,309
District Totals		-	1,220	(1,220)	171,671	170,451
CSA 70 J Oak Hills						
Capital Replacement Reserve	4680	-	524,097	(524,097)	1,496,555	972,458
Capital Expansion Reserve	4678	550,651	146,000	404,651	1,507,294	1,911,945
Rate Stabilization Fund	4682	-	3,200	(3,200)	474,059	470,859
District Totals		550,651	673,297	(122,646)	3,477,908	3,355,262
CSA 70 W-3 Hacienda						
Capital Replacement Reserve	4810	-	350	(350)	47,556	47,206
Capital Expansion Reserve	4804	-	130	(130)	17,769	17,639
District Totals		-	480	(480)	65,325	64,845
CSA 70 W-4 Pioneertown						
Capital Replacement Reserve	4824	-	700	(700)	52,267	51,567
District Totals		-	700	(700)	52,267	51,567
TOTAL FOR WATER DISTRICTS		**550,651**	**821,767**	**(271,116)**	**6,268,279**	**5,997,163**
TOTAL FOR ENTERPRISE FUNDS		**550,651**	**2,244,149**	**(1,693,498)**	**15,855,081**	**14,161,583**

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SAN BERNARDINO COUNTY

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	622				
ADMINISTRATION	625	20,958,478	23,684,499	(2,726,021)	230
MOUNTAIN REGIONAL SERVICE ZONE	628	21,807,978	20,212,957	1,595,021	97
NORTH DESERT REGIONAL SERVICE ZONE	631	54,545,670	53,901,151	644,519	228
SOUTH DESERT REGIONAL SERVICE ZONE	635	20,750,611	19,986,611	764,000	80
VALLEY REGIONAL SERVICE ZONE	639	119,334,573	109,949,000	9,385,573	335
HAZARDOUS MATERIALS	644	9,408,649	9,408,649	0	46
HOUSEHOLD HAZARDOUS WASTE	647	3,595,028	3,595,028	0	34
OFFICE OF EMERGENCY SERVICES	650	3,828,782	3,828,782	0	21
CAL OES GRANT PROGRAMS	653	6,257,205	6,238,896	18,309	0
TOTAL SPECIAL REVENUE FUNDS		260,486,974	250,805,573	9,681,401	1,071

	Page #	Requirements	Sources	Use of (Contribution to) Fund Balance	Staffing
COUNTY FIRE SET-ASIDES	655	16,113,038	5,329,119	10,783,919	0

SAN BERNARDINO COUNTY FIRE PROTECTION DISTRICT

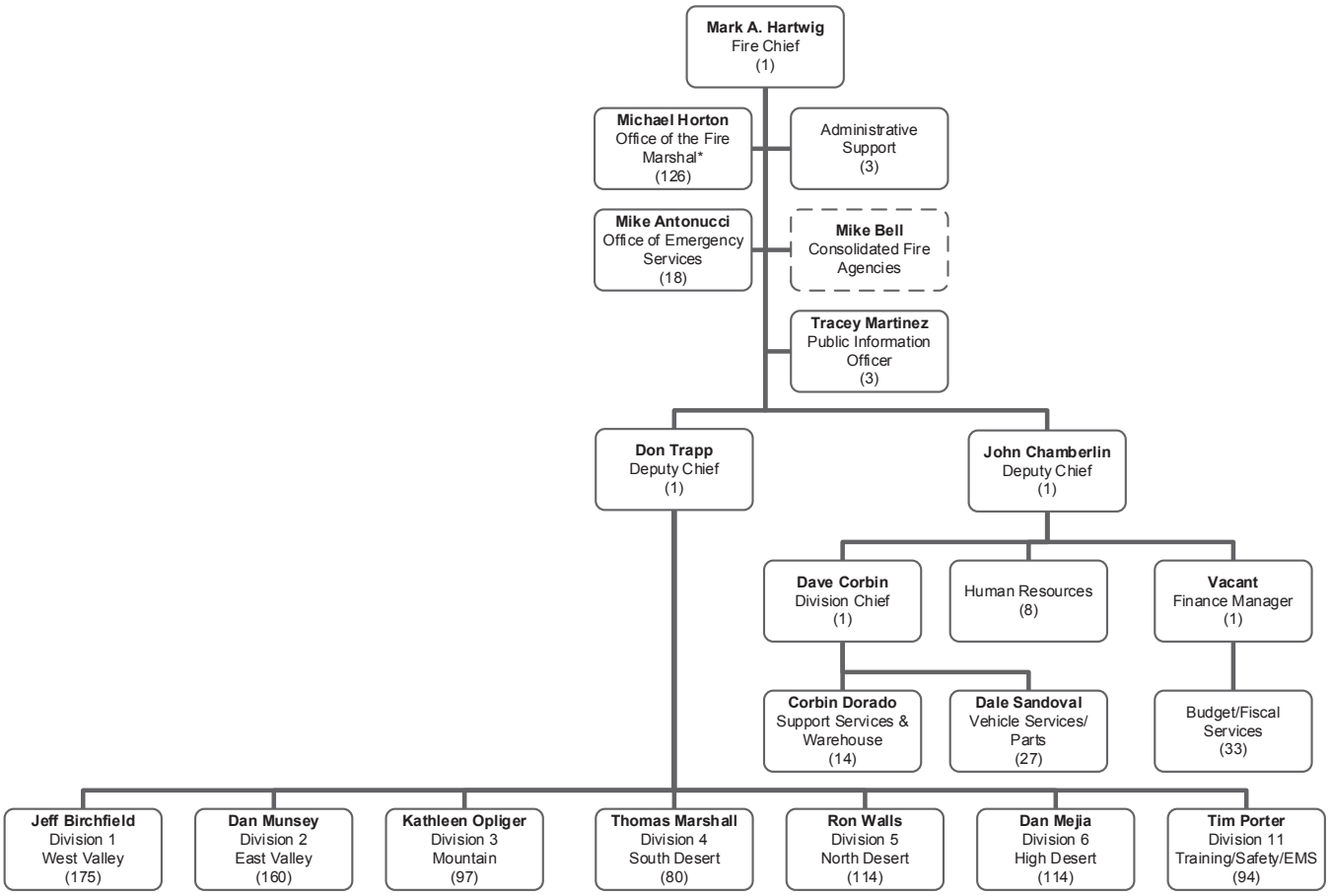
Mark A. Hartwig

DEPARTMENT MISSION STATEMENT



The San Bernardino County Fire Protection District is a community-based, all hazard emergency services provider dedicated to the protection of the public served, organizational sustainability, performance excellence, and safety accomplished through a balance of regionalized services delivery and accountability to local communities.

ORGANIZATIONAL CHART



*Note: Office of the Fire Marshal also includes the Hazardous Materials Division and Household Hazardous Waste Division.

2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Special Revenue Funds						
Fire Administration	20,958,478	23,684,499		(2,726,021)		230
Mountain Regional Service Zone	21,807,978	20,212,957		1,595,021		97
North Desert Regional Service Zone	54,545,670	53,901,151		644,519		228
South Desert Regional Service Zone	20,750,611	19,986,611		764,000		80
Valley Regional Service Zone	119,334,573	109,949,000		9,385,573		335
Hazardous Materials	9,408,649	9,408,649		0		46
Household Hazardous Waste	3,595,028	3,595,028		0		34
Office of Emergency Services	3,828,782	3,828,782		0		21
Cal OES Grant Programs	6,257,205	6,238,896		18,309		0
Total Special Revenue Funds	260,486,974	250,805,573	0	9,681,401	0	1,071
Total - All Funds	260,486,974	250,805,573	0	9,681,401	0	1,071

2017-18 MAJOR ACCOMPLISHMENTS

- Incurred additional fire and emergency medical services responsibilities resulting from annexation of the City of Upland Fire Department.
- Upgraded Ready SB APP with additional features that include the creation of a personalized family emergency plan and a list of go-kit supplies to assist residents in preparing for a local disaster.
- Launched a new multi-layered notification system to facilitate timely and reliable mass communication for alerting all county employees of any rapidly emerging disaster or emergency condition.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure NEW	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 Target
OBJECTIVE	**Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.**	Percentage of fire suppression personnel trained.	N/A	N/A	N/A	100%
STRATEGY	Decrease workers compensation insurance costs by investing in training to reduce injury and potential risks.					

COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure NEW	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 Target
OBJECTIVE	**Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.**	Percentage of calls along the Interstate 15 and Interstate 40 corridors responded to within one hour.	N/A	N/A	N/A	50%
STRATEGY	Enhance the level of care by responding to incidents along the Interstate 15 and Interstate 40 corridors within one hour (from dispatch to arrival).					
STRATEGY	Implement strategic positioning of resources utilizing predictive software programs and develop deployment modeling to improve response times along the Interstate 15 and Interstate 40 corridors.					

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure NEW	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 Target
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Percentage of annual inspections completed.	N/A	N/A	N/A	60%
STRATEGY	Improve County Fire's inspection program by increasing the number of inspections completed annually.					

Fire Administration

DESCRIPTION OF MAJOR SERVICES

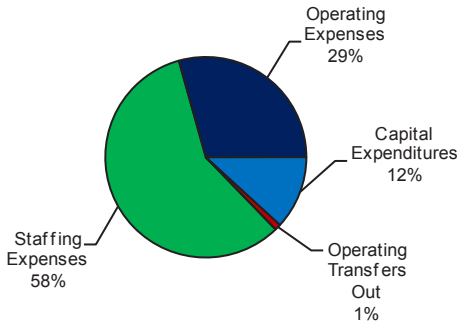
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$43,396,438
Total Sources (Incl. Reimb.)	$46,122,459
Use of/ (Contribution to) Fund Balance	($2,726,021)
Total Staff	230

The San Bernardino County Fire Protection District (County Fire) covers 19,278 square miles and serves more than 60 communities/cities within four Regional Service Zones (Mountain, North Desert, South Desert and Valley), including the City of Grand Terrace, City of Needles, City of San Bernardino, City of Twentynine Palms, City of Upland and the Town of Yucca Valley. Additionally, County Fire provides contractual fire protection services to four cities: Adelanto, Victorville, Hesperia, and Fontana (via its independent fire protection district). County Fire responds to approximately 84,000 calls for service annually.

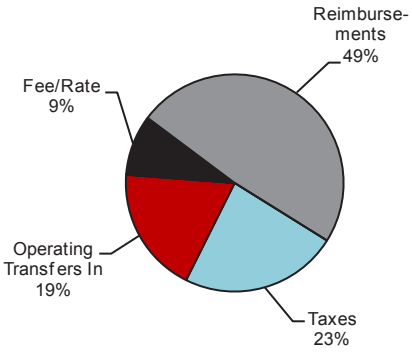
County Fire is a community-based, all hazard emergency services organization providing emergency mitigation and management for fire suppression, emergency medical services (paramedic and non-paramedic), ambulance services, hazardous materials (HAZMAT) response, arson investigation, technical rescue including water borne, flooding and mudslide, winter rescue operations, hazard abatement, and terrorism/weapons of mass destruction. Services and specialized programs include helicopter 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 countywide management system that includes organizational business practices, human resources, financial and accounting services, vehicles services and support, and equipment warehousing and distribution. County Fire also provides for the management of community safety services such as fire prevention, building construction plans and permits, household hazardous waste, local oversight and collection program for hazardous materials, HAZMAT facility inspections, planning and engineering, and public education and outreach.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: Fire Administration

BUDGET UNIT: 106 2410
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	12,716,504	16,510,848	19,381,707	23,011,740	20,993,305	25,122,105	**2,110,365**
Operating Expenses	7,715,361	7,965,651	13,790,766	13,077,716	10,850,538	12,723,184	**(354,532)**
Capital Expenditures	5,989,224	4,184,617	5,102,738	6,365,928	4,985,641	5,133,905	**(1,232,023)**
Total Exp Authority	26,421,089	28,661,116	38,275,211	42,455,384	36,829,484	42,979,194	**523,810**
Reimbursements	(9,409,285)	(10,489,381)	(11,527,310)	(20,524,608)	(17,470,963)	(22,437,960)	**(1,913,352)**
Total Appropriation	17,011,804	18,171,735	26,747,901	21,930,776	19,358,521	20,541,234	**(1,389,542)**
Operating Transfers Out	100,000	110,613	133,181	417,244	417,244	417,244	**0**
Total Requirements	17,111,804	18,282,348	26,881,082	22,348,020	19,775,765	20,958,478	**(1,389,542)**
Sources							
Taxes	7,569,500	7,590,112	8,850,282	9,705,447	9,399,371	10,825,547	**1,120,100**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	1,207,338	307,256	128,662	643,457	180,296	78,294	**(565,163)**
Fee/Rate	1,564,331	2,086,336	2,827,182	5,081,358	4,799,902	3,975,371	**(1,105,987)**
Other Revenue	758,733	208,491	201,437	116,368	292,354	108,211	**(8,157)**
Total Revenue	11,099,902	10,192,195	12,007,563	15,546,630	14,671,923	14,987,423	**(559,207)**
Operating Transfers In	4,789,839	3,026,062	14,110,840	6,801,390	5,560,709	8,697,076	**1,895,686**
Total Financing Sources	15,889,741	13,218,257	26,118,403	22,348,020	20,232,632	23,684,499	**1,336,479**
Fund Balance							
Use of / (Contribution to) Fund Balance**	1,222,063	5,064,091	762,679	0	(456,867)	(2,726,021)	**(2,726,021)**
Available Reserves				1,145,749		4,446,509	**3,300,760**
Total Fund Balance				1,145,749		1,720,488	**574,739**
Budgeted Staffing*	146	191	214	223	223	230	**7**

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

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Requirements of $21.0 million include the following:

- Staffing Expenses of $25.1 million for 230 budgeted positions to provide administrative, finance, fire prevention, training, and other services for County Fire.
- Operating Expenses of $12.7 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 $5.1 million reflect County Fire's agency-wide replacement plan for vehicles, engines, apparatus, and other major equipment purchases.
- Reimbursements of $22.4 million reflect transfers in from County Fire's Regional Service Zones, Office of the Fire Marshal, and the Office of Emergency Services to fund various costs including: fleet, fire prevention and administrative support services; vehicle and equipment replacement; uniform purchases; and training.

Sources of $23.7 million include the following:

- Property tax revenue of $10.8 million
- Operating Transfers In of $8.7 million:
  - $7.8 million from the County General Fund to assist with vehicle replacement, helicopter/air ambulance costs, and various hand crew programs.
  - $873,311 from County Fire set-asides for capital projects and other one-time costs.
- Fee/Rate revenue of $4.0 million primarily from:
  - Fees and permits related to fire safety/fire prevention services ($2.5 million).
  - The REACH contract (an air medical transport provider) that offsets the cost of County Fire staff providing air medical services resulting from annexation of the City of Upland fire services ($1.3 million).

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $1.4 million, which include these significant changes:

- $2.1 million increase in Staffing Expenses due to negotiated salary increases and seven additional positions.
- $1.2 million decrease in Capital Expenditures primarily due to less equipment and capitalized software purchases.
- $1.9 million increase in Reimbursements primarily due to transfers from County Fire's Regional Service Zones for procuring replacement vehicles and apparatus in the prior fiscal year.

Sources are increasing by $1.3 million, which include these significant changes:

- $1.1 million increase in revenue from property taxes based on 2017-18 estimates and approximately 3% increase.
- $1.1 million decrease in Fee/Rate revenue primarily from the REACH contract, an abatement services agreement with the Land Use Services Department, and fire prevention fees based on current services provided.
- $1.9 million increase in Operating Transfers In as follows:
  - $2.4 million increase from the County General Fund primarily to assist with the replacement of vehicles and apparatus.
  - $426,352 decrease from County Fire set-asides primarily due to a reduction in capitalized software purchases.

ANALYSIS OF FUND BALANCE

This budget includes a Contribution to Fund Balance of $2.7 million that primarily reflects transfers from County Fire's Regional Service Zones as reimbursement for procuring replacement vehicles and apparatus in the prior fiscal year.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Administration	4	0	0	0	4	0	4
Administrative Support/PIO	6	0	0	0	6	1	5
Human Resources	8	0	0	0	8	1	7
Budget and Fiscal Services	27	2	0	2	31	4	27
Support Services and Warehouse	14	0	0	0	14	0	14
Office of the Fire Marshal: Fire Prevention	46	0	0	0	46	0	46
Vehicle Services/Parts	27	0	0	0	27	0	27
Special Operations: Training/Safety/EMS	91	5	0	-2	94	22	72
Total	223	7	0	0	230	28	202

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $25.1 million fund 230 budgeted positions of which 202 are regular positions and 28 are limited term positions. Budgeted Staffing is increased by 7 positions as follows:

- Addition of 5 EMS Flight Nurses for medical air transport services as part of the REACH (Helicopter Program) contract acquired through the annexation of the City of Upland Fire Department. The Board of Directors for County Fire approved these positions on July 11, 2017 (Item No. 47). The costs of these positions are funded by contract revenue.

- Addition of 2 Public Service Employees for temporary assistance with ambulance billing and other clerical duties.

Mountain Regional Service Zone

DESCRIPTION OF MAJOR SERVICES

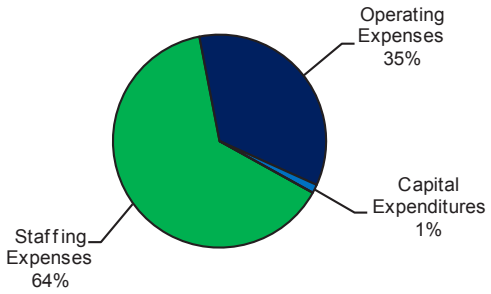
The Mountain Regional Service Zone was formed through a reorganization process effective July 1, 2008 per Local Agency Formation Commission Resolution 2997. This regional service zone provides fire protection services to the areas of Angelus Oaks (Station #98), Fawnskin (Station #96), Forest Falls (Station #99), Green Valley Lake (Station #95), Lake Arrowhead (Stations #91, #92, #93 and #94) and Crest Forest (#24, #25, #26, #28, #29 and #30). Ambulance transport services are provided to the Lake Arrowhead community from Stations #91, #92 and #94, as well as the Crestline community from Stations #25 and #26. Additionally, there are two voter approved special tax paramedic service zones that provide funding for services to the mountain communities.

Budget at a Glance

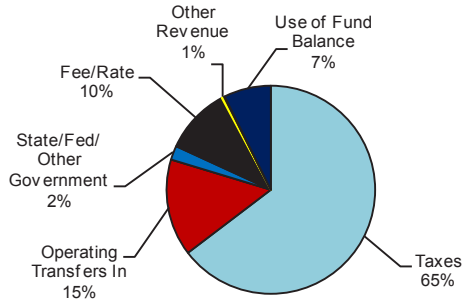
Total Requirements (Excl. Reimb.)	$21,834,142
Total Sources (Incl. Reimb.)	$20,239,121
Use of/ (Contribution to) Fund Balance	$1,595,021
Total Staff	97

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: Mountain Regional Service Zone

BUDGET UNIT: 600 2448
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	10,733,541	11,297,287	12,517,548	12,951,904	12,811,655	13,885,790	**933,886**
Operating Expenses	4,566,419	3,697,173	4,142,175	9,141,202	5,507,077	7,559,494	**(1,581,708)**
Capital Expenditures	20,911	129,983	277,364	523,099	251,396	282,300	**(240,799)**
Total Exp Authority	15,320,871	15,124,443	16,937,087	22,616,205	18,570,128	21,727,584	**(888,621)**
Reimbursements	(290,509)	(2,563)	0	(23,135)	(23,135)	(26,164)	**(3,029)**
Total Appropriation	15,030,362	15,121,880	16,937,087	22,593,070	18,546,993	21,701,420	**(891,650)**
Operating Transfers Out	10,000	54,449	163,216	100,725	100,725	106,558	**5,833**
Total Requirements	15,040,362	15,176,329	17,100,303	22,693,795	18,647,718	21,807,978	**(885,817)**
Sources							
Taxes	8,694,440	12,623,175	12,977,528	13,432,412	13,282,862	14,111,955	**679,543**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	257,113	335,125	503,808	448,882	482,729	475,078	**26,196**
Fee/Rate	5,561,117	2,113,390	2,357,029	2,171,840	3,059,153	2,255,404	**83,564**
Other Revenue	47,041	427,381	141,787	66,422	138,418	81,492	**15,070**
Total Revenue	14,559,711	15,499,071	15,980,152	16,119,556	16,963,162	16,923,929	**804,373**
Operating Transfers In	182,361	206,288	1,521,391	3,702,356	2,439,686	3,289,028	**(413,328)**
Total Financing Sources	14,742,072	15,705,359	17,501,543	19,821,912	19,402,848	20,212,957	**391,045**
Fund Balance							
Use of / (Contribution to) Fund Balance**	298,290	(529,030)	(401,240)	2,871,883	(755,130)	1,595,021	**(1,276,862)**
Available Reserves				737,824		2,769,817	**2,031,993**
Total Fund Balance				3,609,707		4,364,838	**755,131**
Budgeted Staffing*	96	97	103	97	97	97	**0**

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

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Requirements of $21.8 million include the following:

- Staffing Expenses of $13.9 million to provide fire protection, paramedic, ambulance transport, and administrative services to this regional service zone.
- Operating Expenses of $7.6 million for operations of 14 fire stations including facility costs and improvements, vehicle replacement, vehicle services charges, COWCAP, and various other services/supplies.
- Capital Expenditures of $282,300 for various improvement projects and small vehicle purchases.

Sources of $20.2 million include the following:

- Property tax revenue of $14.1 million based on 2017-18 estimates and approximately 3% increase.
- Fee/Rate revenue of $2.3 million from ambulance services and special taxes.
- Operating Transfers In of $3.3 million:
  - $1.3 million from County Fire set-asides for various facility improvements and vehicle purchases.
  - $2.0 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 are as follows:

Service Zone PM-1 Lake Arrowhead provides supplemental funding to support paramedic services to the community of Lake Arrowhead. These services are funded through a voter approved special tax authorized by the Board of Supervisors in September 1986 (originally under CSA 70 Zone PM-1). The special tax was originally approved at $10 per parcel, but was increased to the not to exceed amount of $17 per parcel through voter approval in June 1991. For 2018-19, $304,288 of revenue is budgeted from this special tax. Services are provided through Fire Stations #91, #92 and #94.

Service Zone PM-4 Crestline provides supplemental funding to support paramedic services to the communities in and around Crestline. These services are funded through a special tax 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). The amount of the per parcel special tax is $24.50 (Undeveloped Parcel), $39.50 (Individual Dwelling Unit) and $45.00 (Commercial Unit). This special tax does not include an inflationary factor or cost of living increase. For 2018-19, $396,574 of revenue is budgeted from this special tax. Services are provided through Fire Stations #25 and #26.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $885,817, which include the following:

- $933,886 increase in Staffing Expenses primarily due to negotiated salary increases and retirement costs.
- $1.6 million decrease in Operating Expenses primarily due to a reduction in transfers to County Fire Administration for the replacement of vehicles and apparatus, as well as decreased insurance costs.

Sources are increasing by $391,045, which include the following:

- $679,543 increase in property tax revenue based on 2017-18 estimates and approximately 3% increase.
- $413,328 decrease in Operating Transfers In primarily due to a reduced allocation from the County General Fund.

ANALYSIS OF FUND BALANCE

This budget includes the Use of Fund Balance of $1.6 million that primarily represents transfers to County Fire Administration for the cost of procuring replacement vehicles and apparatus in the prior fiscal year.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Mountain Regional Service Zone	97	0	0	0	97	17	80
Total	97	0	0	0	97	17	80

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $13.9 million fund 97 budgeted positions of which 80 are regular positions and 17 are limited term positions. There are no changes to Budgeted Staffing.

North Desert Regional Service Zone

DESCRIPTION OF MAJOR SERVICES

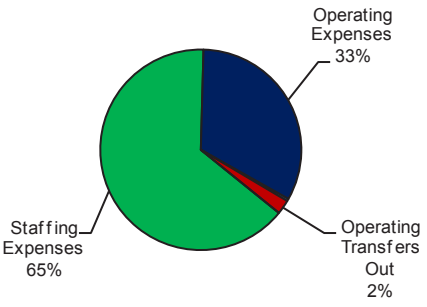
Budget at a Glance

Total Requirements (Excl. Reimb.)	$56,264,465
Total Sources (Incl. Reimb.)	$55,619,946
Use of/ (Contribution to) Fund Balance	$644,519
Total Staff	228

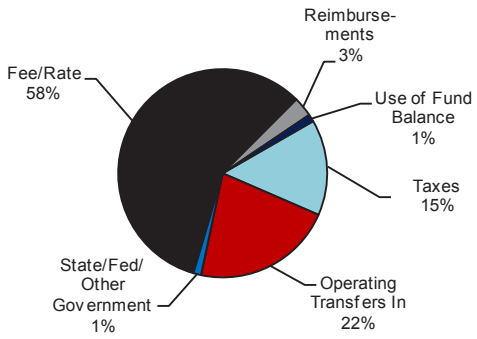
The North Desert Regional Service Zone was formed through a reorganization process effective July 1, 2008 per Local Agency Formation Commission resolution 2997. This regional service zone provides fire protection and paramedic services to the areas of Spring Valley Lake (Station #22), Summit Valley (Station #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 and #314) 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, there are four voter approved special tax fire protection zones that provide funding for services to the communities of Red Mountain, Windy Acres, El Mirage, and Helendale/Silver Lakes.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: North Desert Regional Service Zone

BUDGET UNITS: 590 2442, 201 2415
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	33,274,943	31,936,436	33,024,233	35,798,492	34,934,372	36,343,026	**544,534**
Operating Expenses	11,052,010	12,638,693	13,428,865	18,621,178	16,985,584	18,420,280	**(200,898)**
Capital Expenditures	18,520	165,692	175,573	368,800	151,468	211,620	**(157,180)**
Total Exp Authority	44,345,473	44,740,821	46,628,671	54,788,470	52,071,424	54,974,926	**186,456**
Reimbursements	(1,344,610)	(1,408,624)	(1,433,195)	(1,574,274)	(1,608,486)	(1,718,795)	**(144,521)**
Total Appropriation	43,000,863	43,332,197	45,195,476	53,214,196	50,462,938	53,256,131	**41,935**
Operating Transfers Out	20,000	108,898	1,294,215	1,326,269	1,326,269	1,289,539	**(36,730)**
Total Requirements	43,020,863	43,441,095	46,489,691	54,540,465	51,789,207	54,545,670	**5,205**
Sources							
Taxes	6,497,885	6,873,142	7,310,962	7,498,466	7,774,051	8,360,700	**862,234**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	294,961	485,417	717,688	622,613	694,410	675,779	**53,166**
Fee/Rate	29,369,414	29,064,344	29,875,744	32,610,141	34,003,929	32,481,854	**(128,287)**
Other Revenue	194,964	110,930	119,738	106,470	164,408	110,065	**3,595**
Total Revenue	36,357,224	36,533,833	38,024,132	40,837,690	42,636,798	41,628,398	**790,708**
Operating Transfers In	7,226,943	4,452,010	9,678,662	12,169,828	11,720,828	12,272,753	**102,925**
Total Financing Sources	43,584,167	40,985,843	47,702,794	53,007,518	54,357,626	53,901,151	**893,633**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(563,304)	2,455,252	(1,213,103)	1,532,947	(2,568,419)	644,519	**(888,428)**
Available Reserves				887,095		4,343,941	**3,456,846**
Total Fund Balance				2,420,042		4,988,460	**2,568,418**
Budgeted Staffing*	284	237	230	236	236	228	**(8)**

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

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Requirements of $54.5 million include the following:

- Staffing Expenses of $36.3 million to provide fire protection, paramedic, ambulance transport, and administrative services to this regional service zone.
- Operating Expenses of $18.4 million for operations of 23 fire stations including facility costs and improvements, vehicle replacement, vehicle services, COWCAP, and various other services/supplies.
- Operating Transfers Out of $1.3 million primarily reflect $1.1 million of special taxes from Service Zone FP-5 (Helendale/Silver Lakes) to the North Desert Regional Service Zone's operating fund.

Sources of $53.9 million include the following:

- Property tax revenue of $8.4 million based on 2017-18 estimates and approximately 3% increase.
- Fee/Rate revenue of $32.5 million from fire protection contracts, ambulance services and special taxes.
- Operating Transfers In of $12.3 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 (Helendale/Silver Lakes) special taxes.
  - $558,860 from County Fire set-asides for various facility improvements.

There are four Fire Protection Service Zones (Service Zones) within the North Desert Regional Service Zone (FP-1 Red Mountain, FP-2 Windy Acres, FP-3 El Mirage, and FP-5 Helendale/Silver Lakes) that are funded by voter approved special taxes. Details of each service zone follows:

Service Zone FP-1 Red Mountain provides fire protection services to the community of Red Mountain. These services are funded by a special tax originally authorized by the Board of Supervisors in December 1964 (originally under CSA 30 Zone FP-1). The per parcel special tax, which must not exceed $332 annually as approved by the voters in May 1985, is $192.47 for 2018-19. Budgeted revenue from this special tax is $11,057. In addition, County Fire receives a General Fund allocation of $409,499 for fire protection services to this service zone. These services are provided by the Kern County Fire Department through a contract with County Fire.

Service Zone FP-2 Windy Acres provides fire protection services to the community of Windy Acres. These services are funded by a special tax originally authorized in January 1985 by the Board of Supervisors (originally under CSA 70 Zone FP-2). The per parcel special tax, which must not exceed $407 annually as approved by the voters in May 1985, is $90.04 for 2018-19. Budgeted revenue from this special tax is $8,203. In addition, County Fire receives a General Fund allocation of $409,500 for fire protection services to this service zone. These services are provided by the Kern County Fire Department through a contract with County Fire.

Service Zone FP-3 El Mirage provides fire protection services to the community of El Mirage. These services are funded by a special tax originally authorized by the Board of Supervisors in March 1987 (originally under CSA 38 N Zone FP-3). The per parcel special tax is $9.00 per year with no annual inflationary rate as approved by the voters in July 1987. For 2018-19, $28,918 of revenue is budgeted from this special tax. Services are provided through Fire Stations #11 and #322.

Service Zone FP-5 Helendale/Silver Lakes provides fire protection and paramedic services to the community of Helendale/Silver Lakes. These services are funded by a special tax originally authorized by the Board of Supervisors in April 2006 (originally under CSA 70 Zone FP-5). The per parcel special tax, as approved by the voters in August 2006, was initially $117 with annual cost of living increases of up to 3%. The special tax rate for 2018-19 is $157.26. Budgeted revenue from this special tax is $1.1 million. Services are provided through Fire Station #4.

Within the North Desert Regional Service Zone, County Fire provides contract services to the cities of Adelanto, Victorville and the Hesperia Fire Protection District.

	2018-19			
	Requirements	Sources	Fund Balance	Staffing
Contract Entity				
City of Adelanto	4,470,155	4,470,155	0	18
City of Victorville	13,626,857	13,626,857	0	57
Hesperia Fire Protection District	10,925,735	10,925,735	0	54
Total Contracts	29,022,747	29,022,747	0	129

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $5,205 primarily due to the following:

- $2.1 million decrease due to County Fire no longer contracted by the City of Victorville to provide services at the Southern California Logistics Airport.
- $2.0 million increase for negotiated salary increases and retirement costs.
- $135,758 increase in transfers to County Fire Administration for vehicle purchases.

Sources are increasing by $893,633 primarily due to the following:

- $862,234 increase in property tax revenue based on 2017-18 estimates and approximately 3% increase.
- $128,287 decrease in Fee/Rate revenue:
  - $2.1 million less from the City of Victorville as County Fire will no longer be contracted to provide services at the Southern California Logistics Airport.
  - $2.0 million of additional revenue projected from ambulance services and contract cities.

ANALYSIS OF FUND BALANCE

This budget includes the Use of Fund Balance of $644,519 primarily due to the following:

- $306,519 for the addition of bathrooms at Station #14.
- $260,000 to County Fire Administration for procuring replacement vehicles and apparatus in the prior fiscal year.
- $80,000 to replace a water tank at Station #52.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
North Desert Regional Service Zone	236	1	-9	0	228	12	216
Total	236	1	-9	0	228	12	216

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $36.3 million fund 228 budgeted positions of which 216 are regular positions and 12 are limited term positions. Budgeted Staffing is decreased by a net 8 positions as follows:

- Deletion of 9 positions (3 Captains, 3 Engineers, and 3 Firefighter-EMT's) from the City of Victorville's decision to no longer contract with County Fire for fire protection services at the Southern California Logistics Airport effective July 1, 2018.

- Addition of 1 Public Service Employee to provide temporary assistance with a variety of office related duties.

South Desert Regional Service Zone

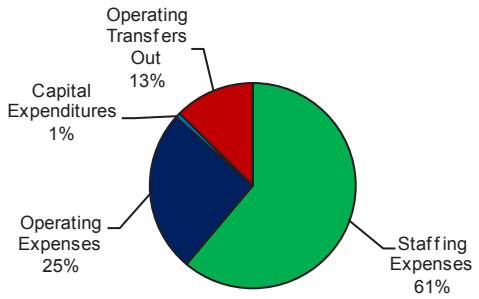
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$20,750,611
Total Sources (Incl. Reimb.)	$19,986,611
Use of/ (Contribution to) Fund Balance	$764,000
Total Staff	80

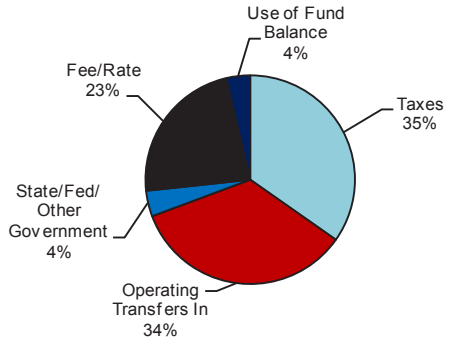
The South Desert Regional Service Zone was formed through a reorganization process effective July 1, 2008 per Local Agency Formation Commission Resolution 2997. This regional service zone provides fire protection and paramedic services to the areas of Big River (Station #17), Black Meadow Landing (Station #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), Needles (Station #32), Wonder Valley and the City of Twentynine Palms (Station #44). Ambulance transport service are provided to Havasu Lake and Yucca Valley. Additionally, there are four voter approved special tax fire protection zones that provide additional funding for services to Wonder Valley, Havasu Lake, Needles and Twentynine Palms.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



FIRE PROTECTION DISTRICT

ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: South Desert Regional Service Zone

BUDGET UNITS: 610 2454, 610 2462, 610 2463
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	8,044,448	9,129,497	11,474,871	12,181,389	11,767,743	12,684,490	**503,101**
Operating Expenses	2,622,983	2,946,893	3,319,962	5,674,119	4,780,206	5,293,321	**(380,798)**
Capital Expenditures	145,750	289,510	58,893	756,200	46,410	164,800	**(591,400)**
Total Exp Authority	10,813,181	12,365,900	14,853,726	18,611,708	16,594,359	18,142,611	**(469,097)**
Reimbursements	(223,605)	(199,373)	0	(650,000)	(651,901)	0	**650,000**
Total Appropriation	10,589,576	12,166,527	14,853,726	17,961,708	15,942,458	18,142,611	**180,903**
Operating Transfers Out	10,000	54,449	2,398,778	2,480,134	2,480,134	2,608,000	**127,866**
Total Requirements	10,599,576	12,220,976	17,252,504	20,441,842	18,422,592	20,750,611	**308,769**
Sources							
Taxes	5,678,316	5,783,467	6,193,217	6,330,196	6,459,613	7,213,427	**883,231**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	126,283	507,959	806,801	745,532	858,071	826,769	**81,237**
Fee/Rate	2,366,346	2,611,215	4,709,651	4,493,046	5,757,108	4,682,769	**189,723**
Other Revenue	109,884	89,215	114,207	106,766	174,281	94,454	**(12,312)**
Total Revenue	8,280,829	8,991,856	11,823,876	11,675,540	13,249,073	12,817,419	**1,141,879**
Operating Transfers In	3,321,755	1,152,109	6,538,987	7,471,159	7,104,659	7,169,192	**(301,967)**
Total Financing Sources	11,602,584	10,143,965	18,362,863	19,146,699	20,353,732	19,986,611	**839,912**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(1,003,008)	2,077,011	(1,110,359)	1,295,143	(1,931,140)	764,000	**(531,143)**
Available Reserves				2,168,809		4,631,092	**2,462,283**
Total Fund Balance				3,463,952		5,395,092	**1,931,140**
Budgeted Staffing*	99	82	84	80	80	80	**0**

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

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Requirements of $20.8 million include the following:

- Staffing Expenses of $12.7 million to provide fire protection, paramedic, ambulance transport, and administrative services to this regional service zone.
- Operating Expenses of $5.3 million for operations of 13 fire stations including facility costs and improvements, vehicle and equipment replacement, vehicle services, and various other services/supplies.
- Operating Transfers Out of $2.6 million primarily reflect special taxes transferred from Service Zone FP-5 – Twentynine Palms ($2.1 million) and Service Zone FP-5 – Needles ($363,801) to the South Desert Regional Service Zone's operating fund.

Sources of $20.0 million include the following:

- Property tax revenue of $7.2 million.
- Fee/Rate revenue of $4.7 million from ambulance services and special assessments.
- Operating Transfers In of $7.2 million:
  - $4.6 million from the County General Fund to assist with operational costs of this regional service zone.
  - $2.5 million from Service Zone FP-5 special taxes.
  - $66,500 from County Fire set-asides for a capital improvement project at Station #18.

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 are as follows:

Service Zone FP-4 Wonder Valley provides fire protection services to the community of Wonder Valley. These services are funded through a special tax originally authorized by the Board of Supervisors on June 7, 2005 (originally under CSA 70 M Zone FP-4) in the amount of $30 per parcel with an annual 1.5% cost of living increase. The special tax rate for 2018-19 is $35.34 per parcel, with budgeted revenue of $144,343. Services are provided through Fire Station #44.

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 (FP-5) 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 special tax rate for 2018-19 is $157.26 per parcel, with budgeted revenue of $363,801. 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 (FP-5) 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 special tax rate for 2018-19 is $157.26 per parcel, with budgeted revenue of $2.1 million. Services are provided through Fire Station #44.

Service Zone FP-6 Havasu Lake provides fire protection services to the community of Havasu Lake. These services are funded through a special tax, originally authorized by the Board of Directors of the San Bernardino County Fire Protection District in February 2009, in the amount of $113.49 per parcel with a maximum annual cost of living increase of 3% as approved by the voters in May 2009. For 2018-19, the special tax rate is $139.59 per parcel, with budgeted revenue of $182,832. Services are provided through Fire Station #18.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $308,769, which includes these significant changes:

- $503,101 increase in Staffing Expenses for negotiated salary increases and retirement costs.
- $380,798 decrease in Operating Expenses primarily due to a reduction in transfers to County Fire Administration for the replacement of vehicles and apparatus.
- $591,400 decrease in Capital Expenditures and $650,000 decreases in Reimbursements primarily due to Community Development Block Grant funds received in 2017-18 for the purchase of a fire engine housed at Station #32.

Sources are increasing by $839,912, which includes these significant changes:

- $883,231 increase in property tax revenue based on 2017-18 estimates and approximately 3% increase.
- $81,237 increase in State/Federal/Other Government revenue from the Intergovernmental Transfer (IGT) program that provides funding for Medi-Cal Managed Care costs related to ambulance services.
- $189,723 increase in Fee/Rate revenue primarily from ambulance fees.
- $301,967 decrease in Operating Transfers In as follows:
  - $424,000 decrease from the County General Fund for operational costs.
  - $122,033 increase of special taxes from Service Zone FP-5 – Twentynine Palms and Service Zone FP-5 – Needles for the South Desert Regional Service Zone's operating fund.

ANALYSIS OF FUND BALANCE

This budget includes a Use of Fund Balance of $764,000, which includes transfers of $640,000 to County Fire Administration for procuring replacement vehicles in the prior fiscal year and $124,000 for several small capital improvement projects at various fire stations.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
South Desert Regional Service Zone	80	0	0	0	80	5	75
Total	80	0	0	0	80	5	75

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $12.7 million fund 80 budgeted positions of which 75 are regular positions and 5 are limited term positions. There are no changes to Budgeted Staffing.

Valley Regional Service Zone

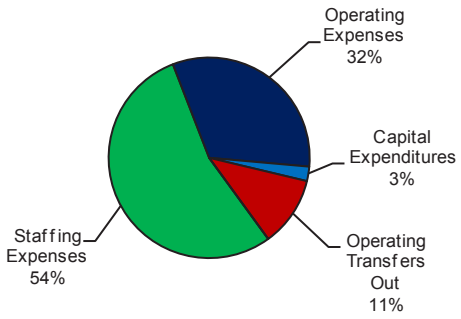
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$121,397,176
Total Sources (Incl. Reimb.)	$112,011,603
Use of/ (Contribution to) Fund Balance	$9,385,573
Total Staff	335

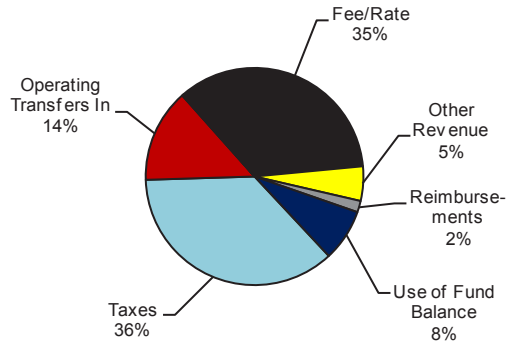
The Valley Regional Service Zone was formed through a reorganization process effective July 1, 2008 per Local Agency Formation Commission Resolution 2997. This regional service zone provides fire protection and paramedic services to the unincorporated areas of Colton, Devore (Station #2), San Antonio 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, City of Upland (Stations #161, #163 and #164), and 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. Additionally, there are 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 three Community Facilities Districts that levy special taxes to fund fire protection services in the City of San Bernardino, Fontana Fire Protection District, and Glen Helen area.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: Valley Regional Service Zone

BUDGET UNITS: 580 2434, 580 2461, 580 2464, 580 2460, 106 2416
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	28,797,694	30,372,419	53,497,729	64,170,132	59,168,643	65,710,395	**1,540,263**
Operating Expenses	7,382,862	9,007,340	15,402,887	26,706,915	18,957,571	39,186,575	**12,479,660**
Capital Expenditures	345,947	17,900	477,025	2,203,425	643,703	2,827,593	**624,168**
Total Exp Authority	36,526,503	39,397,659	69,377,641	93,080,472	78,769,917	107,724,563	**14,644,091**
Reimbursements	(824,987)	(1,147,656)	(1,295,006)	(1,331,397)	(1,331,397)	(2,062,603)	**(731,206)**
Total Appropriation	35,701,516	38,250,003	68,082,635	91,749,075	77,438,520	105,661,960	**13,912,885**
Operating Transfers Out	10,000	49,143	7,655,736	11,738,376	11,043,650	13,672,613	**1,934,237**
Total Requirements	35,711,516	38,299,146	75,738,371	103,487,451	88,482,170	119,334,573	**15,847,122**
Sources							
Taxes	9,765,198	10,317,932	36,104,464	41,991,072	32,750,183	44,260,052	**2,268,980**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	317,286	85,023	211,031	219,472	272,029	298,465	**78,993**
Fee/Rate	24,171,516	25,046,156	35,291,667	40,025,483	49,781,711	42,262,905	**2,237,422**
Other Revenue	92,181	83,454	233,351	6,149,032	355,369	6,230,952	**81,920**
Total Revenue	34,346,181	35,532,565	71,840,513	88,385,059	83,159,292	93,052,374	**4,667,315**
Operating Transfers In	3,776,405	229,367	7,883,747	11,606,805	10,306,264	16,896,626	**5,289,821**
Total Financing Sources	38,122,586	35,761,932	79,724,260	99,991,864	93,465,556	109,949,000	**9,957,136**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(2,411,070)	2,537,214	(3,985,889)	3,495,587	(4,983,386)	9,385,573	**5,889,986**
Available Reserves				4,428,417		3,522,820	**(905,597)**
Total Fund Balance				7,924,004		12,908,393	**4,984,389**
Budgeted Staffing*	191	170	293	330	330	335	**5**

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

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Requirements of $119.3 million include the following:

- Staffing Expenses of $65.7 million to provide fire protection, paramedic, and administrative services to this regional service zone.
- Operating Expenses of $39.2 million for operations of 30 fire stations including facility costs and improvements, vehicle services and replacement, and various other services/supplies. Included in this amount are transfers to the County's Capital Improvement Program for the replacement/relocation of Station #2 in the Devore area ($6.0 million) and replacement of Station #229 in the City of San Bernardino ($6.9 million).
- Capital Expenditures of $2.8 million for various improvement projects and equipment purchases.
- Operating Transfers Out of $13.7 million primarily reflect the following transfers of special taxes to the Valley Regional Service Zone's operating fund:
    - $9.0 million from Service Zone FP-5 – San Bernardino ($7.3 million for operations and $1.7 million for partial funding of Station #229 replacement).
    - $3.4 million from Service Zone FP-5 – West Valley.
    - $1.0 million from Community Facilities District 1033 - San Bernardino.

Sources of $109.9 million include the following:

- Property tax revenue of $44.3 million.

- Fee/Rate revenue of $42.3 million primarily from the Fontana Fire Protection District contract ($29.5 million), as well as special taxes for Service Zone FP-5 – San Bernardino ($7.7 million), Service Zone FP-5 – West Valley ($3.6 million) and Community Facilities District 1033 - San Bernardino ($1.0 million).
- Other Revenue of $6.2 million primarily represents proceeds of bonds issued by Community Facilities District 2006-1 (Lytle Creek North) to fund the replacement and relocation of Fire Station #2 in the Devore area. Due to proximity of the Rosena Ranch development, the existing fire station location and size are insufficient to service the area.
- Operating Transfers In of $16.9 million include the following transfers to the Valley Regional Service Zone's operating fund:
    - $9.0 million from Service Zone FP-5 - San Bernardino ($7.3 million for operations and $1.7 million for partial funding of Station #229 replacement).
    - $3.4 million from Service Zone FP-5 – West Valley for operations.
    - $1.0 million from Community Facilities District 1033 – San Bernardino for operations.
    - $3.5 million from County Fire set-asides for partial funding of Station #229 replacement funded by a San Manuel Indian Tribe contribution.

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 West Valley), and three Community Facilities Districts (CFD 1033 – City of San Bernardino, CFD 2002-2 – Fontana Fire Protection District, and CFD 2006-1 – Lytle Creek North) 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 provides paramedic services to the unincorporated area of Highland and San Bernardino. These services are funded through a voter approved special tax, authorized by the Board of Supervisors in July 1985 (originally under CSA 38 L Zone PM-2), in the not to exceed amount of $19 per residential unit and $38 per commercial unit, with no annual inflationary rate increases. For 2018-19, revenue of $105,013 is budgeted from this special tax.

Service Zone PM-3 Yucaipa provides paramedic services to the unincorporated area of Yucaipa through a contract with the City of Yucaipa. These services are funded through a voter approved special tax, which was authorized by the Board of Supervisors in December 1986 (originally under CSA 38 M Zone PM-3), in the not to exceed amount of $24 per residential unit and $35 per commercial unit, with no annual inflationary increase. For 2018-19, revenue of $9,421 is budgeted from this special tax. The City of Yucaipa detached from this service zone in July 1999.

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 increase of up to 3%. For 2018-19, the FP-5 special tax rate is $157.26 per parcel, with budgeted revenue of $7.7 million. Services are provided through Stations #221, #222, #224, #225, #226, #227, #228, #229, #231, #232 and #233.

Service Zone FP-5 West Valley 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 3216, the City of Upland'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. This special tax includes an annual inflationary increase of up to 3%. For 2018-19, the FP-5 special tax rate is $157.26 per parcel, with budgeted revenue of $3.6 million. Services are provided through 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 within 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 2018-19, $1.0 million 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 (originally under 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 of approximately $565 per developed acre on new non-residential development within CFD 2002-2. For 2018-19, $300,000 of revenue is budgeted from special taxes generated within this CFD.

Community Facilities District (CFD) 2006-1 Lytle Creek North was established by the County of San Bernardino Board of Supervisors on March 13, 2007. At the same time, the Board also adopted an ordinance authorizing the levying of special taxes annually to fund various services including fire protection in the Glen Helen area. For 2018-19, $326,570 of revenue is budgeted from special taxes generated within this CFD to fund fire protection services. These services are provided through Station #2.

Within the Valley Regional Service Zone, County Fire provides contract fire suppression, fire prevention, emergency medical response, and emergency management services to the Fontana Fire Protection District.

	2018-19			
	Requirements	Sources	Fund Balance	Staffing
Contract Entity				
City of Fontana	29,454,027	29,454,027	0	108

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $15.8 million, which include these significant changes:

- $1.5 million increase in Staffing Expenses primarily due to negotiated salary increases and retirement costs.
- $12.5 million increase in Operating Expenses primarily as follows:
  - $9.7 million for transfers to the County's Capital Improvement Program for replacement of Station #229 in the City of San Bernardino ($6.9 million) and various repair/improvement projects at several fire stations ($2.8 million).
  - $1.5 million of additional costs to provide fire protection services for the Fontana Fire Protection District.
  - $611,725 increase in transfers to County Fire Administration for vehicle replacement.
- $624,168 increase in Capital Expenditures primarily for replacement of a fire engine at Station #75. The cost of this vehicle will be reimbursed through Community Development Block Grant funds.
- $1.9 million increase in Operating Transfers Out primarily due to $1.7 million from Service Zone FP-5 – San Bernardino for partial funding of Station #229 replacement.
- $731,206 increase in Reimbursements primarily due to a $650,000 allocation of Community Development Block Grant funding from Community Development and Housing for replacement of a fire engine.

Sources are increasing by $10.0 million, which include these significant changes:

- $2.3 million increase in revenue from property taxes and redevelopment dissolution pass-through funds based on 2017-18 estimates and approximately 3% increase.
- $2.2 million increase in Fee/Rate revenue primarily from special taxes ($781,933) and contract services for the City of Fontana ($1.5 million).
- $5.3 million in Operating Transfers In primarily as follows:
    - $1.7 million from Service Zone FP-5 San Bernardino for partial funding for replacement of Station #229.
    - $3.5 million from County Fire set-asides, by means of a contribution from the San Manuel Indian Tribe, for partial funding for replacement of Station #229.

ANALYSIS OF FUND BALANCE

This budget unit includes the Use of Fund Balance of $9.4 million primarily for several station repair and improvement projects. The most notable include:

- $3.0 million for partial funding of Station #229 replacement ($1.7 million from Valley operating fund and $1.3 million from FP-5 San Bernardino fund).
- $864,500 to rebuild the apparatus bay and roof at Station #76.
- $700,000 to replace existing asphalt and concrete at Station #221.
- $500,000 to replace existing asphalt and concrete at Station #224.
- $436,732 for security upgrades at all stations.
- $352,450 for new roof at Station #221.
- $250,000 for new stucco and paint at Station #9.
- $250,000 for remodel of bathrooms at Station #221.
- $150,000 to replace roof at Station #231.
- $150,000 for interior painting at Station #221.
- $133,000 to replace roof at Station #163.
- $133,000 for sewer connection system at Station #9.
- $130,000 to build dorms at Station #227.
- $122,360 for new roof at Station #228.
- $112,970 for kitchen remodel at Station #76.
- $104,750 for bathroom remodel at Station #76.
- $100,000 for exterior painting at Station #221.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Valley Regional Service Zone	330	5	0	0	335	2	333
Total	330	5	0	0	335	2	333

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $65.7 million fund 335 budgeted positions of which 333 are regular positions and 2 are limited term positions. Budgeted Staffing is increased by 5 positions as follows:

- Addition of 3 Firefighter-EMT's to increase the level of service for the Fontana Fire Protection District. These positions, which are funded by contract revenue, were approved by the County Fire Board of Directors on October 17, 2017 (Item No. 30).
- Addition of 2 Public Service Employees to provide temporary assistance for various office-related duties.

Hazardous Materials

DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$9,660,837
Total Sources (Incl. Reimb.)	$9,660,837
Use of/ (Contribution to) Fund Balance	$0
Total Staff	46

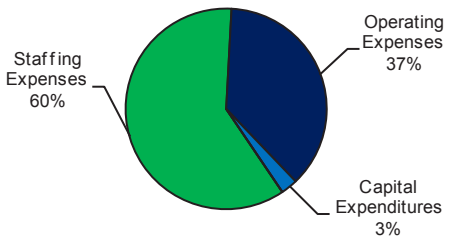
County Fire is a community-based, all hazard emergency services organization that provides for the oversight and regulation, pursuant to California Health and Safety Code requirements, of hazardous materials and wastes for businesses located within the County of San Bernardino. These businesses reside in incorporated cities and unincorporated areas within the County. The Hazardous Materials (HazMat) Division functions to protect the health and safety of the public and the environment of the County of San Bernardino by assuring that regulated businesses are properly managing, handling, and storing hazardous materials.

The HazMat Division operates several programs that provide services through inspection, emergency response, site remediation, enforcement, and hazardous waste management services including:

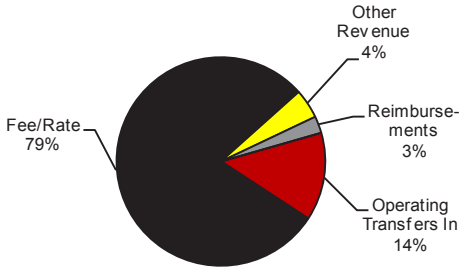
- The Certified Unified Program Agency (CUPA), which implements six elements as one integrated program that inspects approximately 7,500 facilities annually to ensure the proper management of hazardous materials and wastes.
- The Underground Storage Tank (UST) Program focuses on annual hazardous materials inspections, including the construction, removal, operation, and monitoring of 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 to 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. Additionally, the HMRT coordinates with the County of San Bernardino District Attorney's Office in order to prosecute environmental offenders.
- Environmental Crimes Task Force coordinates all investigatory activity.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: Hazardous Materials

BUDGET UNIT: 107 2421
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	4,212,681	4,214,906	4,999,310	5,230,312	5,136,902	5,825,575	**595,263**
Operating Expenses	2,022,474	2,257,717	2,375,911	3,328,541	2,587,859	3,575,262	**246,721**
Capital Expenditures	0	324,241	(103,540)	345,775	229,028	260,000	**(85,775)**
Total Exp Authority	6,235,155	6,796,864	7,271,681	8,904,628	7,953,789	9,660,837	**756,209**
Reimbursements	(257,634)	(206,660)	(352,442)	(235,085)	(235,083)	(252,188)	**(17,103)**
Total Appropriation	5,977,521	6,590,204	6,919,239	8,669,543	7,718,706	9,408,649	**739,106**
Operating Transfers Out	361,792	0	115,262	0	0	0	**0**
Total Requirements	6,339,313	6,590,204	7,034,501	8,669,543	7,718,706	9,408,649	**739,106**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	(5,327)	0	0	0	0	0	**0**
Fee/Rate	6,746,864	6,580,161	6,814,081	6,734,440	6,772,651	7,646,269	**911,829**
Other Revenue	357,007	386,014	382,811	377,354	366,691	440,887	**63,533**
Total Revenue	7,098,544	6,966,175	7,196,892	7,111,794	7,139,342	8,087,156	**975,362**
Operating Transfers In	106,182	73,158	35,573	1,431,603	589,187	1,321,493	**(110,110)**
Total Financing Sources	7,204,726	7,039,333	7,232,465	8,543,397	7,728,529	9,408,649	**865,252**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(865,413)	(449,129)	(197,964)	126,146	(9,823)	0	**(126,146)**
Available Reserves				3,271,820		3,408,370	**136,550**
Total Fund Balance				3,397,966		3,408,370	**10,404**
Budgeted Staffing*	43	47	46	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 2018-19 ADOPTED BUDGET

Requirements of $9.4 million include Staffing Expenses of $5.8 million to provide support, oversight, and regulation of all commercial hazardous materials and wastes within the County. Additionally, Operating Expenses of $3.6 million represent costs for facilities, insurances, vehicle replacements, CONFIRE charges, professional services related to the digitized imaging system project, and various other services/supplies.

Sources of $9.4 million primarily include Fee/Rate revenue of $7.6 million from CUPA permit and inspection fees, hazmat emergency response fees, and other fees. In addition, Operating Transfers In of $1.3 million are budgeted from County Fire set-asides to fund the digitized imaging system project and other one-time costs.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by $739,106, which include these significant changes:

- $595,263 increase in Staffing Expenses primarily for negotiated salary increases and retirement costs.
- $246,721 increase in Operating Expenses primarily due to increases in facility costs, maintenance charges, rents/leases, and temporary help services.
- $85,775 decrease in Capital Expenditures primarily due to reduced vehicle and equipment replacement purchases.

Sources are increasing by $865,252 primarily due to an additional $911,829 in Fee/Rate revenue from increased inspections and several changes to the Board-approved fees.

ANALYSIS OF FUND BALANCE

There is no budgeted Use of Fund Balance for 2018-19.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 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 $5.8 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

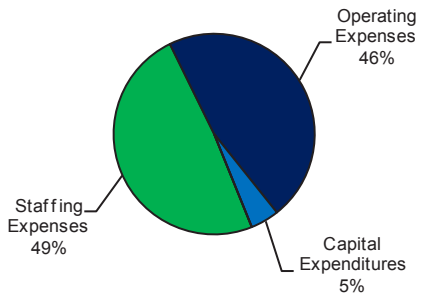
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$3,595,028
Total Sources (Incl. Reimb.)	$3,595,028
Use of/ (Contribution to) Fund Balance	$0
Total Staff	34

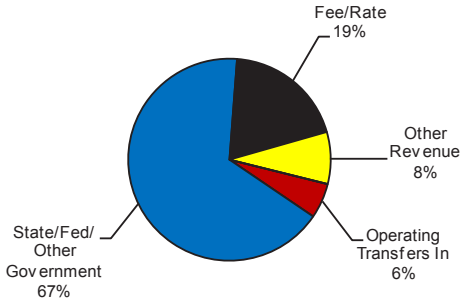
County Fire is a community-based, all hazard emergency services organization that provides a nationally recognized, award-winning Household Hazardous Waste (HHW) program for the management of hazardous waste generated by the communities in San Bernardino County. The program provides full service activities that include the collection, packaging, transportation, re-use, recycling, and ultimately environmentally safe disposal of hazardous waste. The program manages approximately four million pounds of hazardous waste mostly comprised of used paint, used oil, 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 its own program, to make these services available to every County resident and small business.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: Household Hazardous Waste

BUDGET UNIT: 107 2419
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	1,408,448	1,451,358	1,544,360	1,668,623	1,577,885	1,756,295	**87,672**
Operating Expenses	1,471,947	1,477,947	1,472,401	1,628,627	1,594,014	1,673,233	**44,606**
Capital Expenditures	106,592	83,661	36,844	121,000	58,228	165,500	**44,500**
Total Exp Authority	2,986,987	3,012,966	3,053,605	3,418,250	3,230,127	3,595,028	**176,778**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	2,986,987	3,012,966	3,053,605	3,418,250	3,230,127	3,595,028	**176,778**
Operating Transfers Out	122,742	0	0	0	0	0	**0**
Total Requirements	3,109,729	3,012,966	3,053,605	3,418,250	3,230,127	3,595,028	**176,778**
Sources							
Taxes	11,801	11,625	11,058	0	10,881	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	2,440,978	2,232,478	2,229,029	2,382,947	2,271,180	2,397,508	**14,561**
Fee/Rate	581,298	743,222	757,336	626,384	737,117	696,496	**70,112**
Other Revenue	176,530	158,576	159,220	291,968	296,574	298,933	**6,965**
Total Revenue	3,210,607	3,145,901	3,156,643	3,301,299	3,315,752	3,392,937	**91,638**
Operating Transfers In	36,470	231	20,384	172,566	155,548	202,091	**29,525**
Total Financing Sources	3,247,077	3,146,132	3,177,027	3,473,865	3,471,300	3,595,028	**121,163**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(137,348)	(133,166)	(123,422)	(55,615)	(241,173)	0	**55,615**
Available Reserves				1,200,338		1,385,896	**185,558**
Total Fund Balance				1,144,723		1,385,896	**241,173**
Budgeted Staffing*	33	34	35	34	34	34	**0**

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

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Requirements of $3.6 million include Staffing Expenses of $1.8 million to provide full service activities for the collection, packaging, transportation, re-use, recycling, and environmentally safe disposal of HHW. Additionally, Operating Expenses of $1.7 million represent costs for the operations and administrative support to fulfill contracts with 23 cities and towns within the County, which ensures that these services are available to virtually all residents within the County.

Sources of $3.6 million primarily include State/Federal/Other Government revenue of $2.4 million ($2.1 million from participating contract cities and $266,000 in state grants) and Fee/Rate revenue of $696,496 ($559,404 in special assessment taxes and $137,092 from fees for various services provided).

BUDGET CHANGES AND OPERATIONAL IMPACT

There are no significant changes in Requirements or Sources.

ANALYSIS OF FUND BALANCE

There is no budgeted Use of Fund Balance for 2018-19.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Household Hazardous Waste	34	0	0	0	34	14	20
Total	34	0	0	0	34	14	20

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $1.8 million fund 34 budgeted positions of which 20 are regular positions and 14 are limited term positions. There are no changes to Budgeted Staffing.

Office of Emergency Services

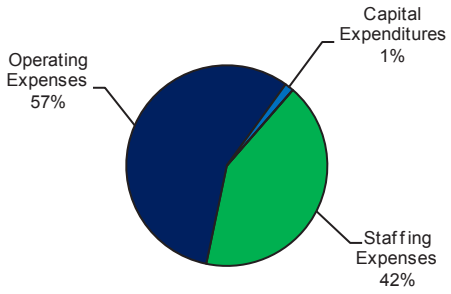
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$5,524,731
Total Sources (Incl. Reimb.)	$5,524,731
Use of/ (Contribution to) Fund Balance	$0
Total Staff	21

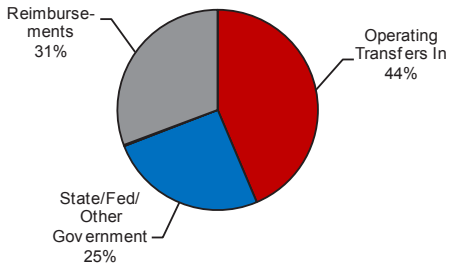
County Fire is a community-based, all hazard emergency services organization providing emergency management and disaster planning and coordination throughout the County through its Office of Emergency Services (OES). OES functions as the lead agency for the San Bernardino County Operational Area (OA). While 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 Departments and activities. OES manages numerous grants including the Homeland Security Grant Program (HSGP), the Emergency Management Performance Grant (EMPG), and Urban Areas Security Initiative (UASI), amongst others. OES is also responsible for developing and implementing numerous countywide 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, the Reverse 9-1-1 system, and the County employee notification system.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: Office of Emergency Services

BUDGET UNIT: 108 2426
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	1,561,777	1,683,286	1,783,022	2,189,709	2,010,927	2,314,486	**124,777**
Operating Expenses	1,738,651	1,276,958	2,251,814	2,273,665	1,642,535	3,131,045	**857,380**
Capital Expenditures	0	249,926	106,676	201,000	99,133	79,200	**(121,800)**
Total Exp Authority	3,300,428	3,210,170	4,141,512	4,664,374	3,752,595	5,524,731	**860,357**
Reimbursements	(937,190)	(581,270)	(932,194)	(1,840,958)	(910,985)	(1,695,949)	**145,009**
Total Appropriation	2,363,238	2,628,900	3,209,318	2,823,416	2,841,610	3,828,782	**1,005,366**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	2,363,238	2,628,900	3,209,318	2,823,416	2,841,610	3,828,782	**1,005,366**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	795,368	403,554	875,626	368,222	336,980	1,407,526	**1,039,304**
Fee/Rate	55,000	71,335	10,668	0	12,248	0	**0**
Other Revenue	30,114	9,720	47,856	11,668	11,265	10,608	**(1,060)**
Total Revenue	880,482	484,609	934,150	379,890	360,493	1,418,134	**1,038,244**
Operating Transfers In	1,617,184	1,903,391	1,922,271	2,441,688	2,479,808	2,410,648	**(31,040)**
Total Financing Sources	2,497,666	2,388,000	2,856,421	2,821,578	2,840,301	3,828,782	**1,007,204**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(134,428)	240,900	352,897	1,838	1,309	0	**(1,838)**
Available Reserves				269		1,289	**1,020**
Total Fund Balance				2,107		1,289	**(818)**
Budgeted Staffing*	19	20	19	21	21	21	**0**

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

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Requirements of $3.8 million include the following:

- Staffing Expenses of $2.3 million to provide emergency management and disaster planning/coordination throughout the San Bernardino Operational Area.
- Operating Expenses of $3.1 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.
- Reimbursements of $1.7 million from the Cal OES Grant Programs budget unit to partially offset Staffing and Operating Expenses.

Sources of $3.8 million represent the following:

- $2.4 million allocation from the County General Fund to assist with operational costs of OES.
- $1.4 million in grant funds under the following programs:
  - Prepare Communities for Complex Coordinated Terrorist Attacks ($1.2 million).
  - Urban Areas Security Initiative ($172,775).

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and Sources are each increasing by $1.0 million primarily due to a $1.3 million grant from the U.S. Department of Homeland Security to enhance preparedness and build capabilities for the emerging threat of complex coordinated terrorist attacks. The Board of Supervisors accepted this grant on November 14, 2017 (Item No. 16).

ANALYSIS OF FUND BALANCE

There is no budgeted Use of Fund Balance for 2018-19.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Office of Emergency Services	18	1	-1	0	18	0	18
Budget and Fiscal Services	3	0	0	0	3	0	3
Total	21	1	-1	0	21	0	21

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $2.3 million fund 21 budgeted regular positions. There is no net change in Budgeted Staffing resulting from the following changes:

- Addition of 1 Supervising Emergency Services Officer. The OES volunteer force is expanding and needs a dedicated coordinator to organize and manage its various programs. Also, this position will work with other response agencies to develop and refine policies/procedures regarding emergency planning, mitigation, response, and recovery activities.

- Deletion of 1 Emergency Services Officer. With the addition of the Supervising Emergency Services Officer, this existing position will no longer be necessary. The savings from this deletion will virtually offset the cost of the new position.

Cal OES Grant Programs

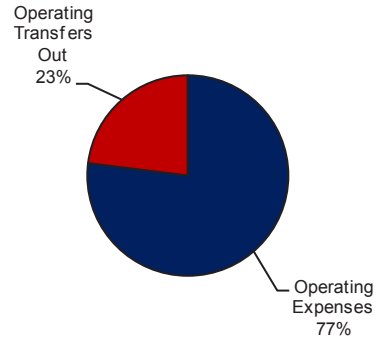
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$6,257,205
Total Sources (Incl. Reimb.)	$6,238,896
Use of/ (Contribution to) Fund Balance	$18,309
Total Staff	0

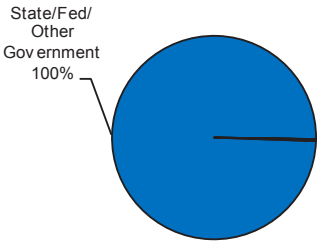
The California Governor's Office of Emergency Services (Cal OES) operates in accordance with the provisions of the Governor's Reorganization Plan No. 2 (Government Code Section 8585 (a)(1)), dated May 3, 2012. Since 1999, County Fire Office of Emergency Services (County Fire OES) has received grant funds 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.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: County Fire
DEPARTMENT: San Bernardino County Fire Protection District
FUND: Cal OES Grant Programs

BUDGET UNIT: 108 2428
FUNCTION: Public Protection
ACTIVITY: Fire Protection

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	1,506,927	1,232,457	676,806	4,753,882	2,170,706	4,817,060	**63,178**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	1,506,927	1,232,457	676,806	4,753,882	2,170,706	4,817,060	**63,178**
Reimbursements	0	0	0	0	(3,080)	0	**0**
Total Appropriation	1,506,927	1,232,457	676,806	4,753,882	2,167,626	4,817,060	**63,178**
Operating Transfers Out	717,990	583,090	550,198	870,890	344,447	1,440,145	**569,255**
Total Requirements	2,224,917	1,815,547	1,227,004	5,624,772	2,512,073	6,257,205	**632,433**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	2,280,496	1,827,529	1,442,664	5,624,772	2,305,667	6,237,746	**612,974**
Fee/Rate	990	0	0	0	0	0	**0**
Other Revenue	1,296	(911)	1,993	1,697	1,929	1,150	**(547)**
Total Revenue	2,282,782	1,826,618	1,444,657	5,626,469	2,307,596	6,238,896	**612,427**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	2,282,782	1,826,618	1,444,657	5,626,469	2,307,596	6,238,896	**612,427**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(57,865)	(11,071)	(217,653)	(1,697)	204,477	18,309	**20,006**
Available Reserves				338,735		114,252	**(224,483)**
Total Fund Balance				337,038		132,561	**(204,477)**
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 2018-19 ADOPTED BUDGET

Requirements of $6.3 million represent transfers to other County Fire budget units, sub-recipient cities/towns, and various participating County entities (Sheriff/Coroner/Public Administrator, Department of Public Health, Inland Counties Emergency Medical Agency, Probation) for reimbursement of HSGP and EMPG eligible costs.

Sources of $6.2 million represent Federal grant funding from FEMA, through CalOES, for the HSGP and EMPG grants.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and Sources are increasing by $632,433 and $612,427, respectively. These changes are primarily due to the carry-over of 2017 HSGP funds from prior year.

ANALYSIS OF FUND BALANCE

There is a small budgeted Use of Fund Balance of $18,309 to reimburse other agencies for grant-related expenses.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

San Bernardino County Fire Protection District
Set-Asides for 2018-19

Description	Fund	Requirements	Sources	Fund Balance		
				Use of / (Contribution to) Fund Balance	Available Reserves	Total Fund Balance
Termination Benefits	2414	0	467,995	(467,995)	7,678,528	7,210,533
Future Administration Building	3146	8,500,000	0	8,500,000	0	8,500,000
General	2412	738,311	1,184,965	(446,654)	8,291,094	7,844,440
Mountain Regional Service Zone	2450	1,257,440	16,484	1,240,956	159,537	1,400,493
North Desert Regional Service Zone	2444	558,860	35,014	523,846	2,751,066 *	3,274,912
South Desert Regional Service Zone	2456	66,500	2,800	63,700	221,362	285,062
Valley Regional Service Zone	2436	3,543,343	3,510,000	33,343	662,155	695,498
Hazmat:						
General	2420	1,147,311	71,350	1,075,961	2,617,333	3,693,294
CUPA Statewide Penalties	2422	301,273	33,849	267,424	1,846,334	2,113,758
CUPA Admin Penalties	2423	0	255	(255)	25,474	25,219
Statewide Tank Penalties	2424	0	6,407	(6,407)	524,284	517,877
Total Set-Asides		**16,113,038**	**5,329,119**	**10,783,919**	**24,777,167**	**35,561,086**

Set-Asides are available to fund specific capital projects (including County Fire'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 $2.8 million of available reserves for the North Desert Regional Service Zone is $2.0 million received from various solar companies specifically earmarked for County Fire capital costs resulting from development of solar projects in this regional service zone.

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SAN BERNARDINO COUNTY

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	658	6,900,912	6,900,912	0	38
ECONOMIC AND COMMUNITY DEVELOPMENT CORP	663	0	0	0	0
COUNTY INDUSTRIAL DEVELOPMENT AUTHORITY (CoIDA)	665	58,262	200	58,062	0
INLAND COUNTIES EMERGENCY MEDICAL AGENCY	667	4,193,216	4,357,361	(164,145)	19

	Page #	Requirements	Sources	Use of (Contribution to) Net Position	Budgeted Staffing
ENTERPRISE FUNDS					
HOUSING AUTHORITY OF THE COUNTY OF SAN BERNARDINO	672	338,528,641	340,531,408	(2,002,767)	137

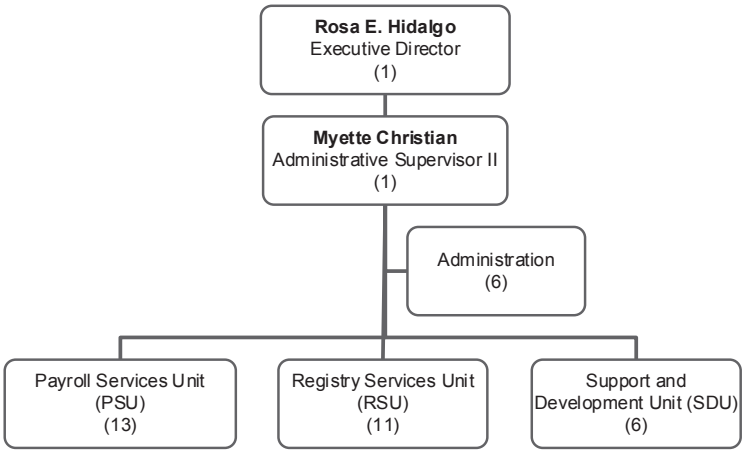
IN-HOME SUPPORTIVE SERVICES PUBLIC AUTHORITY
Rosa E. Hidalgo

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



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Special Revenue Funds						
In-Home Supportive Services Public Authority	6,900,912	6,900,912		0		38
Total Special Revenue Funds	6,900,912	6,900,912		0		38
Total - All Funds	6,900,912	6,900,912	0	0	0	38

2017-18 MAJOR ACCOMPLISHMENTS

- Successfully entered into a Memorandum of Understanding with the San Bernardino County Department of Aging and Adult Services to provide services to include: investigate criminal backgrounds, administer the Paycheck Customer Service call center, process enrollment packets as defined by local guidelines, process employment verifications for providers, initiate IHSS provider workers' compensation claims, process timesheet error work queues, and process the No Timesheet Activity report.
- Assisted over 3,100 recipients in finding caregivers to remain safely and independently in their homes and avoid institutional placement by increasing the number of qualified caregivers in the metropolitan and rural areas of San Bernardino County.
- Trained 673 registry providers in CPR/First Aid to assist recipients to remain safely in their homes.
- Fingerprinted 1,050 providers in order to enroll IHSS caregivers within 90 days and have them receive timesheets in a timely manner.

- Processed over 12,550 provider enrollment packets, maintaining a fifteen-day processing time to contribute to the economic value of the County of San Bernardino.
- Assisted 140,000 callers with paycheck questions to ensure they received payment to contribute to the County of San Bernardino economic value.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 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.	1,643	1,700	1,702	1,700
STRATEGY	Maintain 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**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**	Payroll processing time.	7 days	6 days	15 days	7 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**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.**	Percentage of IHSS Registry Caregivers trained in CPR/First Aid.	35%	40%	40%	45%
STRATEGY	Increase the number of trained IHSS Registry providers in basic life support to better assist IHSS recipients to remain in their home.					

In-Home Supportive Services Public Authority

DESCRIPTION OF MAJOR SERVICES

The In-Home Supportive Services (IHSS) program was created in 1973 to serve elderly, blind, and/or disabled individuals who are not able to remain safely in their home without assistance. Section 12302.25 of the Welfare and Institutions Code (WIC) mandates that each county, on or before January 1, 2003, must act as, or establish, an employer of record for collective bargaining purposes for IHSS care providers. The IHSS Public Authority (PA) was established to comply with this mandate.

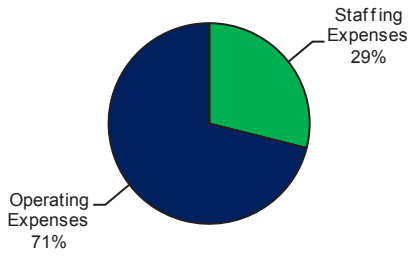
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$7,640,912
Total Sources (Incl. Reimb.)	$7,640,912
Use of/ (Contribution to) Fund Balance	$0
Total Staff	38

In addition to its role in collective bargaining, the IHSS PA is required by WIC to provide the following mandated services:

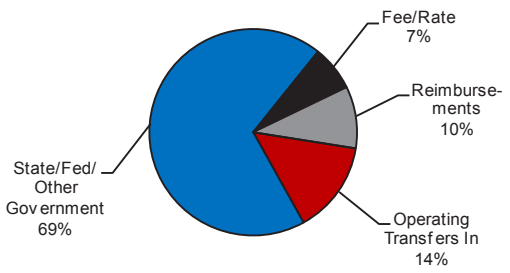
- Establish a registry of potential care providers.
- Investigate the background and qualifications of potential care providers.
- Refer potential care providers from the registry to IHSS consumers upon request.
- Provide training for both IHSS care providers and consumers.
- Perform other functions related to the delivery of IHSS as designated by the governing board.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



OTHER AGENCIES

ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Human Services
DEPARTMENT: IHSS Public Authority
FUND: IHSS Public Authority

BUDGET UNIT: 498 2240
FUNCTION: Public Assistance
ACTIVITY: Other Assistance

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	1,268,433	1,463,315	2,227,698	2,525,130	2,419,879	2,210,882	**(314,248)**
Operating Expenses	4,878,258	4,366,917	4,464,890	5,565,396	4,933,065	5,430,030	**(135,366)**
Capital Expenditures	0	5,661	12,382	0	0	0	**0**
Total Exp Authority	6,146,691	5,835,893	6,704,970	8,090,526	7,352,944	7,640,912	**(449,614)**
Reimbursements	(129)	0	(525,014)	(468,876)	(934,166)	(740,000)	**(271,124)**
Total Appropriation	6,146,562	5,835,893	6,179,956	7,621,650	6,418,778	6,900,912	**(720,738)**
Operating Transfers Out	1,009,125	1,044,444	1,081,000	625,000	625,000	0	**(625,000)**
Total Requirements	7,155,687	6,880,337	7,260,956	8,246,650	7,043,778	6,900,912	**(1,345,738)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	5,681,542	5,768,651	6,164,402	6,073,815	5,499,784	5,256,117	**(817,698)**
Fee/Rate	483,870	0	42,480	600,000	492,780	532,800	**(67,200)**
Other Revenue	8,689	5,822	14,720	204,000	155,588	8,000	**(196,000)**
Total Revenue	6,174,101	5,774,473	6,221,602	6,877,815	6,148,152	5,796,917	**(1,080,898)**
Operating Transfers In	1,009,125	1,044,444	1,081,000	1,368,835	1,368,835	1,103,995	**(264,840)**
Total Financing Sources	7,183,226	6,818,917	7,302,602	8,246,650	7,516,987	6,900,912	**(1,345,738)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(27,539)	61,420	(41,646)	0	(473,209)	0	**0**
Available Reserves				1,440,183		1,913,402	**473,219**
Total Fund Balance				1,440,183		1,913,402	**473,219**
Budgeted Staffing*	26	32	42	44	44	38	**(6)**

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

MAJOR REQUIREMENTS AND SOURCES IN 2018-19 ADOPTED BUDGET

Staffing Expenses of $2.2 million fund 38 budgeted positions. Operating Expenses of $5.4 million include $4.8 million of provider health benefit expenses.

Sources of $6.9 million consist of State, Federal, and Other Government revenue of $5.3 million, representing the state and federal mandated share of expenditures, Fee/Rate revenue of $532,800 received for provider health insurance premiums, and $8,000 of projected interest revenue. Operating Transfers In of $1.1 million represent the local match mandated by State legislation due to the elimination of the IHSS Maintenance of Effort (MOE) funding. These Operating Transfers In are from the HS Administrative unit and are funded with 1991 Realignment revenue.

BUDGET CHANGES AND OPERATIONAL IMPACT

Total requirements are decreasing by $1.3 million. This is primarily due to the elimination of the transfer to the HS Administrative Claim budget unit, due to the elimination of the IHSS MOE funding agreement. Also reflected is the cost savings associated with the deletion of 6 positions.

Sources are decreasing by $1.3 million due to capped state funding and decreased federal funding resulting from decreased reimbursable requirements. The elimination of the prior MOE with the State of California has resulted in reduced financial support for this agency.

ANALYSIS OF FUND BALANCE

IHSS Public Authority is fully reimbursed with federal and state funding sources and with a required County match which is funded with 1991 Realignment. Typically there is no Use of or Contribution to Fund Balance.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Administration	9	0	-1	0	8	8	0
Payroll Services Unit	14	0	-1	0	13	13	0
Registry Services	11	0	0	0	11	11	0
Support and Development Unit	10	0	-4	0	6	6	0
Total	44	0	-6	0	38	38	0

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $2.2 million fund 38 budgeted positions, all of which are limited term. This reflects a decrease of 6 positions. These staffing changes are the result of the elimination of IHSS PA-provided fingerprinting services and decreases to other administrative functions.

Deletions

- 1 Contract IHSS PA Office Assistant II
- 1 Contract IHSS PA Office Assistant III
- 1 Contract IHSS PA Office Assistant IV
- 1 Contract IHSS PA Office Specialist
- 1 Contract IHSS PA Supervising Office Specialist
- 1 Contract IHSS PA Social Worker II

ECONOMIC AND COMMUNITY DEVELOPMENT CORPORATION

Reg Javier

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

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.

San Bernardino County has taken all necessary steps to dissolve the Economic and Community Development Corporation (ECDC). Pursuant to a letter dated July 29, 2018, the California Attorney General's Office has waived objections to the dissolution. On September 4, 2018, the County submitted its Nonprofit Certificate of Election to Wind Up and Dissolve, Certificate of Dissolution and a copy of the Attorney General's letter to the Secretary of State for final certification of the dissolution. On September 12, 2018, the County received the Certificate of Dissolution from the Secretary of State confirming the dissolution of the San Bernardino ECDC. The dissolution of the ECDC is official.

2018-19 ADOPTED BUDGET

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

ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Economic Development
DEPARTMENT: Economic Development Agency
FUND: Economic and Community Development Corporation
BUDGET UNIT: 499 2728
FUNCTION: General
ACTIVITY: Promotion

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	50	92	0	43	0	0	**(43)**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	50	92	0	43	0	0	**(43)**
Reimbursements	0	(92)	0	0	0	0	**0**
Total Appropriation	50	0	0	43	0	0	**(43)**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	50	0	0	43	0	0	**(43)**
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**	50	0	0	43	0	0	**(43)**
Available Reserves				0		0	**0**
Total Fund Balance				43		0	**(43)**
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 2018-19 ADOPTED BUDGET

San Bernardino County has taken all necessary steps to dissolve the Economic and Community Development Corporation (ECDC). Pursuant to a letter dated July 29, 2018, the California Attorney General's Office has waived objections to the dissolution. On September 4, 2018, the County submitted its Nonprofit Certificate of Election to Wind Up and Dissolve, Certificate of Dissolution and a copy of the Attorney General's letter to the Secretary of State for final certification of the dissolution. On September 12, 2018, the County received the Certificate of Dissolution from the Secretary of State confirming the dissolution of the San Bernardino ECDC. The dissolution of the ECDC is official.

COUNTY INDUSTRIAL DEVELOPMENT AUTHORITY

Reg Javier

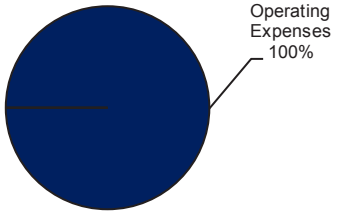
DESCRIPTION OF MAJOR SERVICES

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.

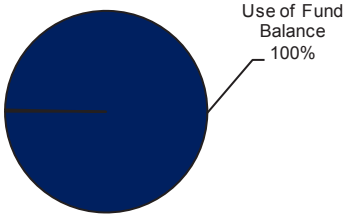
Budget at a Glance	
Total Requirements (Excl. Reimb.)	$58,262
Total Sources (Incl. Reimb.)	$200
Use of/ (Contribution to) Fund Balance	$58,062
Total Staff	0

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Economic Development
DEPARTMENT: Economic Development Agency
FUND: Industrial Development Authority

BUDGET UNIT: 510 2748
FUNCTION: General
ACTIVITY: Promotion

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	0	0	0	0	0	0	**0**
Operating Expenses	0	97	0	57,546	0	58,262	**716**
Capital Expenditures	0	0	0	0	0	0	**0**
Total Exp Authority	0	97	0	57,546	0	58,262	**716**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	0	97	0	57,546	0	58,262	**716**
Operating Transfers Out	0	0	0	0	0	0	**0**
Total Requirements	0	97	0	57,546	0	58,262	**716**
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	222	319	488	200	716	200	**0**
Total Revenue	222	319	488	200	716	200	**0**
Operating Transfers In	0	0	0	0	0	0	**0**
Total Financing Sources	222	319	488	200	716	200	**0**
Fund Balance							
Use of / (Contribution to) Fund Balance**	(222)	(222)	(488)	57,346	(716)	58,062	**716**
Available Reserves				0		0	**0**
Total Fund Balance				57,346		58,062	**716**
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 2018-19 ADOPTED BUDGET

Operating Expenses of $58,262 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

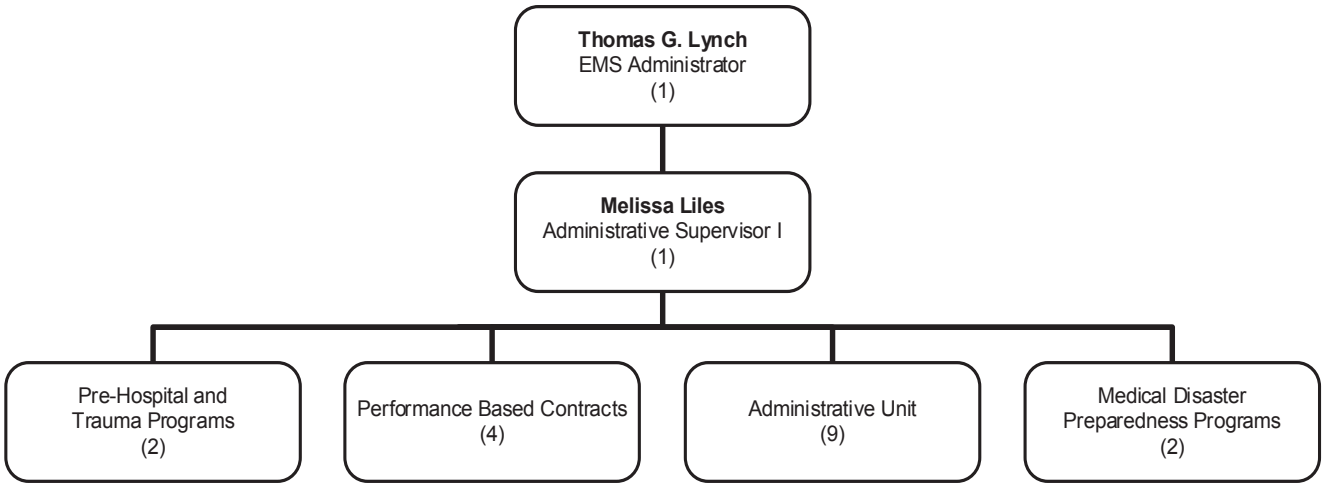
Thomas G. Lynch

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



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	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	4,193,216	4,357,361		(164,145)		19
Total Other Agencies	4,193,216	4,357,361		(164,145)		19
Total - All Funds	4,193,216	4,357,361	0	(164,145)	0	19

2017-18 MAJOR ACCOMPLISHMENTS

- Completed the acquisition and distribution of 357 tablet PCs for use by prehospital personnel to document electronic patient care reports for response to 9-1-1 medical incidents.
- Completed integration of Emergency Medical Services (EMS) data with Health Information Exchange.
- Implemented a statewide Stroke Registry in collaboration with the California Department of Public Health (CDPH) and the Emergency Medical Service Authority (EMSA)
- Established and implemented a new data system based on the National Emergency Medical Services Information System (NEMSIS) V3.

- Updated the EMS policy and protocol development process to facilitate input by EMS system and medical advisory committees.
- Developed a new process for the deployment and utilization of nerve agent antidotes in the event of a terrorist attack.
- Refined the Emergency Medical Technician investigation and discipline process to assure alignment with State regulations to provide due process for appellants of negative certification actions.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2016-17 Actual	2017-18 Target	2017-18 Actual	2018-19 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**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Number of EMS Continuing Education providers audited.	55	24	24	24
STRATEGY	Ensure EMS Continuing Education/Training Programs are compliant with Title 22, California Code of Regulations and educational standards.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		**Measure** **NEW**	**2016-17 Actual**	**2017-18 Target**	**2017-18 Actual**	**2018-19 Target**
OBJECTIVE	**Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.**	Average number of days after discharge and medical records received to review cardiac arrest cases.	N/A	N/A	N/A	45 days
STRATEGY	Ensure patient safety and improve patient care through quality improvement review of prehospital transport and hospital care documentation.					
STRATEGY	Utilize the return of spontaneous circulation (ROSC) data to compare against national benchmarks and then implement best practices that result in increased cardiac arrest survival.					

Inland Counties Emergency Medical Agency

DESCRIPTION OF MAJOR SERVICES

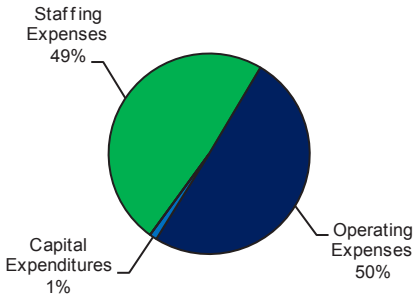
The Inland Counties Emergency Medical Agency (ICEMA) was developed under a Joint Powers Agreement with San Bernardino, Inyo and Mono Counties. ICEMA is responsible for ensuring effective emergency medical services for the three county areas. Specifically, they are charged with the coordination, evaluation 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

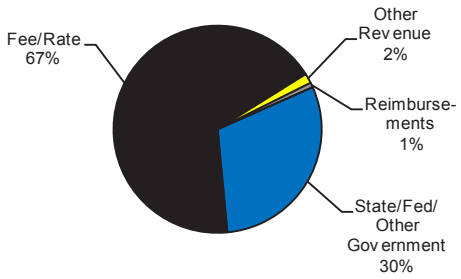
Total Requirements (Excl. Reimb.)	$4,225,123
Total Sources (Incl. Reimb.)	$4,389,268
Use of/ (Contribution to) Fund Balance	($164,145)
Total Staff	19

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 ADOPTED BUDGET

GROUP: Administration
DEPARTMENT: Inland Counties Emergency Medical Agency
FUND: ICEMA

BUDGET UNIT: 111 2686
FUNCTION: Health and Sanitation
ACTIVITY: Hospital Care

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Actual	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	1,861,215	1,826,120	1,598,858	2,049,109	1,641,445	2,050,494	**1,385**
Operating Expenses	2,332,139	1,873,032	1,666,997	2,515,983	2,372,959	2,124,629	**(391,354)**
Capital Expenditures	66,000	44,948	35,865	40,000	0	50,000	**10,000**
Total Exp Authority	4,259,354	3,744,100	3,301,720	4,605,092	4,014,404	4,225,123	**(379,969)**
Reimbursements	(242)	0	(22,419)	0	(44,407)	(31,907)	**(31,907)**
Total Appropriation	4,259,112	3,744,100	3,279,301	4,605,092	3,969,997	4,193,216	**(411,876)**
Operating Transfers Out	330,000	0	0	0	0	0	**0**
Total Requirements	4,589,112	3,744,100	3,279,301	4,605,092	3,969,997	4,193,216	**(411,876)**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	1,121,437	1,542,936	1,057,295	1,863,745	1,586,233	1,319,613	**(544,132)**
Fee/Rate	3,341,095	2,314,371	2,505,281	2,490,648	2,381,590	2,955,843	**465,195**
Other Revenue	30,045	27,575	49,619	66,605	86,206	66,605	**0**
Total Revenue	4,492,577	3,884,883	3,612,195	4,420,998	4,054,029	4,342,061	**(78,937)**
Operating Transfers In	44,954	19,503	5,156	15,300	2,865	15,300	**0**
Total Financing Sources	4,537,531	3,904,386	3,617,351	4,436,298	4,056,894	4,357,361	**(78,937)**
Fund Balance							
Use of / (Contribution to) Fund Balance**	51,581	(160,286)	(338,050)	168,794	(86,897)	(164,145)	**(332,939)**
Available Reserves				1,107,181		1,527,016	**419,835**
Total Fund Balance				1,275,975		1,362,871	**86,896**
Budgeted Staffing*	20	18	19	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 2018-19 ADOPTED BUDGET

Requirements of $4.2 million include Staffing Expenses of $2.1 million, which fund 19 budgeted positions. Operating Expenses of $2.1 million consist primarily of the following:

- Building Leases ($449,406)
- Computer software licenses ($228,600)
- Hospital Preparedness Program costs ($303,502)
- Professional and specialized services ($178,000)
- Software maintenance for the ongoing ePCR system ($359,520)
- County departments' services ($317,955)

Sources of $4.4 million include a total of $3.0 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 $1.3 million of state and federal grant funds.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by $411,876 primarily due to the completion of the Emergency Medical Services Authority one-time grant for mobile devices.

Sources are decreasing by $78,937 primarily due to the following:

- $498,190 decrease of one-time funds budgeted in 2017-18 from the Emergency Medical Services Authority Mobile Devices Grant.
- $28,543 reduction in the California Department of Public Health Stroke Registry Grant.

- $465,195 increase primarily due to a transfer from ICEMA's fines and forfeitures trust account ($220,000) to support future ImageTrend software upgrades, an increased allocation in SB 612 (Maddy) funds ($107,021), and an increase in fee revenue ($138,174) as a result of a revised fee schedule.

ANALYSIS OF FUND BALANCE

The department has a Contribution to Fund Balance of $164,145 in 2018-19. The majority of the increase in departmental Fund Balance is due to the increase in Fee/Rate revenues, which will be utilized in future budgets to purchase new computer and software equipment to support ImageTrend.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Administration	10	0	0	0	10	1	9
Pre-Hospital and Trauma Programs	2	0	0	0	2	2	0
Performance Based Contracts	5	0	0	0	5	2	3
Medical Disaster Preparedness Program	2	0	0	0	2	0	2
Total	19	0	0	0	19	5	14

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $2.1 million fund 19 budgeted positions of which 14 are regular positions and 5 are limited term positions. There are no Budgeted Staffing changes.

HOUSING AUTHORITY OF THE COUNTY OF SAN BERNARDINO

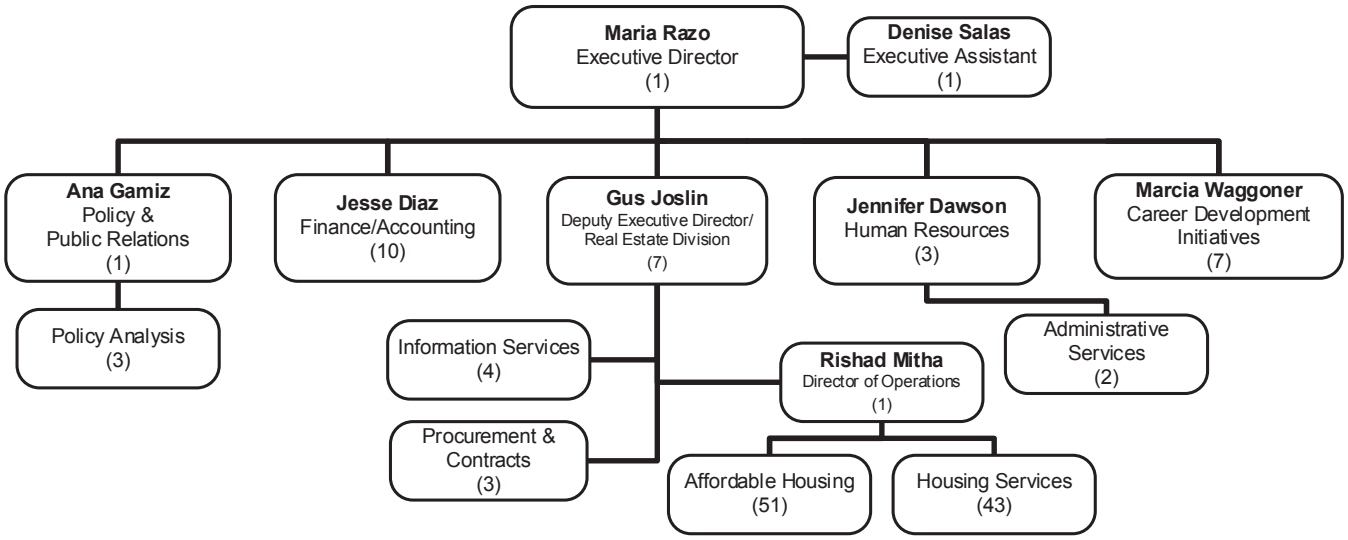
Maria Razo

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



2018-19 SUMMARY OF BUDGET UNITS

	2018-19					
	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	338,528,641	340,531,408			(2,002,767)	137
Total Enterprise Funds	338,528,641	340,531,408	0	0	(2,002,767)	137
Total - All Funds	338,528,641	340,531,408	0	0	(2,002,767)	137

OTHER AGENCIES

2017-18 MAJOR ACCOMPLISHMENTS

- Successfully completed the "Voluntary Transfer" of all assets from the City of Upland Housing Authority. Such effort protects federally funded housing assistance for approximately 700 families and ensures continued payments to existing landlords and vendors previously under contract with the Upland Housing Authority.
- Predevelopment work and Construction Document preparation commenced on the 104-unit phase 2 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 currently reside in the new phase 1 units utilizing Project-Based Voucher rental assistance.
- At the end of five years of participation in the Five Year Lease Assistance Program, participating families have achieved a 12.8% increase in income from wages, 52.5% decrease in income from welfare, 25% increase in full-time employment, and an 18% 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, have all contributed to the success of the families participating in this program.
- Received an additional award of $750,000 from the Transitional Assistance Department 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.
- Construction was completed on the 106-unit Phase 1 of the greater 190-unit affordable mixed-generational housing development in the community of Bloomington that will provide 55-year affordable housing to residents. 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.
- Construction was completed on the 84-unit Phase 2 of the greater 190-unit affordable mixed-generational housing development in the community of Bloomington that now provides 55-year affordable housing to residents. HACSB is providing a total of 31 project-based vouchers now being utilized by families and seniors to live at the new site which includes a public library. 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.
- Completed construction at the 62 unit Olive Meadow Apartments, the second phase of the revitalization of the former Waterman Gardens public housing site in San Bernardino (now called Arrowhead Grove). Built in 1942, the site is the second oldest public housing site in the County, and consisted of 252 family units. When completed, the site will house 411 families in a mixture of units affordable to lower income as well as moderate income working families. Public Housing subsidies are being converted to Project Based Voucher subsidies under the U.S. Department of Housing and Urban Development (HUD) Rental Assistance Demonstration Program to support the project.
- Continued 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 14 families to become new homeowners through the homeownership program, transitioning those who currently receive rental subsidies to permanent, stable housing.
- Initiated the City Entitlement processes for redevelopment of 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. Occupancy at both properties is expected by the end of 2018.
- Provided long-term rental assistance through the Veterans Affairs Supportive Housing (VASH) program to an additional 89 homeless veteran families, leading the ongoing fight to end veteran homelessness within the County.

Housing Authority of the County of San Bernardino

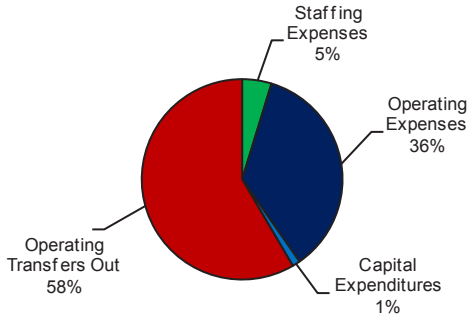
DESCRIPTION OF MAJOR SERVICES

Budget at a Glance	
Total Requirements (Excl. Reimb.)	$338,528,641
Total Sources (Incl. Reimb.)	$340,531,408
Use of / (Contribution To) Net Position	($2,002,767)
Total Staff	137

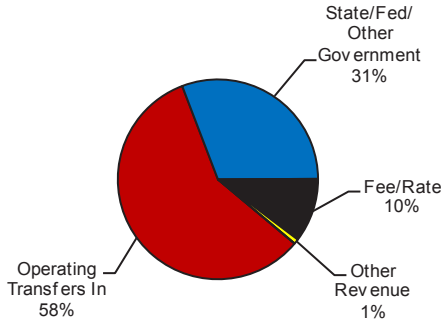
The Housing Authority of the County of San Bernardino (HACSB) is a critical economic partner of the County. As the County's largest provider of affordable housing, HACSB proudly serves in excess of 32,000 lives, most of whom are in-need seniors, disabled individuals, and children. As a catalyst for economic 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.

2018-19 ADOPTED BUDGET

TOTAL REQUIREMENTS
(EXCLUDING REIMBURSEMENTS)



TOTAL SOURCES
(INCLUDING REIMBURSEMENTS)



ANALYSIS OF 2018-19 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

	2014-15 Actual	2015-16 Actual	2016-17 Actual	(A) 2017-18 Final Budget	2017-18 Estimate***	(B) 2018-19 Adopted Budget	(B-A) Change From Prior Year Final Budget
Requirements							
Staffing Expenses	11,751,060	12,540,583	13,669,381	14,081,698	12,974,442	16,007,360	**1,925,662**
Operating Expenses	96,234,178	97,223,710	114,435,341	114,092,453	124,722,994	120,466,656	**6,374,203**
Capital Expenditures	217,059	0	0	6,609,357	0	4,266,518	**(2,342,839)**
Total Exp Authority	108,202,297	109,764,293	128,104,722	134,783,508	137,697,436	140,740,534	**5,957,026**
Reimbursements	0	0	0	0	0	0	**0**
Total Appropriation	108,202,297	109,764,293	128,104,722	134,783,508	137,697,436	140,740,534	**5,957,026**
Operating Transfers Out	163,826,791	159,106,711	185,618,031	189,220,271	189,220,271	197,788,107	**8,567,836**
Total Requirements	272,029,088	268,871,004	313,722,753	324,003,779	326,917,707	338,528,641	**14,524,862**
Sources							
Taxes	0	0	0	0	0	0	**0**
Realignment	0	0	0	0	0	0	**0**
State/Fed/Other Government	86,142,585	91,826,970	113,890,272	109,918,240	114,433,632	104,642,619	**(5,275,621)**
Fee/Rate	16,233,613	15,584,721	16,022,406	23,904,189	16,936,290	35,372,571	**11,468,382**
Other Revenue	7,946,019	6,284,510	3,432,032	3,083,723	9,855,758	2,728,111	**(355,612)**
Total Revenue	110,322,217	113,696,201	133,344,709	136,906,152	141,225,680	142,743,301	**5,837,149**
Operating Transfers In	163,826,791	159,106,711	185,618,031	189,220,271	189,220,271	197,788,107	**8,567,836**
Total Financing Sources	274,149,008	272,802,912	318,962,740	326,126,423	330,445,951	340,531,408	**14,404,985**
Net Position							
Use of/ (Contribution to) Net Position**	(2,119,920)	(3,931,908)	(5,239,987)	(2,122,644)	(3,528,244)	(2,002,767)	**119,877**
Est. Net Position Available						92,809,959	
Total Est. Unrestricted Net Position						90,807,192	
Budgeted Staffing*	123	126	129	142	142	137	**(5)**

*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 2017-18 Actuals were not available at the time of preparation of this document.

Note: The 2017-18 Final Budget and 2017-18 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 2018-19 ADOPTED BUDGET

Requirements of $338.5 million primarily consist of Operating Expenses of $120.5 million which includes $90.1 million related to Housing Assistance payments, Staffing Expenses of $16.0 million, Capital Expenditures of $4.3 million, and Operating Transfers Out of $197.8 million.

Sources of $340.5 million are primarily related to federal grant revenue of $104.6 million from the U.S. Department of Housing and Urban Development (HUD), and Operating Transfers In of $197.8 million. The federal grants include Public Housing Operating Fund, Capital Fund, and the Housing Choice Voucher program Housing Assistance Payments and administrative fees.

Operating Transfers In/Out of $197.8 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 $14.5 million primarily due to an increase of $10.1 million in expenses related to the physical improvements of properties. The increase in physical improvement costs are due to the costs outlined by Physical Condition Assessments (PCA) that were undertaken as a requirement of HACSB's participation in HUD's Rental Assistance Demonstration (RAD) program.

HACSB is deleting 18 positions; however, 13 positions have been added and increases to other post-employment benefits (OPEB), pension, and medical costs have resulted in a net increase to Staffing Expenses of $1.9 million.

Sources are increasing by $14.4 million primarily due to an increase of $4.1 million in the Capital Fund program and $3.9 million in the Rental Assistance Demonstration program. Sources include the use of HUD's Housing Choice Voucher program restricted reserves in the amount of $1.7 million as a result of $4.5 million in funding cuts to the voucher program.

ANALYSIS OF NET POSITION

Estimated Net Position Available in the amount of $92.8 million is available for expenditures relating to the various programs of HACSB. A majority of this Net Position is restricted to HUD funded programs which includes the Public Housing, Capital Fund, Housing Choice Voucher, and the Moving to Work programs. There is also an additional $12.9 million in restricted reserves held by HUD for the Housing Choice Voucher program.

2018-19 POSITION SUMMARY*

Division	2017-18 Final Staffing	Adds	Deletes	Re-Orgs	2018-19 Adopted	Limited	Regular
Administration	113	13	-18	0	108	1	107
Maintenance	29	0	0	0	29	0	29
Total	142	13	-18	0	137	1	136

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of $16.0 million fund 137 budgeted positions of which 136 are regular positions and 1 is a limited term position. This represents a net decrease of 5 positions. 13 positions are being added: 1 Accountant II, 1 Accounting Technician I, 5 Administrative Services Specialist, 1 Human Resources Generalist, 1 Procurement & Contracts Supervisor, 1 Procurement Officer, 1 Program Compliance Inspector, 1 Property Manager, and 1 Porter. 18 positions are being deleted: 1 Accounting Technician, 4 Administrative Assistants, 1 Director of Housing Services, 1 Director of Information Services, 1 Director of Procurement & Contracts, 1 Director of Supportive Housing, 1 Housing Services Supervisor, 1 Human Resources Coordinator, 1 Program Integrity Officer, 1 Procurement Assistant, 1 Program Compliance Coordinator, 1 Project Manager, 1 Resident Services Assistant, 1 Resident Services Coordinator, and 1 Maintenance Technician. The additions and deletions of positions are primarily due to a restructuring within programs/departments including the Housing Choice Voucher program which is the Housing Authority's largest program.

SAN BERNARDINO
COUNTY

CAPITAL IMPROVEMENT PROGRAM



CAPITAL IMPROVEMENT PROGRAM
SUMMARY

PROJECTS ADMINISTERED BY	Page #	Discretionary General Funding	Other Funding	Total
REAL ESTATE SERVICES DEPARTMENT - PROJECT MANAGEMENT DIVISION	692			
NEW PROJECTS		50,955,766	44,173,146	95,128,912
CARRYOVER PROJECTS		198,639,456	147,990,424	346,629,880
TOTAL PROJECTS ADMINISTERED BY PROJECT MANAGEMENT DIVISION		249,595,222	192,163,570	441,758,792
DEPARTMENT OF PUBLIC WORKS	732			
TRANSPORTATION				
NEW PROJECTS		-	-	-
CARRYOVER BALANCES		11,773,552	55,584,311	67,357,863
TOTAL PROJECTS ADMINISTERED BY TRANSPORTATION		11,773,552	55,584,311	67,357,863
SOLID WASTE MANAGEMENT	736			
NEW PROJECTS		-	3,700,000	3,700,000
CARRYOVER PROJECTS		-	53,724,480	53,724,480
TOTAL PROJECTS ADMINISTERED BY SOLID WASTE MANAGEMENT		-	57,424,480	57,424,480
TOTAL PROJECTS ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS		11,773,552	113,008,791	124,782,343
COUNTY FIRE	738			
NEW PROJECTS		-	1,704,101	1,704,101
CARRYOVER BALANCES		-	-	-
TOTAL PROJECTS ADMINISTERED BY COUNTY FIRE		-	1,704,101	1,704,101
TOTAL 2018-19 CAPITAL IMPROVEMENT PROGRAM BUDGET		**261,368,774**	**306,876,462**	**568,245,236**

Note: The schedule above does not include Operating Transfers Out or Reimbursements. Instead this schedule represents total budgeted project costs.

CAPITAL IMPROVEMENT PROGRAM

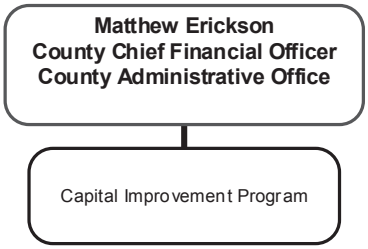
Matthew Erickson

DEPARTMENT MISSION STATEMENT

The Capital Improvement Program receives and evaluates capital expenditure requests, recommends priorities for the acquisition or improvement of land, facilities and infrastructure, oversees and monitors major capital projects, and guides growth and change of County facilities and infrastructure by anticipating future needs.



ORGANIZATIONAL CHART



2018-19 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.
    - Identify opportunities for public-private partnerships for the development of County facilities.

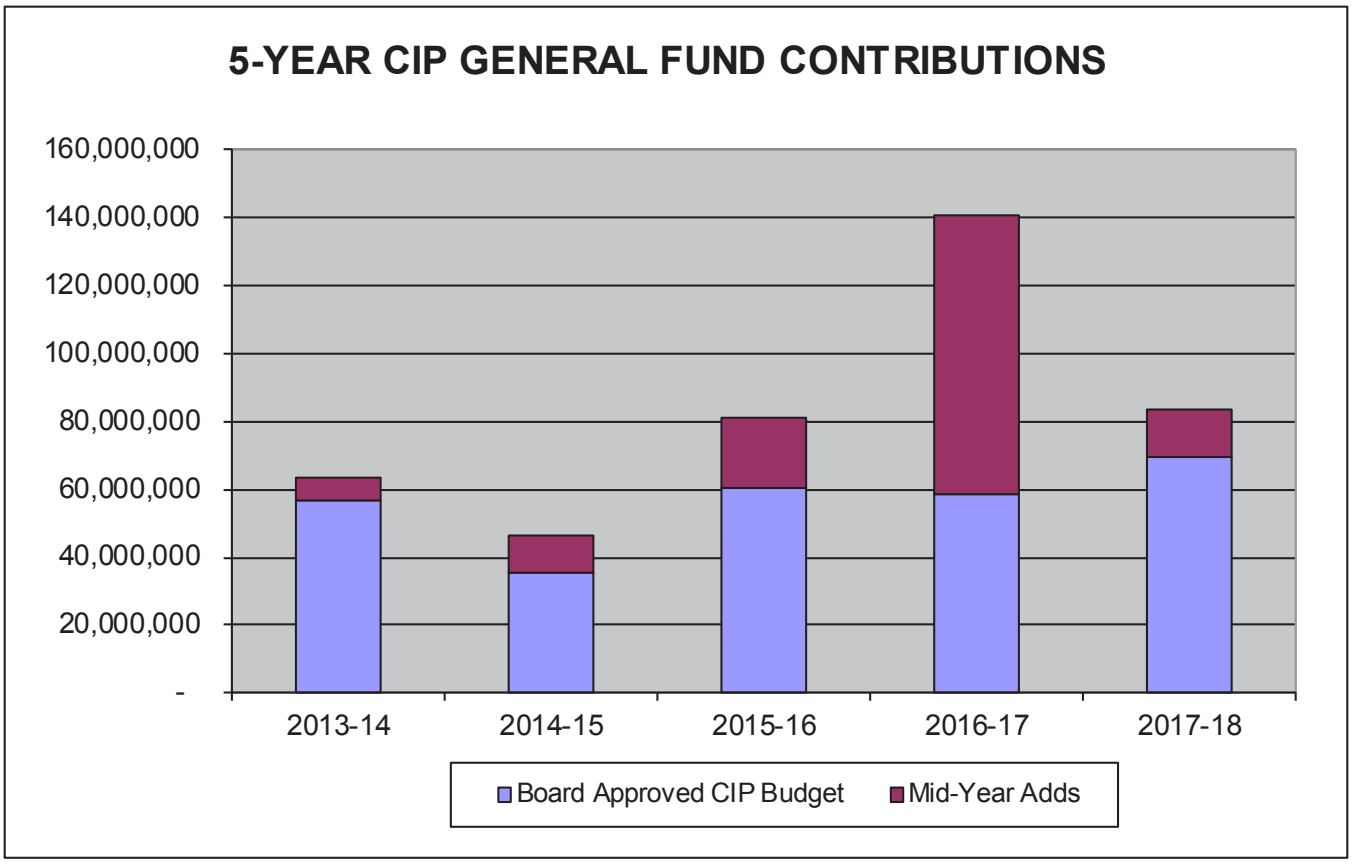
BUDGET HISTORY

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).

The amount of Discretionary General Funding (Net County Cost) for CIP varies annually based on available one-time funding. The following chart demonstrates the Board's commitment in recent years to fund major capital projects and to address deferred maintenance projects for County buildings and infrastructure. General fund contributions to CIP over the past five years total **$415.6 million**. Contributions have averaged approximately $83.1 million per year.



IMPACT OF CAPITAL IMPROVEMENT PROJECTS ON OPERATING BUDGETS

The County has a separate capital budget policy. This policy directs that project proposals should indicate the project's impact on the operating budget, including, but not limited to, long-term maintenance and operational costs necessary to support the facility. The plan for funding projected staffing, operation and maintenance, and utility costs must be identified as part of the approval process for each capital project.

Operational impacts resulting from new construction, major remodels, and expansion projects, such as operating expenses and new staffing costs, are summarized in the discussion of the individual new and carryover projects that follow.

Operating expenses such as maintenance, grounds, custodial and utility costs are budgeted in the Real Estate Services Department – Facilities Management and Utilities budgets. County departments reimburse these costs quarterly or through the Countywide Cost Allocation Plan. New staffing and other operational costs incurred as a result of new construction, expansions or major remodels are budgeted in the individual County department budgets.

2018-19 ADOPTED BUDGET

In August 2017, County departments were requested to provide a five-year projection of their capital requirements. The 2018-2023 5-Year Capital Improvement Program Plan was completed in March 2018. That document included information on Major Capital Improvements that are currently in progress, and projects proposed by County departments and Board Governed 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 21, 2017, County departments were requested to submit CIP requests for projects to commence in 2018-19. The CAO received 75 requests from 19 departments with an estimated total project cost of $94.7 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 2017-18. For 2018-19, 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 2018-19:

MAINTENANCE AND NON-MAJOR CIP PROJECTS

- **Deferred Maintenance** **$3.3 million**
  - County Buildings Acquisition and Retrofit Project – This funding in the amount of $2.5 million will address minor deferred maintenance projects to buildings primarily in the County Government Center Campus.
  - Countywide Conference Room Program – This program in the amount of $100,000 will address deferred maintenance projects for County conference rooms.
  - Minor CIP Program – This program will address minor deferred or unscheduled maintenance projects for County facilities. Four projects in the total amount of $710,925 are funded in 2018-19: RED003-Museum Sump Pump Investigation ($15,000); YER045-Calico Pizza Garden Repair ($460,000); SAB031-5th Floor Patio Doors/Windows ($200,000); and RAN033-Courthouse Plumbing Investigation ($35,925).

- **Heating, Ventilation and Air Conditioning (HVAC)** **$4.1 million**
  - HVAC Upgrades/Maintenance/Replacement Program - Ten HVAC projects and an amount that remains unprogrammed totaling $4,120,085 are planned for 2018-19: TRO001-Sheriff HVAC Replacement ($300,000); NEE002-Courthouse/Sheriff AC Replacement ($177,000); SAB170-CJH Admin #5 Duct Cleaning ($100,000); RED003-Museum Humidification/Dehumidification ($300,000); RAN004-WVJDC Replacement of 38 AC Units ($250,000); FON010-Courthouse Cooling Tower ($29,938); COL010-Sheriff NARCO Air Balance ($50,000); SAB001-Hall of Records Air Handler Replacement ($2,500,000); RAN001-Courthouse Cooling Tower ($40,488); Countywide Building Controls ($305,000); and unprogrammed ($67,659).

- **Infrastructure** **$0.4 million**
  - Site Infrastructure Program - Two projects in the total amount of $419,000 will improve site infrastructure: BAR006-Public Health Retaining Wall Replacement ($35,000); and RED003-Museum Beautification ($384,000).

- **Building System Improvements** **$0.4 million**
  - Countywide Elevator Modernization Program – One project in the amount of $200,000 is funded to refurbish the SAB007 Central Detention Center Female Freight Elevator.
  - Boiler Replacement Program – Two projects in the total amount of $205,260 are funded, SAB030-Central Plant Cleaver Brooks Boiler ($15,260) and SAB156-303 Building Boiler ($190,000) projects.

- **Health/Safety/Americans with Disabilities Act (ADA)** **$0.7 million**
  - Americans with Disabilities Act (ADA) Program – This program will make ADA improvements to County facilities in the total amount of $497,000. Two projects are planned to address ADA issues: RED-Museum 2nd Floor Handrail and Ramp ($332,000); and WRI502-Library Restroom Upgrade ($165,000).
  - Fire/Life Safety Program – Three projects in the total amount of $214,628 will improve fire/life safety: SAB606-268 Hospitality FLS System ($120,000); JOS001-Courthouse Sprinklers ($49,628); and RAN003-8575 Haven Clean Agent Repair ($45,000).

- **Paving** **$1.6 million**
  - Pavement Management Program – Three paving projects in the total amount of $1,601,000 are planned to be funded from the Pavement Management Program for 2018-19: SAB006-General Services Parking Lot Rehabilitation ($1,501,000); LUC001-Library Parking Lot Rehabilitation ($50,000); and 29P001-Library Driveway ($50,000).

- **Exterior Renovations** **$0.4 million**
  - Exterior Renovation Program - This program will make various improvements to renovate building exterior areas in the total amount of $392,652. Five projects are funded for 2018-19: SAB156-Civic Center Parking Structure Inverter ($25,000); RIA002-Sheriff's Dispatch Gutters ($35,000); RAN001-Courthouse Grout at Entry ($12,652); PHE028-Library Wall Repair ($45,000); and Gilbert Campus Way Finding Signage ($275,000).

- **Interior Renovations/Remodels** **$0.2 million**
  - Interior Renovation Program – One project in the amount of $145,000 is funded to renovate: SAB031-3rd Floor Breakroom/Quiet Room.

- **Roofing** **$0.9 million**
  - Roofing Repairs/Replacement Program – Four roofing projects in the total amount of $849,450 are funded for 2018-19: NEE002-Courthouse/Sheriff Roof Replacement ($249,450); RAN001-Courthouse Leaks ($35,000); RAN001-Courthouse Roof Drain ($15,000), and TRO001-Sheriff Roof Replacement ($550,000).

- **Energy Program** **$0.0 million**
  - Energy Projects Program - One project in the amount of $45,000 is funded for 2018-19: SAB035-157-175 Electric Pan Grounding.

The 2018-19 new projects will extend the useful life of facilities, remove potential hazards and reduce liability, and decrease operating expenses in some cases. As a result of the reorganization of the Real Estate Services Department – Facilities Management Division in 2017-18, a considerable number of additional projects were identified, which resulted in a decrease in the amount of funding that is unprogrammed for 2018-19.

In addition to the base budget above of $12.0 million funded with ongoing Discretionary General Funding, additional ongoing Discretionary General Funding of $8.3 million for the 800 Megahertz (MHz) Upgrade Project and additional one-time Discretionary General Funding of $30.7 million is funded for the following projects:

MAJOR CIP PROJECTS

- **Construction/Major CIP Projects** **$39.0 million**
  - 800 MHz Upgrade Project – This project will address the upgrade of the aging 800 Megahertz (MHz) digital radio system countywide. For 2018-19, an $8,255,765 contribution of ongoing Discretionary General Funding will bring the total funded to date to $158.2 million.
  - ARMC Parking Structure Project – This project in the amount of $26.1 million will provide for the construction of a new parking structure located at 400 N. Pepper Avenue in Colton. Funding consists of one-time Discretionary General Funding from the County General Fund Reserves previously designated for the ARMC jail ward in the amount of $19.0 million and $7.1 million from the ARMC Enterprise Fund.
  - Chino Airport Groundwater Remedial Project – This project provides investigation, technical assistance, stakeholder approval, design, and procurement of the final Groundwater Remediation System at the Chino Airport located at 7000 Merrill Avenue in Chino. For 2018-19, a $10.0 million contribution of one-time Discretionary General Funding will bring the total funded to date to $15.0 million.
  - Devore Animal Shelter Repair/Maintenance – This project in the amount of $1.0 million, funded by one-time Discretionary General Funding, will cover the anticipated maintenance costs for two years ($500,000/year) at the Devore Animal Shelter located at 19777 Shelter Way in San Bernardino, while the location, design, and construction of a new animal shelter facility is underway.
  - District Attorney Rancho Courthouse ADA Restroom – This project in the amount of $700,000, funded by one-time Discretionary General Funding, will make Americans with Disabilities (ADA) improvements to the 2nd floor District Attorney exclusive-use restroom in the Rancho Courthouse located at 8303 Haven Avenue in Rancho Cucamonga.

In addition to the Discretionary General Funding projects identified above in the total amount of **$51.0 million** (which includes $12.0 million for maintenance and non-major CIP projects and $39.0 million for major CIP projects), other new projects are funded from other sources in the total amount of **$44.1 million,** including department funded projects, for a total of **$95.1 million** in new project funding administered by RES-PMD. The Department of Public Works (DPW) will administer various new Solid Waste Management projects in the amount of **$3.7 million** utilizing other funding sources; there are no new Transportation projects in 2018-19. 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 2018-19, the total budget for new CIP projects is **$100.5 million.**

The following pie chart demonstrates what percentage of all new projects are funded by Discretionary General Funding and by other funding sources in the Capital Improvement Program for 2018-19:

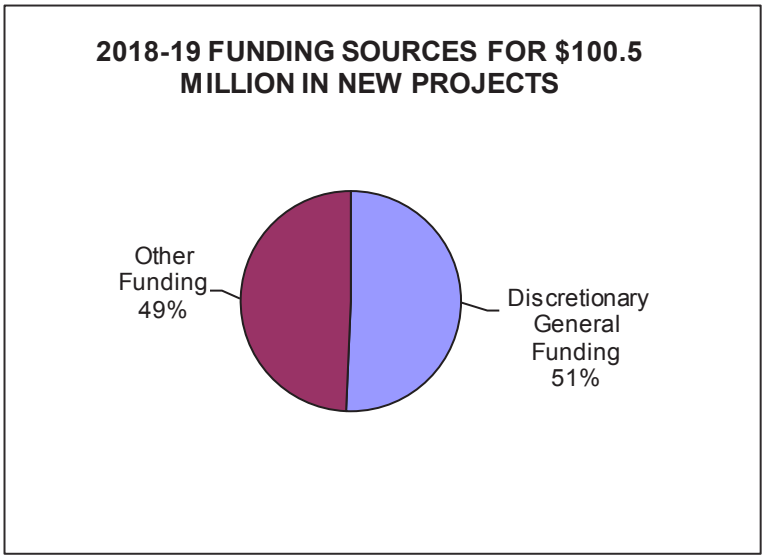


Table 1 provides a summary of all new CIP projects for 2018-19.

Table 1

SUMMARY OF 2018-19 NEW CIP PROJECTS

	Discretionary General Funding	Other Funding	Total New Projects
NEW PROJECTS ADMINISTERED BY RES-PMD:			
RES-PMD Capital Fund (Fund CJP)	31,955,766	29,213,951	61,169,717
ARMC Capital Fund (Fund CJE)	19,000,000	14,959,195	33,959,195
Total New Projects Administered by RES-PMD	**50,955,766**	**44,173,146**	**95,128,912**
NEW PROJECTS ADMINISTERED BY DPW:			
Transportation New Projects (Various Funds)	-	-	-
Solid Waste Management New Projects (Various Funds)	-	3,700,000	3,700,000
Total New Projects Administered by DPW	**-**	**3,700,000**	**3,700,000**
NEW PROJECTS ADMINISTERED BY COUNTY FIRE:			
County Fire (Various Funds)	**-**	**1,704,101**	**1,704,101**
TOTAL NEW CIP PROJECTS	**50,955,766**	**49,577,247**	**100,533,013**

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 $346.6 million (excluding Reimbursements and Operating Transfers Out). Carryover projects administered by the Department of Public Works have projected carryover balances of $121.8 million. Table 2 provides a summary of all Carryover Projects.

Table 2

SUMMARY OF 2018-19 CARRYOVER BALANCES			
	Discretionary General Funding	Other Funding	Carryover Balance
CARRYOVER PROJECTS ADMINISTERED BY RES-PMD:			
RES-PMD Capital Fund (Fund CJP)	195,165,387	121,428,552	316,593,939
RES-PMD Capital Fund (Fund CJV)	890,825	8,504	899,329
ARMC Capital Fund (Fund CJE)	2,583,244	26,553,368	29,136,612
Total RES-PMD Carryover Projects	**198,639,456**	**147,990,424**	**346,629,880**
CARRYOVER PROJECTS ADMINISTERED BY DPW:			
Transportation Carryover Projects (Various Funds)	11,773,552	55,584,311	67,357,863
Solid Waste Mgmt Carryover Projects (Various Funds)	-	53,724,480	53,724,480
Total DPW Carryover Projects	**11,773,552**	**109,308,791**	**121,082,343**
CARRYOVER PROJECTS ADMINISTERED BY COUNTY FIRE:			
County Fire (Various Funds)	-	-	-
TOTAL CARRYOVER PROJECTS	**210,413,008**	**257,299,215**	**467,712,223**

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. $137.6 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 and $8.3 million of ongoing funding is funded for 2018-19, bringing the total funded to date to $158.2 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 sixth year with completion planned for December 2020. 52% of the existing radio sites have been converted to digital operation and 64% of the microwave transport interlinks have been installed and are operational. Approximately $96.1 million has been expended or encumbered to date. During 2018-19, the top priorities of the project continue to center on construction and implementation of new radio equipment buildings and towers in strategic locations to enhance signal coverage, and the continued installation of upgraded microwave radio equipment to link dispatch centers with public safety agencies and responders throughout the County. Work continues to convert the existing fleet of mobile and portable radios, preparing them to support full digital operation. 91% of the fleet conversion work has been completed at this time.	**$158.2 million**	**$53.9 million***

*Includes all "project" numbers listed in Exhibit A.

Project	Total Project Cost	Carryover Balance
800 MHz Upgrade Project (Continued) **Operational Impact:** There are no additional staffing costs associated with this project. Ongoing lease and operations and maintenance costs for additional radio communication sites will be determined as the project progresses. Information Services Department Telecommunications budget (IAM ISD) costs are funded by Board approved Internal Service Fund rates and charged to internal and external public safety radio system users.		
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 $163.9 million ($121.7 million of Discretionary General Funding; $15.6 million from Probation AB 109 fund balance and $6.0 million from SB678 fund balance for the 157 Building Seismic and Remodel Project located at 157 W. 5th Street in San Bernardino; $20.0 million from Public Works to construct a new building; and $720,000 from the District Attorney budget for the 303 W. 3rd Street building). In 2018-19, additional funding in the total amount of $6.5 million, consist of $2.5 million of Discretionary General Funding (Net County Cost) from the CIP base budget funding and $4.0 million from Probation AB 109 fund balance. This brings the total funding to date to $170.4 million. Approximately $62.4 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 Bernardino; County Government Center Phase 1b Campus Improvements including new streets, landscape, hardscape, parking, lighting and signage;	**$210.5 million**	**$101.5 million***

*Includes all “project” numbers listed in Exhibit A.

Project	Total Project Cost	Carryover Balance
County Buildings Acquisition and Retrofit Project (Continued) building assessments and space programming for the 157 Building for consolidation of Probation staff; design-build request for proposal's for the 323 Court Street Building Remodel Project for consolidation of Public Defender staff which includes a new parking structure; and space programming for Public Works to construct a replacement building for the 825 E. 3rd Street building in San Bernardino. The County Fire Relocation/Consolidation (Administration Building) and the Valley Dispatch Center were moved out of this project to be stand-alone projects. The current estimated total cost of the County Buildings Acquisition and Retrofit Project is $210.5 million. After allocating $6.5 million to this project in 2018-19, $40.1 million remains unfunded. It is anticipated that the sale of surplus properties will be available to complete the funding for the project and 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.		
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's provide crisis residential treatment services to individuals diagnosed with health and/or co-occurring substance use disorders. The CSU's provide 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 under construction on County-owned property located at 1491 N. Windsor Drive in San Bernardino. Construction is expected to be completed on all sites by June 2018. The project budgets total $42.2 million and are funded by $21.8 million from California Health Facilities Financing Authority grants and $20.4 million from Mental Health Services Act (MHSA) funds. **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.	**$42.2 million**	**$1.1 million**

Project	Total Project Cost	Carryover Balance
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 an additional $2.6 million of Discretionary General Funding for the project and set aside $39.0 million in General Fund Reserves for the project. In 2017-18 $2.2 million of the General Fund Reserves was used leaving a balance of $36.8 million in General Fund Reserves set aside for the project. The total estimated cost of the Valley Dispatch Center is $83.4 million of which $41.8 million is currently funded. County Fire also had requirements to consolidate County Fire headquarters and central services in one location and the site was determined to be large enough to accommodate County Fire's requirements as well. In the 2016-17 First Quarter Budget Report – Maintenance and Capital Improvement Program, the Board approved $17.64 million in Discretionary General Funding, which included $9.52 million transferred from a cancelled project, to be allocated to the County Fire Relocation/Consolidation (Administration Building) project. $8.5 million set aside in County Fire Reserves will be moved to the project when needed to partially fund the County Fire Administration building portion of the project in the amount of $26.1 million. Construction is expected to be completed in 2020-21. 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 2018-19 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**	**$32.5 million**

A summary of new projects and previously approved CIP projects still in progress is provided in:

- Exhibit A – 2018-19 Capital Improvement Program Projects Administered by Real Estate Services – Project Management Division
- Exhibit B – 2018-19 Capital Improvement Program Projects Administered by Department of Public Works-Transportation
- Exhibit C – 2018-19 Capital Improvement Program Projects Administered by Department of Public Works-Solid Waste Management
- Exhibit D – 2018-19 Capital Improvement Program Projects Administered by San Bernardino County Fire Protection District (County Fire)

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM PLAN

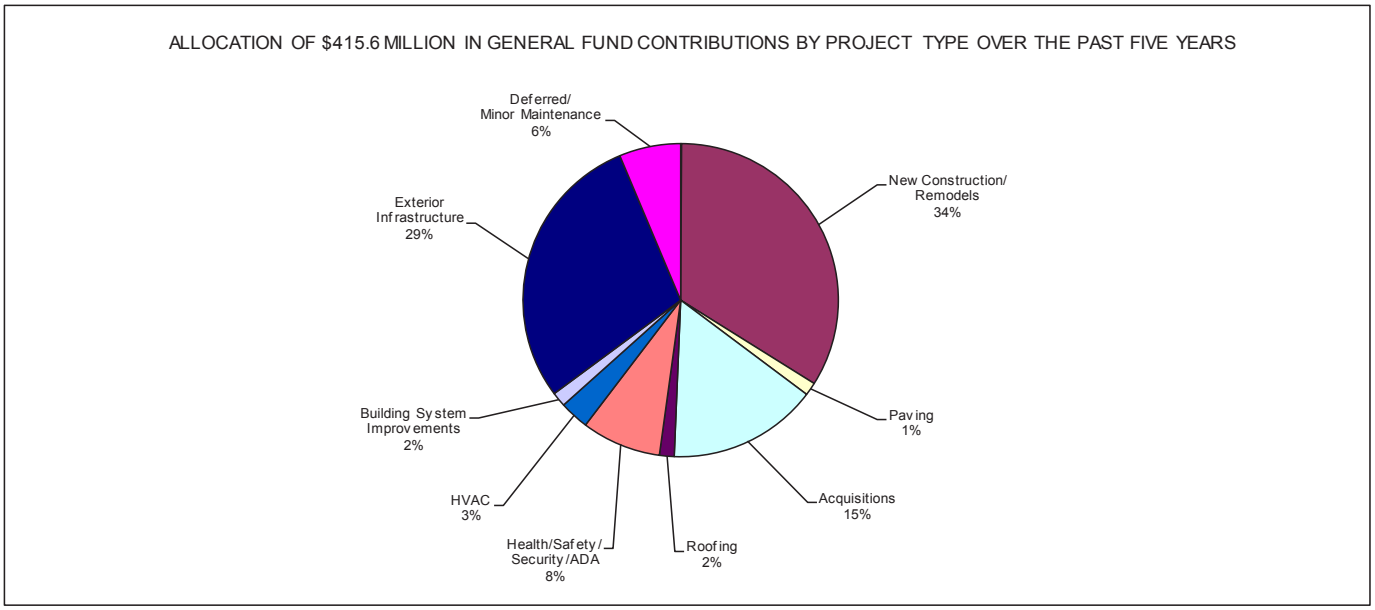
The Five-Year CIP for Maintenance and Non-Major CIP projects is reviewed annually and revised based on current circumstances and opportunities and considers historic requirements and expenditures for capital projects. While the Five-Year CIP does not appropriate funds, it does serve as a budgeting tool to set priorities, identify needed capital projects, estimate capital requirements, and coordinate financing and timing. It identifies projects for annual funding, focuses resources in program areas, and supports the County Goals and Objectives. It also identifies project impacts on future operating budgets, including additional staffing, maintenance, and other recurring operational expenditures that require ongoing funding that must be considered in the planning and approval of new projects.

The current general fund annual allocation for Maintenance and Non-Major CIP projects is $12.0 million and the focus is on maintenance. This funding has been programmed over the next five years and is summarized on Exhibit E – 2018-19 through 2022-23 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 – 2018-2023 Plan, which is a separate document.

THE LAST FIVE YEARS

Over the past five years, the Board of Supervisors has allocated $415.6 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 $2.5 million since 2017-18 to the County Buildings Acquisition and Retrofit Project

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Exhibit A
2018-19 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
1	Adelanto-9330-9438 Commerce Way	1	Sheriff	HDDC Door Relocation.	18-162	3100	10100613
2	Adelanto-9428 Commerce Way	1	RESD-PMD	HDDC Server Room Air Conditioning.	17-155	3100	10100386
3	Adelanto-9428 Commerce Way	1	RESD-PMD	HDDC Generator Controls Integration.	17-154	3100	10100400
4	Adelanto-9428 Commerce Way	1	RESD-PMD	Water System Motor Control Repair.	MCIP	3100	10100539
5	Adelanto-9428 Commerce Way	1	Sheriff	HDDC Generator.	16-094	3100	10100180
6	Apple Valley- 21101 Dale Evan Parkway	1	Probation	Probation - HDJDC Keycard System funded by Proposition 172 funding.	18-178	3100	10100649
7	Apple Valley-11873 Apple Valley Road	1	RESD-PMD	Victor Valley Museum Automated Door Replacement.	17-147	3100	10100229
8	Apple Valley-11873 Apple Valley Road	1	RESD-PMD	Victor Valley Museum Heating, Ventilation and Air Conditioning (HVAC) Equipment Replacement.	17-032	3100	10100384
9	Apple Valley-11923 Joshua Road	1	Public Works	PW Apple Valley Yard Generator.	19-053	3100	10100682
10	Apple Valley-14901 Dale Evans Parkway	1	RESD-PMD	Apple Valley Library HVAC.	HVAC	3100	10100555
11	Apple Valley-21101 Dale Evans Parkway	1	RESD-PMD	High Desert Juvenile Detention and Assessment Center (HDJDAC) Assessment of Building Cracking.	17-999	3100	10100325
12	Apple Valley-21101 Dale Evans Parkway	1	RESD-PMD	HDJDAC-Slurry Coat & Stripe.	PAV	3100	10100637
13	Apple Valley-21600 Corwin Road	1	Airports	Apple Valley Airport T-Hangar Improvements funded by Airport Department County Service Area 60 (CSA 60) budget.	14-001	3100	10100037
14	Apple Valley-21600 Corwin Road	1	Airports	Apple Valley Airport Terminal Parking Lot Improvements funded by CSA 60.	15-013	3100	10100059
15	Apple Valley-21600 Corwin Road	1	Airports	Apple Valley Airport Taxiway Reconstruction and Drainage funded by CSA 60 (RAI) and Operating fund (EBJ).	15-014	3100	10100060
16	Apple Valley-21600 Corwin Road	1	Airports	Apple Valley Airport Acquisition Solar Power Obstruction Lighting funded by CSA 60.	16-042	3100	10100124
17	Apple Valley-21600 Corwin Road	1	Airports	Apple Valley Airport Terminal HVAC Upgrade funded by CSA 60.	16-043	3100	10100128
18	Apple Valley-21600 Corwin Road	1	Airports	Apple Valley Airport Land for Drainage Basin funded by CSA 60.	17-010	3100	10100267
19	Apple Valley-21600 Corwin Road	1	Airports	Apple Valley Airport Perimeter Fence Upgrades funded by CSA 60. The total project cost is $297,775. The Airports Department will manage the design portion of the project at a cost of $20,000. RES-PMD will manage the construction portion of the project in the amount of $277,775.	17-011	3100	10100274
20	Apple Valley-21600 Corwin Road	1	Airports	Apple Valley Airport Roofing Maintenance Program funded by CSA 60 (RAI). The total cost of this project is $24,500. The roofing assessment portion of the project in the amount of $10,500 will be managed by the Airports Department. The construction portion of the project in the amount of $14,000 will be managed by RES-PMD.	17-018	3100	10100276
21	Apple Valley-21600 Corwin Road	1	Airports	Apple Valley Airport Hangar Door Maintenance.	18-195	3100	10100605
22	Apple Valley-21600 Corwin Road	1	Airports	Installation Wash Rack for AV Airport.	19-043	3100	10100696
23	Barstow- 301-303 Mountain View	3	RESD-PMD	301-303 E. Mtn. View Retaining Wall.	SITE	3100	10100629

Exhibit A
2018-19 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Total Project Cost	NEW PROJECTS Discretionary General Funding	Other Funding	Total New Projects	CARRYOVER PROJECTS Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2018-19 Adopted Requirements	Proj.
115,126			-		137,686	137,686	137,686	1
100,000			-	98,803		98,803	98,803	2
100,000			-	100,000		100,000	100,000	3
20,000			-	20,000		20,000	20,000	4
1,000,000			-	936,750		936,750	936,750	5
88,000			-		88,000	88,000	88,000	6
40,000			-	12,232		12,232	12,232	7
125,000			-	578		578	578	8
35,000		35,000	35,000			-	35,000	9
264,000			-	64,966		64,966	64,966	10
10,000			-	669		669	669	11
75,000			-	75,000		75,000	75,000	12
250,000			-		7,258	7,258	7,258	13
600,000			-		583,552	583,552	583,552	14
559,000			-		541,131	541,131	541,131	15
490,000			-		489,863	489,863	489,863	16
75,000			-		74,703	74,703	74,703	17
50,000			-		50,000	50,000	50,000	18
297,775			-		277,775	277,775	277,775	19
24,500			-		14,000	14,000	14,000	20
75,000			-		74,861	74,861	74,861	21
376,662		376,662	376,662			-	376,662	22
25,000			-	23,653		23,653	23,653	23

Exhibit A
2018-19 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
24	Barstow-1300 E. Mountain View Ave.	1	Probation	Probation Building Acquisition - Barstow funded by Assembly Bill 109 (AB109).	15-209	3100	10100079
25	Barstow-225 E. Mountain View	1	RESD-PMD	Sheriff's Jail Sewer Line Repairs.	17-161	3100	10100431
26	Barstow-225 E. Mountain View	1	Sheriff	Barstow Jail Digital Video Recorder System funded from AB109.	17-265	3100	10100348
27	Barstow-235 E. Mountain View	1	RESD-PMD	Barstow Sheriff's Court Sewage Muncher.	17-999	3100	10100540
28	Barstow-29802 Old Highway 58	1	Public Works	Barstow Yard Generator Project. The funding source is the Transportation budget (SAA TRA).	18-038	3100	10100481
29	Barstow-301 E Mountain Ave	3	RESD-PMD	Barstow Bldg. Landscape Retrofit.	SITE	3100	10100675
30	Barstow-303 E. Mountain View	1	RESD-PMD	Barstow Public Health Actuator.	17-155	3100	10100394
31	Barstow-303 E. Mountain View	1	RESD-PMD	BAR004-PH, Retaining Wall Replacement.	19-115	3100	10100759
32	Barstow-304 E. Buena Vista	1	RESD-PMD	Barstow Library Restroom Americans with Disabilities Act (ADA) Upgrades.	16-005	3100	10100186
33	Barstow-Elephant Mountain	1	Information Services	Elephant Mountain 800 Megahertz (MHz) Upgrades.	12-104	3100	10100091
34	Barstow-Mountain View	1	RESD-PMD	Barstow Complex Retaining Wall.	17-161	3100	10100433
35	Barstow-To Be Determined	1	Preschool Services	Preschool Services Department Barstow Building Acquisition funded by the PSD department budget.	17-197	3100	10100151
36	Big Bear-41930 Garstin Dr.	3	County Library	Roof Replacement-Big Bear Library.	ROOF	3100	10100624
37	Big Bear Lake-Onyx Peak	3	Information Services	Onyx Peak 800 MHz Antenna Site Upgrade.	16-171	3100	10100175
38	Big Bear-41930 Garstin Dr.	3	County Library	Big Bear Lease Lobby Lighting Upgrade funded from Special Revenue Funds (SAP CLB).	18-081	3100	10100497
39	Big Bear-41930 Garstin Dr.	3	RESD-PMD	Replace Sidewalk Heaters (Big Bear).	MCIP	3100	10400017
40	Big Bear-42090 North Shore Dr.	3	Public Works	PW Big Bear Yard Crew Room Remodel.	19-051	3100	10100684
41	Big Bear-Bertha Peak	3	Information Services	Bertha Peak 800 MHz Antenna Site upgrades.	17-162	3100	10100357
42	Bloomington-10174 Magnolia Ave.	5	County Fire	County Fire Station #76 Bathroom Remodel funded from County Fire Operating Funds.	18-028	3100	10100487
43	Bloomington-10174 Magnolia Ave.	5	County Fire	County Fire Station #76 Kitchen Remodel funded from County Fire Operating Funds.	18-029	3100	10100488
44	Bloomington-10174 Magnolia Ave.	5	County Fire	Station#76 Rebuild Apparatus Bay.	19-007	3100	10100761
45	Bloomington-18313 Valley Boulevard	5	Board of Supervisors	Bloomington Senior Center Remodel funded by Fifth District Board of Supervisors Discretionary Priority Policy Needs funding (AAA CAN).	17-256	3100	10100314
46	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	3100	10100469
47	Blue Jay-26830 Highway 189	2	Public Works	Blue Jay Yard HVAC Installation Project funded by the Transportation budget (SAA TRA).	18-039	3100	10100471
48	Chino-16700 Euclid Ave.	4	Regional Parks	Prado Regional Park Area ADA Parking funded by Community Development Block Grant (CDBG).	18-145	3100	10100505
49	Chino-16700 S. Euclid Ave	4	General Fund	Prado REGP Electrical Upgrade.	18-190	3100	10100602
50	Chino-5585 Riverside Dr.	4	Preschool Services	Chino Head Start Playground Improvements funded by Federal Head Start/Early Head Start funds.	16-179	3100	10100148
51	Chino-5585 Riverside Dr.	4	Preschool Services	Chino Head Start Structure Acquisition and Installation funded by Federal Head Start/Early Head Start funds.	16-182	3100	10100568
52	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Retention and Storm Water Conveyance Phase II.	09-170	3100	10100007
53	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Runway Safety Fire Suppression funded by Airport department budget.	14-009	3100	10100038
54	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Paving Project-Yanks Air Museum funded by Chino Airport CIP funds.	16-133	3100	10100125

Exhibit A
2018-19 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	2018-19 Adopted Requirements	Proj.
4,770,000			-		413,331	413,331	413,331	24
30,000			-	29,291		29,291	29,291	25
45,217			-		44,967	44,967	44,967	26
20,000			-	20,000		20,000	20,000	27
35,000			-		32,195	32,195	32,195	28
22,000			-	650		650	650	29
25,000			-	7,322		7,322	7,322	30
35,000	35,000		35,000			-	35,000	31
150,000			-	10,411		10,411	10,411	32
See Project 137			-	801,457		801,457	801,457	33
35,000			-	34,802		34,802	34,802	34
1,500,000			-		420,319	420,319	420,319	35
25,000			-	2,891		2,891	2,891	36
See Project 137			-	331,735		331,735	331,735	37
25,000			-		5,285	5,285	5,285	38
20,000			-	20,000		20,000	20,000	39
25,000		25,000	25,000			-	25,000	40
See Project 137			-	10,186		10,186	10,186	41
104,750			-		104,750	104,750	104,750	42
112,970			-		112,970	112,970	112,970	43
864,500		864,500	864,500			-	864,500	44
70,000			-		40,563	40,563	40,563	45
140,000			-		137,349	137,349	137,349	46
65,000			-		4,836	4,836	4,836	47
200,000			-		176,085	176,085	176,085	48
517,400			-	517,268		517,268	517,268	49
75,000			-		1,737	1,737	1,737	50
53,400			-		15,766	15,766	15,766	51
1,354,000			-	1,294,886		1,294,886	1,294,886	52
1,000,000			-		998,575	998,575	998,575	53
450,000			-		425,702	425,702	425,702	54

Exhibit A
2018-19 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
55	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Building A-270 Roof Coating funded by Chino Airport CIP funds.	16-045	3100	10100126
56	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Building A-305 Demo and Phone System Relocation.	16-046	3100	10100127
57	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Taxiway Relocation funded by the Airports Department budget (RAA APT).	17-014	3100	10100268
58	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Air Compressor Replacement funded by the Airports Department budget (RAA APT).	17-015	3100	10100269
59	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Hangar Door Replacement funded by the Airports Department budget (RAA APT).	17-016	3100	10100270
60	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Mail Center and Modular Restroom. Total project cost is $220,000. The department will manage the design of $6,000. Project Management will manage the construction of $214,000.	17-171	3100	10100272
61	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Building A-220 Demolition funded by the Airports Department budget (RAA APT). The total project cost is $50,000. The design portion of the project in the amount of $5,000 will be managed by the Airports Department. RES-PMD will manage the construction portion of the project in the amount of $45,000.	17-013	3100	10100275
62	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Northwest Apron, Hot Spots and Taxiway Rehabilitation funded by the Federal Aviation Administration grant ($3,914,100), a State Matching Grant ($195,705) and the Chino Airport CIP Funds ($239,195).	17-233	3100	10100280
63	Chino-7000 Merrill Ave.	4	Airports	Chino Airport Groundwater Phase V.	18-999	3100	10100560
64	Chino-7000 Merrill Ave.	4	Airports	Hangar A495-560 Sewer Connection.	19-045	3100	10100676
65	Chino-7000 Merrill Ave.	4	Airports	B-Hangar Restroom Installation Chino.	19-044	3100	10100695
66	Chino-7000 Merrill Ave.	4	General Fund	Additional funding of $10,000,000 increasing the project budget from $5,000,000 to $15,000,000 for the Chino Airport Groundwater Remedial Project.	18-999	3100	10100556
67	Chino-8848 Remington Ave.	All	RESD-PMD	Chino Dairy Residence Demolition.	CJPR	3100	10100562
68	Chino-Hellman Ave.	4	RESD-PMD	Hellman Avenue Clean-Up Phase II.	MCIP	3100	10100663
69	Chino-Southeast corner of Flight Ave. and Remington	4	RESD-PMD	Land Acquisition at Chino Airport.	17-999	3100	10100577
70	Claremont-1616 Monte Vista	4	Information Services	Claremont ISD Antenna Installation.	2V03	3100	10100535
71	Colton-1020 E. Cooley Dr.	5	RESD-PMD	COL010-SHR-Narco, Air Balance.	19-110	3100	10100755
72	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Detainee Monitor Facilities.	14-207	4204	10100058
73	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Sterile Processing Cart Washer Replacement.	16-060	4204	10100116
74	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Floor Loader Sterilizer Replacement.	16-061	4204	10100117
75	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Building Automation Upgrade.	16-064	4204	10100119
76	Colton-400 N. Pepper Ave.	5	ARMC	ARMC ADA Site Accessibility Upgrade.	16-065	4204	10100120
77	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Fire Alarm Panel Upgrade.	16-067	4204	10100121
78	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Fire Protection Upgrade for ARMC Data Centers.	16-069	4204	10100122
79	Colton-400 N. Pepper Ave.	5	ARMC	ARMC-Fontana/San Bernardino Leases Space Planning.	16-117	4204	10100123
80	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Emergency Department Patient Bathroom Remodel.	17-103	4204	10100238
81	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Emergency Department Staff Bathroom Remodel.	17-104	4204	10100239
82	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Labor and Delivery Security Doors.	17-105	4204	10100240
83	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Labor and Delivery Remodel.	17-106	4204	10100241

Exhibit A
2018-19 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Total Project Cost	NEW PROJECTS Discretionary General Funding	Other Funding	Total New Projects	CARRYOVER PROJECTS Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2018-19 Adopted Requirements	Proj.
275,000			-		274,596	274,596	274,596	55
75,000			-		66,611	66,611	66,611	56
185,000			-		184,153	184,153	184,153	57
75,000			-		14,895	14,895	14,895	58
125,000			-		124,742	124,742	124,742	59
220,000			-		206,414	206,414	206,414	60
50,000			-		1,988	1,988	1,988	61
4,349,000			-		4,279,583	4,279,583	4,279,583	62
1,490,000			-	471,651		471,651	471,651	63
87,350		87,350	87,350			-	87,350	64
209,850		209,850	209,850			-	209,850	65
15,000,000	10,000,000		10,000,000	1,478,221		1,478,221	11,478,221	66
135,000			-	112,315		112,315	112,315	67
250,000			-	8,377		8,377	8,377	68
48,053,300			-	198,410		198,410	198,410	69
See Project 137			-	1,382		1,382	1,382	70
50,000	50,000		50,000			-	50,000	71
2,600,000			-	2,583,244		2,583,244	2,583,244	72
265,406			-		393	393	393	73
179,989			-		41,350	41,350	41,350	74
713,512			-		43,154	43,154	43,154	75
635,699			-		451,665	451,665	451,665	76
848,270			-		86,706	86,706	86,706	77
330,939			-		244,354	244,354	244,354	78
15,000			-		5,573	5,573	5,573	79
1,099,650			-		1,041,188	1,041,188	1,041,188	80
564,000			-		488,222	488,222	488,222	81
217,313			-		168,036	168,036	168,036	82
649,677			-		591,229	591,229	591,229	83

Exhibit A
2018-19 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
84	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Operating Room Surgical Lights and Columns.	17-107	4204	10100242
85	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Sterile Processing Flooring Replacement.	17-108	4204	10100243
86	Colton-400 N. Pepper Ave.	5	ARMC	ARMC X-Ray Room Equipment Replacement.	17-109	4204	10100244
87	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Computed Tomography (CT) Scanner Replacement.	17-111	4204	10100245
88	Colton-400 N. Pepper Ave.	5	ARMC	ARMC MRI Replacement.	17-112	4204	10100246
89	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Bi-Plane Angio Room.	17-114	4204	10100248
90	Colton-400 N. Pepper Ave.	5	ARMC	ARMC New Fluoroscopy Unit Installation.	17-115	4204	10100249
91	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Parking Lot Emergency Telephones/Call Boxes.	17-117	4204	10100251
92	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Negative Pressure Room Monitors.	17-118	4204	10100252
93	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Fire Door Magnetic Hold Open.	17-120	4204	10100254
94	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Waste Anesthesia Gas Vacuum Pump Replacement.	17-121	4204	10100255
95	Colton-400 N. Pepper Ave.	5	ARMC	ARMC ADA Site Accessibility Upgrades - Parking.	18-068	4204	10100256
96	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Perimeter Security Improvements.	17-123	4204	10100257
97	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Cooling Tower Fill Media Repair/Replacement.	17-125	4204	10100259
98	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Specialty Clinic Registration Relocation.	17-126	4204	10100260
99	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Labor and Delivery Lobby Expansion.	17-127	4204	10100261
100	Colton-400 N. Pepper Ave.	5	ARMC	ARMC ADA Site Accessibility Upgrades - Interior.	17-130	4204	10100263
101	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Ambulatory Clinic.	17-251	4204	10100265
102	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Air Conditioning in Sterile Processing Department.	17-283	4204	10100266
103	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Interventional Imaging Equipment Replacement.	18-060	4204	10100452
104	Colton-400 N. Pepper Ave.	5	ARMC	ARMC CT Scanner Acquisition.	18-061	4204	10100453
105	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Inpatient Medication Disbursement Machine Replacement.	18-062	4204	10100454
106	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Chemo Compounding Room Door/Frame Replacement funded by ARMC Enterprise Funds.	18-063	4204	10100455
107	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Water-Cooled Fluid Chillers Replacement funded by ARMC Enterprise Funds.	18-064	4204	10100456
108	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Automatic Transfer Switch Upgrade funded by ARMC Enterprise Funds.	18-065	4204	10100457
109	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Transfer Switch Replacement. ARMC to fund $332,800 in equipment and $128,750 to be funded in CIP by ARMC Enterprise Funds for a total project cost of $461,550.	18-066	4204	10100458
110	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Boiler Motors' Uninterruptible Power Source Installation funded from ARMC Enterprise Funds.	18-067	4204	10100459
111	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Parking Lot - Staff Entry Security Upgrade funded from ARMC Enterprise Funds.	18-070	4204	10100460
112	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Exterior Monument Signage funded from ARMC Enterprise Funds.	18-071	4204	10100461
113	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Main Boiler Valve Replacement funded from ARMC Enterprise Funds.	18-072	4204	10100462
114	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Outpatient Laboratory Door - Automation and Widening funded from ARMC Enterprise Funds.	18-074	4204	10100463
115	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Specialty Clinic Registration Relocation Project funded from ARMC Enterprise Funds.	18-075	4204	10100464
116	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Lot 14 Renovation funded from ARMC Enterprise Funds.	18-076	4204	10100465
117	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Behavioral Health Security Door Controller Upgrade funded from ARMC Enterprise Funds.	18-077	4204	10100466
118	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Behavioral Health Staff Panic Buttons Installation funded from ARMC Enterprise Funds.	18-078	4204	10100467

Exhibit A
2018-19 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Total Project Cost	NEW PROJECTS Discretionary General Funding	Other Funding	Total New Projects	CARRYOVER PROJECTS Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2018-19 Adopted Requirements	Proj.
826,682			-		504,084	504,084	504,084	84
44,439			-		44,167	44,167	44,167	85
508,996			-		653,246	653,246	653,246	86
888,750			-		358,630	358,630	358,630	87
2,922,984			-		2,769,308	2,769,308	2,769,308	88
100,000			-		29,091	29,091	29,091	89
897,320			-		1,430,447	1,430,447	1,430,447	90
539,000			-		537,835	537,835	537,835	91
383,442			-		380,441	380,441	380,441	92
101,550			-		55,580	55,580	55,580	93
174,805			-		10,866	10,866	10,866	94
2,100,000			-		2,010,996	2,010,996	2,010,996	95
561,000			-		560,320	560,320	560,320	96
499,263			-		55,959	55,959	55,959	97
155,320			-		155,184	155,184	155,184	98
264,750			-		264,750	264,750	264,750	99
1,250,000			-		1,126,029	1,126,029	1,126,029	100
1,972,500			-		1,491,867	1,491,867	1,491,867	101
325,900			-		178,941	178,941	178,941	102
3,035,998			-		1,832,286	1,832,286	1,832,286	103
2,803,815			-		1,842,477	1,842,477	1,842,477	104
162,178			-		112,344	112,344	112,344	105
216,675			-		216,675	216,675	216,675	106
1,488,147			-		627,362	627,362	627,362	107
374,238			-		326,537	326,537	326,537	108
461,550			-		403,504	403,504	403,504	109
878,706			-		832,130	832,130	832,130	110
319,003			-		319,003	319,003	319,003	111
617,611			-		615,214	615,214	615,214	112
361,138			-		360,999	360,999	360,999	113
317,688			-		317,688	317,688	317,688	114
174,216			-		174,216	174,216	174,216	115
1,430,274			-		1,310,001	1,310,001	1,310,001	116
282,500			-		275,300	275,300	275,300	117
152,500			-		145,300	145,300	145,300	118

Exhibit A
2018-19 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
119	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Behavioral Health Network Connection to SOC funded from ARMC Enterprise funds.	18-079	4204	10100468
120	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Laboratory Air Compressor Replacement funded from ARMC Enterprise Funds.	18-073	4204	10100567
121	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Parking Structure funded by $19.0 million from Discretionary General Funding (Net County Cost) and $7.1 million from ARMC Enterprise Fund.	19-075	4204	10100708
122	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Colton A/C Replacement.	19-058	4204	10100710
123	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Exam Room Build-out Construction.	19-066	4204	10100711
124	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Medical Air Replacement.	19-062	4204	10100712
125	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Metal Catwalk.	19-063	4204	10100714
126	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Oncology Infusion.	19-059	4204	10100715
127	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Sitter Video Surveillance.	19-065	4204	10100717
128	Colton-400 N. Pepper Ave.	5	ARMC	ARMC VFD Replacement.	19-068	4204	10100720
129	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Skid Mounted Booster Pump System.	19-067	4204	10100722
130	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Pneumatic Tube System.	19-064	4204	10100742
131	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Chiller Replacement.	19-061	4204	10100747
132	Colton-400 N. Pepper Ave.	5	ARMC	ARMC-Pre-vacuum Sterilizer.	19-060	4204	10100760
133	Colton-400 N. Pepper Ave.	5	ARMC	ARMC Program Residual	Program	4204	NRFP
134	Countywide-Various	All	Fleet Management	Install/Replace Fuel Tanks Phase I Project funded by Fleet Management ISF Retained Earnings.	15-009	3100	10100055
135	Countywide-Various	All	Fleet Management	Fuel Tank Infrastructure Phase 2.	18-183	3100	10100606
136	Countywide-Various	All	General Fund	County Buildings Acquisition & Retrofit Phase 5.	18-999	3100	10100545
137	Countywide-Various	All	Information Services	800 MHz Replacement Project The total estimated cost of the 800 MHz Upgrade Project is $158,215,198. Additional funding of $8,255,765 of ongoing Discretionary General Funding is funded in 2018-19 bringing the total funded to date from $149,959,433 to $158,215,198. A portion of the requirements for this project has been distributed to the following individual active projects: 33, 37, 41, 70, 175, 207, 214, 221, 242, 258-259, 275, 283, 301, 328, 331, 387 and 538.	16-071	3100	10100009
138	Countywide-Various	All	RESD-PMD	County Buildings Acquisition & Retrofit Project The total estimated cost of the County Buildings Acquisition and Retrofit Project is $210,532,067. Additional funding of $6.5 million in 2018-19 consists of $2.5 million of ongoing Discretionary General Funding from the CIP Base Budget funding of $12.0 million and $4.0 million from Probation AB109 fund, bringing the total funded to date to $170,409,675. Funding sources are: Discretionary General Funding (Net County Cost)-$124,045,134: DA-$720,000; Probation AB109-$19,644,541: Probation SB678-$6,000,000; and Public Works-$20,000,000. A portion of the requirements for this project has been distributed to the following individual active projects: 136, 150, 376-379, 384, 410, 430-431, 439, 464, 509, 537 and 545-546.	12-102	3100	10100011
139	Countywide-Various	All	RESD-PMD	Countywide HVAC Control System Upgrade.	13-100	3100	10100035
140	Countywide-Various	All	RESD-PMD	Countywide Conference Room Upgrade.	14-087	3100	10100047
141	Countywide-Various	All	RESD-PMD	Facilities Management Water Treatment Upgrades.	16-999	3100	10100213
142	Countywide-Various	All	RESD-PMD	Fire Stations ADA Parking Lot Signage.	17-147	3100	10100235
143	Countywide-Various	All	RESD-PMD	Facility Security Assessments-Phase I.	17-167	3100	10100377
144	Countywide-Various	All	RESD-PMD	Chiller Plans Freon Detectors Study.	17-155	3100	10100388
145	Countywide-Various	All	RESD-PMD	Fire Sprinkler Backflow Relocation.	17-160	3100	10100405

Exhibit A
2018-19 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	2018-19 Adopted Requirements	Proj.
86,500			-		86,500	86,500	86,500	119
337,093			-		337,093	337,093	337,093	120
26,100,000	19,000,000	7,100,000	26,100,000			-	26,100,000	121
361,650		361,650	361,650			-	361,650	122
301,960		301,960	301,960			-	301,960	123
490,300		490,300	490,300			-	490,300	124
314,200		314,200	314,200			-	314,200	125
2,513,228		2,513,228	2,513,228			-	2,513,228	126
306,864		306,864	306,864			-	306,864	127
278,047		278,047	278,047			-	278,047	128
1,439,680		1,439,680	1,439,680			-	1,439,680	129
375,070		375,070	375,070			-	375,070	130
1,145,696		1,145,696	1,145,696			-	1,145,696	131
332,500		332,500	332,500			-	332,500	132
639,128			-		639,128	639,128	639,128	133
1,189,000			-		602,156	602,156	602,156	134
500,000			-		499,813	499,813	499,813	135
See Project 138			-	6,972,083		6,972,083	6,972,083	136
158,215,198	8,255,765		8,255,765	49,878,532		49,878,532	58,134,297	137
210,532,067	2,500,000		2,500,000	39,819,463		39,819,463	42,319,463	138
2,675,000	305,000		305,000	511,444		511,444	816,444	139
340,000	100,000		100,000	222,429		222,429	322,429	140
113,000			-	105,315		105,315	105,315	141
100,000			-	45,282		45,282	45,282	142
400,000			-	30,976		30,976	30,976	143
25,000			-	11,676		11,676	11,676	144
245,000			-	156,958		156,958	156,958	145

Exhibit A
2018-19 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
146	Countywide-Various	All	RESD-PMD	County Parking Lot Management Plan.	17-158	3100	10100421
147	Countywide-Various	All	RESD-PMD	Countywide Backflow Devore Cages.	17-161	3100	10100429
148	Countywide-Various	All	RESD-PMD	Security Policy and Procedures Development and Training.	17-167	3100	10100435
149	Countywide-Various	All	RESD-PMD	Countywide Air Sampling & Environment Testing.	MCIP	3100	10100668
150	Countywide-Various	All	RESD-PMD	Alternative Workspace Standards.	2X64	3100	10100669
151	Countywide-Various	All	RESD-PMD	Minor CIP	Program	3100	NRFP
152	Countywide-Various	All	RESD-PMD	Minor CIP Administration	Program	3100	NRFP
153	Countywide-Various	All	RESD-PMD	ADA Funding	Program	3100	NRFP
154	Countywide-Various	All	RESD-PMD	HDJDAC Facility Sewer Reimbursement.	Program	3100	NRFP
155	Countywide-Various	All	RESD-PMD	Countywide Boiler Replacements.	Program	3100	NRFP
156	Countywide-Various	All	RESD-PMD	Capital Improvement Program Residual.	Program	3100	NRFP
157	Countywide-Various	All	RESD-PMD	Countywide Elevator Modernization.	Program	3100	NRFP
158	Countywide-Various	All	RESD-PMD	Energy Efficiency Program (Rebates).	Program	3100	NRFP
159	Countywide-Various	All	RESD-PMD	Countywide Exterior Renovation Program.	Program	3100	NRFP
160	Countywide-Various	All	RESD-PMD	Countywide Generator Replacements.	Program	3100	NRFP
161	Countywide-Various	All	RESD-PMD	HVAC Upgrades/Maintenance/Replacements.	Program	3100	NRFP
162	Countywide-Various	All	RESD-PMD	Countywide Interior Renovation Program.	Program	3100	NRFP
163	Countywide-Various	All	RESD-PMD	Countywide Pavement Program.	Program	3100	NRFP
164	Countywide-Various	All	RESD-PMD	Regional Park's Improvement Program.	Program	3100	NRFP
165	Countywide-Various	All	RESD-PMD	Countywide Roof Repairs/Replacement Program.	Program	3100	NRFP
166	Countywide-Various	All	RESD-PMD	Fire/Life Safety Program.	Program	3100	NRFP
167	Countywide-Various	All	RESD-PMD	Countywide Site Infrastructure Program.	Program	3100	NRFP
168	Countywide-Various	All	RESD-PMD	ADA Management.	Program	3100	NRFP
169	Countywide-Various	All	RESD-PMD	Airports Program Budget.	Program	3100	NRFP
170	Countywide-Various	All	RESD-PMD	Court Buildings Capital Projects.	Program	3100	NRFP
171	Countywide-Various	All	RESD-PMD	Security Assesmments/Improv Prog Budget.	Program	3100	NRFP
172	Countywide-Various	All	Sheriff	Sheriff's Consolidated Operations Remodel Project funded $15,108,620 from Discretionary General Funding and $140,150 from the Sheriff budget.	15-238	3100	10100050
173	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	3100	10100475
174	Crestline-23407 Crest Forest Dr.	2	County Fire	Station#25 Interior Painting - Crestline.	19-030	3100	10100688
175	Crestline-24107 Rockview Dr.	2	Information Services	Skyland Peak Tower.	16-071	3100	10100173
176	Crestline-24171 Lake Dr.	2	Regional Parks	Lake Gregory Dam Rehabilitation Project Phase II.	14-999	3100	10100041
177	Crestline-24171 Lake Dr.	3	RESD-PMD	Lake Gregory Regional Park N. Shore ADA Entry Improvements.	15-117	3100	10100106
178	Daggett-39500 National Trails Hwy	1	Airports	Daggett Airport Apron Rehabilitation. Total project cost is $5,050,000. Phase I of $250,000 funded from Airport CIP funds.	17-173	3100	10100273
179	Devore- 18901 Institution Rd	5	Sheriff	Sheriff's Training Academy CMU Leak.	MCIP	3100	10100655
180	Devore- 92555 Glen Helen Pkwy.	5	RESD-PMD	Glen Helen Switch Gear Repair.	MCIP	3100	10100665
181	Devore-18000 Institution Rd.	5	County Fire	County Fire Devore Butler Building Construction funded by County Fire Reserves (FHR 107).	17-077	3100	10100288
182	Devore-18000 Institution Rd.	5	County Fire	County Fire Temporary Office Space for Division 11 Administration funded by County Fire Reserves (FHR 107).	17-079	3100	10100289
183	Devore-18000 Institution Rd.	5	County Fire	County Fire Devore Training Portable Buildings Installation funded by County Fire Reserves (FHR 107).	17-080	3100	10100290
184	Devore-18000 Institution Rd.	5	RESD-PMD	Glen Helen Training Center Parking Lot Paving.	16-079	3100	10100215
185	Devore-18000 Institution Rd.	5	RESD-PMD	Sheriff Academy West Parking Lot.	17-158	3100	10100420

Exhibit A
2018-19 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	2018-19 Adopted Requirements	Proj.
235,000			-	230,209		230,209	230,209	146
50,000			-	3,799		3,799	3,799	147
300,000			-	66,659		66,659	66,659	148
50,000			-	3,163		3,163	3,163	149
See Project 138			-	67,648		67,648	67,648	150
3,694,830			-	3,694,831		3,694,831	3,694,831	151
3,105			-	3,105		3,105	3,105	152
974,547			-	974,547		974,547	974,547	153
161,646			-	161,646		161,646	161,646	154
304,413			-	304,413		304,413	304,413	155
1,306,360			-	1,306,360		1,306,360	1,306,360	156
759,370			-	759,370		759,370	759,370	157
1,339,654			-	1,339,654		1,339,654	1,339,654	158
129,466			-	129,466		129,466	129,466	159
219,033			-	219,033		219,033	219,033	160
499,361	67,659		67,659	431,701		431,701	499,360	161
489,219			-	489,219		489,219	489,219	162
58,262			-	58,262		58,262	58,262	163
23,310			-		23,310	23,310	23,310	164
701,100			-	701,100		701,100	701,100	165
500,000			-	500,000		500,000	500,000	166
478,657			-	478,657		478,657	478,657	167
13,544			-	13,544		13,544	13,544	168
42,155			-		42,155	42,155	42,155	169
172,117			-		172,117	172,117	172,117	170
1,076,000			-		1,076,000	1,076,000	1,076,000	171
15,248,770			-	5,928,632		5,928,632	5,928,632	172
85,000			-		84,500	84,500	84,500	173
66,500		66,500	66,500			-	66,500	174
See Project 137			-	99,384		99,384	99,384	175
1,200,000			-	37,839		37,839	37,839	176
50,000			-	11,587		11,587	11,587	177
5,050,000			-		250,000	250,000	250,000	178
25,000			-	9,257		9,257	9,257	179
44,000			-	4,975		4,975	4,975	180
667,474			-		626,745	626,745	626,745	181
150,000			-		150,000	150,000	150,000	182
230,000			-		230,000	230,000	230,000	183
55,000			-	55,000		55,000	55,000	184
25,000			-	397		397	397	185

Exhibit A
2018-19 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
186	Devore-18000 Institution Rd.	5	Sheriff	Training Center Lead Mitigation Phase II.	16-011	3100	10100176
187	Devore-18000 Institution Rd.	5	Sheriff	Glen Helen Regional Center (GHRC) Shower Remodel Phase II-M1 and M2 Units funded $406,600 from Discretionary General Funding and $125,000 from the Sheriff's budget.	16-013	3100	10100177
188	Devore-18000 Institution Rd.	5	Sheriff	GHRC M1/M2 Remodel Phase I.	17-091	3100	10100361
189	Devore-18000 Institution Rd.	5	Sheriff	GHRC Security Panel and Intercom System.	17-092	3100	10100362
190	Devore-18697 Verdemont Road	2	County Fire	Paving of Parking Lot at Glen Helen Handcrew Camp in Devore.	19-037	3100	10100700
191	Devore-18901 Institution Road	5	Sheriff	Sheriff's Training Center Range Restrooms.	17-095	3100	10100364
192	Devore-19777 Shelter Way	5	General Fund	Additional funding of $1.0 million increasing the project budget from $759,040 to $1,759,040 for the Devore Animal Shelter Rep/Maint.	18-185	3100	10100603
193	Devore-19777 Shelter Way	5	RESD-PMD	Devore Animal Shelter Security and Maintenance Project.	16-135	3100	10100212
194	Devore-19777 Shelter Way	5	RESD-PMD	Devore Animal Shelter-Sewer Lift Station.	MCIP	3100	10100563
195	Devore-2555 Glen Helen Pkwy.	5	Regional Parks	Glen Helen Regional Park Security Cameras funded from the Regional Parks Improvement Program budget (Project No. REGP).	17-204	3100	10100370
196	Devore-To Be Determined	5	County Fire	Devore County Fire Station #2 Relocation/Replacement funded from a Bond Sale paid for by the CFD 20006-1 and tax proceeds from new development by Lennar.	17-268	3100	10100320
197	El Mirage-APN 0461-181-32, 0461-262-05 and 0461-244-11.	1	RESD-PMD	El Mirage Off Highway Vehicle Area Improvements funded from the El Mirage Trust Fund.	16-158	3100	10100146
198	Fawnskin-39188 Rim of the World Dr.	3	County Fire	County Fire Station #96 Flooring Replacement funded by fund balance (FMZ 600).	18-048	3100	10100473
199	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	3100	10100474
200	Fawnskin-39188 Rim of the World Dr.	3	County Fire	County Fire Station #96 Shower Addition funded from fund balance (FMZ 600).	18-046	3100	10100479
201	Fawnskin-39188 Rim of the World Dr.	3	County Fire	County Fire Station #96 Upstairs Remodel funded from County Fire Reserves.	18-047	3100	10100493
202	Fawnskin-39188 Rim of the World Dr.	3	County Fire	County Fire Station #96 Concrete and Asphalt Repairs funded from County Fire Reserves.	18-050	3100	10100494
203	Fontana- 17830 Arrow Blvd.	2	RESD-PMD	Probation Fontana Remove/Replace.	SITE	3100	10100656
204	Fontana- 17830 Arrow Hwy.	5	RESD-PMD	Probation Fontana Grass Area Lands.	SITE	3100	10100635
205	Fontana-14677 Merrill Ave.	5	RESD-PMD	West Valley Crisis Stabilization Unit funded by the Mental Health Wellness Act of 2013 (SB82) through the California Health Facilities Financing Authority (CHFFA) grant and Mental Health Services Act (MHSA).	17-037	3100	10100329
206	Fontana-15216 San Bernardino Ave. (Carob St.)	5	Preschool Services	Fontana Crisis Residential Facility funded by the CHFFA grant and the MHSA.	18-197	3100	10100152
207	Fontana-16858 Jurupa Ave.	5	Information Services	Jurupa ISD Antenna Installation.	2V03	3100	10100536
208	Fontana-17780 Arrow Blvd.	3	RESD-PMD	FON010-Courthouse, Cooling Tower.	19-079	3100	10100709
209	Fontana-17780 Arrow Blvd.	5	RESD-PMD	Fontana Sheriff Roof Drains.	17-159	3100	10100407
210	Fontana-17830 Arrow Blvd.	5	Probation	Remodel for West Valley Day Reporting Center funded by Probation Department with AB109 fund balance.	14-116	3100	10100039
211	Fontana-8565 Nuevo	5	Department of Aging and Adult Services	Remodel and deferred maintenance funded by CDBG funding.	17-221	3100	10100300

Exhibit A
2018-19 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	2018-19 Adopted Requirements	Proj.
1,835,000			-	35,274		35,274	35,274	186
531,600			-	317,741		317,741	317,741	187
5,245,000			-	5,116,446		5,116,446	5,116,446	188
755,000			-	740,391		740,391	740,391	189
37,495		37,495	37,495			-	37,495	190
801,500			-		103,891	103,891	103,891	191
1,759,040	1,000,000		1,000,000	345,673		345,673	1,345,673	192
85,000			-	3,470		3,470	3,470	193
260,000			-	39,066		39,066	39,066	194
136,000			-		82,536	82,536	82,536	195
6,062,684			-		5,889,426	5,889,426	5,889,426	196
50,000			-		42,533	42,533	42,533	197
50,000			-		49,563	49,563	49,563	198
86,830			-		86,393	86,393	86,393	199
45,000			-		44,750	44,750	44,750	200
332,500			-		312,178	312,178	312,178	201
163,590			-		163,215	163,215	163,215	202
14,500			-	2,251		2,251	2,251	203
75,000			-	50,149		50,149	50,149	204
7,075,000			-		100,891	100,891	100,891	205
6,360,000			-		167,456	167,456	167,456	206
See Project 137			-	1,654		1,654	1,654	207
125,000	29,938	95,062	125,000			-	125,000	208
125,000			-	124,625		124,625	124,625	209
5,595,000			-		1,368,553	1,368,553	1,368,553	210
120,000			-		2,665	2,665	2,665	211

Exhibit A
2018-19 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
212	Fontana-9315 Citrus Ave.	2	Preschool Services	Extended Duration Facilities Project-Fontana Citrus funded by a United States Department of Health and Human Services Administration for Children and Families grant.	17-277	3100	10100570
213	Fontana-9315 Citrus Ave.	5	Preschool Services	Fontana Head Start Playground Improvements funded by the Preschool Services Department budget.	16-186	3100	10100149
214	Forest Falls	3	Information Services	Forest Falls 800 MHz Upgrades.	12-104	3100	10100092
215	Forest Falls-40847 Valley of the Falls	3	County Fire	County Fire Station #99 Bathroom ADA Conversion funded from County Fire Reserves.	17-239	3100	10100303
216	Forest Falls-40847 Valley of the Falls	3	County Fire	County Fire Station #99 Apron/Parking Replacement funded from County Fire Reserves.	17-241	3100	10100304
217	Havasu City-TBD	1	County Fire	Station#18 Crew Quarters - Lake Havasu.	19-035	3100	10100691
218	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	3100	10100541
219	Hesperia- 15900 Smoke Tree	1	RESD-PMD	HDGC-Seal Maintenance.	PAV	3100	10100639
220	Hesperia- 9478 Commerce	1	RESD-PMD	HDDC-Erosion Repair.	PAV	3100	10100625
221	Hesperia-15900 Smoke Tree	1	Information Services	HDGC ISD Antenna Installation.	2V03	3100	10100538
222	Hesperia-15900 Smoketree	1	RESD-PMD	High Desert Government Center Camera Replacement.	17-157	3100	10100446
223	Hesperia-15900 Smoketree St.	1	RESD-PMD	HDGC Women's Restroom Flooring.	MCIP	3100	10100766
224	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	3100	10100147
225	High Desert-To Be Determined	1	Public Health	High Desert Animal Shelter.	10-109	3100	10100003
226	Highland-32330 Santa Ana Canyon Rd.	3	Public Works	Public Works Seven Oaks Dam Generator funded 7% by San Bernardino County Flood Control District, and 93% Orange and Riverside County.	17-044	3100	10100281
227	Hinkley-37284 Flower Road, Box 218	1	County Fire	County Fire Station #56 Generator Installation funded from County Fire Reserves.	18-023	3100	10100486
228	Joshua Tree- 6527 White Feather Rd	3	Sheriff	Morongo Basin Jail Vehicle Gate Replacement funded by Federal Asset Forfeiture funds.	18-210	3100	10100643
229	Joshua Tree-60805 29 Palms Hwy.	3	RESD-PMD	Crisis Residential Treatment Center project increasing the project budget funded by CHFFA and MHSA.	17-038	3100	10100328
230	Joshua Tree-6527 White Feather Rd.	1	Sheriff	Morongo Jail Camera and Intercom System.	17-094	3100	10100363
231	Joshua Tree-6527 White Feather Rd.	3	RESD-PMD	JOS001, Courthouse, Sprinklers.	19-097	3100	10100740
232	Lake Arrowhead-27470 N. Bay Rd.	2	County Fire	Fire Station 94 Covered Parking.	15-060	3100	10100062
233	Lake Arrowhead-27470 N. Bay Rd.	2	County Fire	Station#94 Exterior Rehab & Painting.	19-029	3100	10100683
234	Lake Arrowhead-301 S. State Hwy 173	3	County Fire	County Fire Station #91 Office Remodel Security funded from County Fire Reserves.	17-244	3100	10100305
235	Lake Arrowhead-301 S. State Hwy 173	3	County Fire	County Fire Station #91 Apparatus Bay Exterior Rehab and Window Replacement funded from County Fire Reserves.	17-245	3100	10100306
236	Lake Arrowhead-301 S. State Hwy 173	3	County Fire	County Fire Station #91 Exterior Stair Replacement funded from County Fire Reserves.	17-246	3100	10100307
237	Lake Arrowhead-301 S. State Hwy 173	3	County Fire	County Fire Station #91 HVAC Relocation and Zoning funded from County Fire Reserves.	17-247	3100	10100308
238	Lake Arrowhead-301 S. State Hwy 173	3	County Fire	County Fire Station #91 Admin Public Access Concrete Phase II funded from County Fire Reserves.	17-248	3100	10100309
239	Lake Arrowhead-981 N. State Hwy 173	2	County Fire	Fire Station 92 Covered Parking.	15-051	3100	10100061

Exhibit A
2018-19 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Total Project Cost	NEW PROJECTS Discretionary General Funding	Other Funding	Total New Projects	CARRYOVER PROJECTS Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2018-19 Adopted Requirements	Proj.
641,169			-		561,045	561,045	561,045	212
75,000			-		2,791	2,791	2,791	213
See Project 137			-	287,838		287,838	287,838	214
65,000			-		65,000	65,000	65,000	215
75,000			-		75,000	75,000	75,000	216
8,651,211		8,651,211	8,651,211			-	8,651,211	217
66,500			-		64,350	64,350	64,350	218
125,000			-	125,000		125,000	125,000	219
195,000			-	195,000		195,000	195,000	220
See Project 137			-	23,000		23,000	23,000	221
24,300			-	11,489		11,489	11,489	222
20,000			-		11,685	11,685	11,685	223
600,000			-		587,262	587,262	587,262	224
1,128,300			-	1,128,300		1,128,300	1,128,300	225
35,000			-		468	468	468	226
56,500			-		56,500	56,500	56,500	227
145,000			-		145,000	145,000	145,000	228
9,620,900			-		234,674	234,674	234,674	229
529,000			-	10,260		10,260	10,260	230
75,000	49,628	25,372	75,000			-	75,000	231
133,000			-		732	732	732	232
110,390		110,390	110,390			-	110,390	233
101,000			-		93,238	93,238	93,238	234
80,500			-		66,148	66,148	66,148	235
62,000			-		55,987	55,987	55,987	236
285,250			-		123,742	123,742	123,742	237
163,600			-		153,219	153,219	153,219	238
133,000			-		517	517	517	239

Exhibit A
2018-19 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
240	Lake Arrowhead-981 N. State Hwy 173	2	County Fire	Station#92 Concrete Repair and Replace.	19-028	3100	10100679
241	Lake Gregory-24171 Lake Drive	3	Regional Parks	Lake Gregory Regional Park ADA Improvement	17-184	3100	10100228
242	Loma Linda-APN 0284-401-34	5	Information Services	Loma Linda Antenna site.	12-104	3100	10100096
243	Lucerne Valley-33101 Old Woman Springs Rd.	1	RESD-PMD	Lucerne Valley - New Asphalt Parking.	PAV	3100	10100632
244	Lucerne Valley-33101 Old Woman Springs Rd.	2	RESD-PMD	LucerneValley Interior Light Replacement.	ENGR	3100	10100619
245	Lucerne Valley-33103 Old Woman Springs Rd.	3	RESD-PMD	LUC001-Library, Parking Lot Rehabilitation.	19-085	3100	10100723
246	Lucerne Valley-33269 Hwy 247 East	1	County Fire	County Fire Station #8 Remodel to Add Two Bedrooms funded by County Fire Reserves.	16-032	3100	10100130
247	Mentone-10300 Crafton Ave.	3	County Fire	County Fire Station #9 Exterior Stucco Repair and Painting funded by County Fire Reserves.	17-054	3100	10100287
248	Mentone-1300 Crafton Ave.	3	County Fire	Stn #9 Sewer System Connection - Mentone.	19-071	3100	10100701
249	Mentone-1331 Opal Ave.	3	County Library	Mentone Library Floor Replacement.	18-194	3100	10100598
250	Montclair- 4138 Mission Blvd.	4	Sheriff	Montclair Sheriff's Modular Demolition.	MCIP	3100	10100653
251	Needles- 1111 Bailey Ave	1	Probation	Probation Needles Office Keycard System funded by the Probation Department General Fund Savings.	18-180	3100	10100646
252	Needles-100 Park Moabi Rd.	1	Regional Parks	Park Moabi Main Road Replacement.	17-026	3100	10100375
253	Needles-100 Safari Dr.	1	County Fire	Needles Fire Station.	12-137	3100	10100014
254	Needles-1111 Bailey Ave.	1	RESD-PMD	Needles Library Roof.	17-159	3100	10100409
255	Needles-1111 Bailey Ave.	1	RESD-PMD	NEE002-Courthouse/SHR Roof Replacement.	19-098	3100	10100741
256	Needles-1111 Bailey Ave.	1	RESD-PMD	NEE002-Crthouse/Sheriff AC Replacement.	19-108	3100	10100764
257	Newberry Springs-39059 Kathy Lane	1	County Fire	Stn. 52 Water Tank Replacement.	19-069	3100	10100702
258	Newberry Springs-Rodman Mtn.	1	Information Services	Rodman Tower Extension.	17-999	3100	10100359
259	Ontario-200 N. Cherry Ave.	4	Information Services	Cherry Radio Tower Antennas.	17-999	3100	10100358
260	Ontario-555 W. Maple St.	2	Preschool Services	Extended Duration Facilities Project - Ontario Maple funded by a United States Department of Health and Human Services, Administration for Children and Families grant.	17-266	3100	10100315
261	Ontario-555 W. Maple St.	2	Preschool Services	PSD Ontario Pour N Play Outdoor Improvement.	17-293	3100	10100542
262	Ontario-7280 Eucalyptus Ave.	2	RESD-PMD	Repair Project to County Owned Dairy Residence funded with Special Revenue Fund (SIF INQ).	18-120	3100	10100321
263	Ontario-800 N. Archibald Ave.	2	Regional Parks	Guasti Regional Park Security Cameras funded from the Regional Parks Improvement Program budget (Project No. REGP).	17-205	3100	10100371
264	Ontario-E. Archibald & S. Fourth	2	RESD-PMD	RAN003-Haven, Clean Agent.	19-095	3100	10100738
265	Phelan-10130 Budkwheat Rd.	1	RESD-PMD	PHE001-Landfill, Wall Repair.	19-083	3100	10100719
266	Phelan-9800 Clovis Rd.	1	County Library	Phelan Library Monument Sign funded from Special Revenue Funds (SAP CLB).	18-080	3100	10100496
267	Rancho Cucamonga- 8303 Haven Ave.	2	Probation	Probation - RC Courthouse Keycard funded by the Probation Department General Fund savings.	18-177	3100	10100648
268	Rancho Cucamonga- 8303 Haven Ave.	2	RESD-PMD	RAN005 WVDC Chiller Rotor Bearing & Tube.	HVAC	3100	10100641
269	Rancho Cucamonga- 8575 Haven Ave.	2	RESD-PMD	Building Automation System Control.	HVAC	3100	10100636
270	Rancho Cucamonga- 9478 Etiwanda Ave.	2	Probation	Probation - RC Training Center funded by Assembly Bill (AB) 109 funding.	18-175	3100	10100650
271	Rancho Cucamonga- 9500 E. Etiwanda Ave.	2	RESD-PMD	WVDC Mechancial Room Light Replacement.	ENGR	3100	10100622

Exhibit A
2018-19 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	2018-19 Adopted Requirements	Proj.
79,800		79,800	79,800			-	79,800	240
331,128			-		3,813	3,813	3,813	241
See Project 137			-	859,501		859,501	859,501	242
150,000			-	150,000		150,000	150,000	243
28,000			-	2,526		2,526	2,526	244
50,000	50,000		50,000			-	50,000	245
516,860			-		414,061	414,061	414,061	246
160,000			-		128,151	128,151	128,151	247
133,000		133,000	133,000			-	133,000	248
20,000			-	5,372		5,372	5,372	249
250,000			-	250,000		250,000	250,000	250
43,032			-		43,032	43,032	43,032	251
1,025,726			-	954,264		954,264	954,264	252
3,469,016			-	4,495		4,495	4,495	253
480,000			-	191,612		191,612	191,612	254
250,000	249,450	550	250,000			-	250,000	255
177,000	177,000		177,000			-	177,000	256
76,000		76,000	76,000			-	76,000	257
See Project 137			-	340,940		340,940	340,940	258
See Project 137			-	43,688		43,688	43,688	259
610,738			-		446,913	446,913	446,913	260
111,935			-		40,224	40,224	40,224	261
28,000			-		7,122	7,122	7,122	262
134,000			-		82,954	82,954	82,954	263
45,000	45,000		45,000			-	45,000	264
45,000	45,000		45,000			-	45,000	265
40,000			-		35,960	35,960	35,960	266
36,456			-		36,456	36,456	36,456	267
60,000			-	56,654		56,654	56,654	268
150,000			-	150,000		150,000	150,000	269
88,000			-		88,000	88,000	88,000	270
35,000			-	13,083		13,083	13,083	271

Exhibit A
2018-19 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
272	Rancho Cucamonga- 9500 E. Etiwanda Ave.	3	RESD-PMD	WVDC Mechanical System Upgrade.	HVAC	3100	10100634
273	Rancho Cucamonga-12158 Baseline Rd.	2	Public Works	PW Rancho Yard New Building Design.	19-050	3100	10100692
274	Rancho Cucamonga-7438 Etiwanda Ave	2	RESD-PMD	WVDC Cooling Tower Gearbox Replacement.	HVAC	3100	10100554
275	Rancho Cucamonga-7878 Almond St.	2	Information Services	Almond St. ISD Antenna Installation.	2V03	3100	10100534
276	Rancho Cucamonga-800 N Archibald. Ave	2	General Fund	Cucamonga-Guasti Playground Resurface.	18-193	3100	10100599
277	Rancho Cucamonga-8303 Haven Ave.	2	District Attorney	DA Rancho Courthouse ADA Restroom.	19-074	3100	10100707
278	Rancho Cucamonga-8303 Haven Ave.	2	RESD-PMD	RAN001-Courthouse, Leaks.	19-094	3100	10100736
279	Rancho Cucamonga-8303 Haven Ave.	2	RESD-PMD	RAN001-Courthouse, Roof Drain.	19-096	3100	10100739
280	Rancho Cucamonga-8303 Haven Ave.	2	RESD-PMD	RAN001-Courthouse Cooling Tower.	19-112	3100	10100744
281	Rancho Cucamonga-8303 N. Haven Ave.	2	District Attorney	Rancho Courthouse DA Remodel funded $1,884,900 from Discretionary General Funding and $200,000 from the District Attorney budget (AAA DAT).	15-192	3100	10100111
282	Rancho Cucamonga-8303 N. Haven Ave.	2	District Attorney	Rancho Courthouse DA Design/Remodel Project funded by the department budget (AAA DAT).	17-275	3100	10100576
283	Rancho Cucamonga-8303 N. Haven Ave.	2	Information Services	Rancho Cucamonga 800 MHz.	12-104	3100	10100093
284	Rancho Cucamonga-8303 N. Haven Ave.	2	RESD-PMD	Rancho Courthouse Elevator Modernization funded by Discretionary General Funding (23.95%) and from the Judicial Council of California (JCC) (76.05%).	14-194	3100	10100051
285	Rancho Cucamonga-8303 N. Haven Ave.	2	RESD-PMD	Rancho Courthouse Interior Roadway Rehabilitation funded by the City of Rancho Cucamonga (20%-$88,000), by the JCC (60.8%-$267,696) and Discretionary General Funding (19.2%-$84,304).	16-088	3100	10100166
286	Rancho Cucamonga-8303 N. Haven Ave.	2	RESD-PMD	Rancho Courthouse Exterior Cleaning Project funded 76.05% by the JCC ($268,456) and 23.95% for the County's share ($84,544).	17-198	3100	10100167
287	Rancho Cucamonga-8303 N. Haven Ave.	2	RESD-PMD	Rancho Courthouse Outside Patio Drain Repair funded 76.05% JCC ($19,013) and 23.95% Discretionary General Funding (Net County Cost) ($5,987).	17-176	3100	10100350
288	Rancho Cucamonga-8303 N. Haven Ave.	2	RESD-PMD	Rancho Courthouse Restroom Remodel funded 76.05% by the JCC ($45,630) and 23.95% Discretionary General Funding (Net County Cost) ($14,370).	17-178	3100	10100351
289	Rancho Cucamonga-8303 N. Haven Ave.	2	RESD-PMD	Rancho Courthouse Lobby Water Damage Restoration funded by Discretionary General Funding (Net County Cost) (23.95%-$59,875) and the JCC (76.05%-$190,125).	18-139	3100	10100506
290	Rancho Cucamonga-8303 N. Haven Ave.	2	RESD-PMD	Rancho Courthouse Automatic Transfer Switch funded from Discretionary General Funding (Net County Cost) (23.95%-$8,382) and by the JCC (76.05%-$26,618).	18-138	3100	10100579
291	Rancho Cucamonga-8575 Haven	2	Preschool Services	VA Rancho Cucamonga Breakroom Remodel.	19-002	3100	10100699
292	Rancho Cucamonga-8575 Haven Ave.	2	Preschool Services	Rancho Office Remodel-Veterans Affairs.	18-164	3100	10100609
293	Rancho Cucamonga-8575 Haven Ave.	2	RESD-PMD	RAN001-Courthouse, Grout at Entry.	19-092	3100	10100732
294	Rancho Cucamonga-8575 Haven Ave.	2	RESD-PMD	RAN033-Courthouse Plumb Investigation.	19-093	3100	10100735

Exhibit A
2018-19 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Total Project Cost	NEW PROJECTS Discretionary General Funding	Other Funding	Total New Projects	CARRYOVER PROJECTS Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2018-19 Adopted Requirements	Proj.
500,000			-	500,000		500,000	500,000	272
100,000		100,000	100,000			-	100,000	273
45,000			-	4,671		4,671	4,671	274
See Project 137			-	1,922		1,922	1,922	275
88,800			-	88,800		88,800	88,800	276
700,000	700,000		700,000			-	700,000	277
35,000	35,000		35,000			-	35,000	278
15,000	15,000		15,000			-	15,000	279
240,000	40,488	199,512	240,000			-	240,000	280
2,084,900			-	200,000	45,954	245,954	245,954	281
600,000			-		1,318,812	1,318,812	1,318,812	282
See Project 137			-	457,084		457,084	457,084	283
1,190,000			-		273,553	273,553	273,553	284
440,000			-	83,723	347,519	431,242	431,242	285
353,000			-	68,805	211,803	280,608	280,608	286
25,000			-	4,760	14,240	19,000	19,000	287
60,000			-	264	839	1,103	1,103	288
250,000			-	59,434	187,349	246,783	246,783	289
35,000			-	8,383	26,617	35,000	35,000	290
37,600		37,600	37,600			-	37,600	291
19,000			-		3,545	3,545	3,545	292
75,000	12,653	62,348	75,001			-	75,001	293
150,000	35,925	114,075	150,000			-	150,000	294

Exhibit A
2018-19 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
295	Rancho Cucamonga-8810 Hemlock	2	General Fund	John Rains House Museum Site Improvement.	N/A	3100	10100592
296	Rancho Cucamonga-9324 San Bernardino Rd.	2	Preschool Services	Rancho Cucamonga Modular Building funded by Federal Head Start funds.	18-136	3100	10100492
297	Rancho Cucamonga-9478 Etiwanda Ave.	2	General Fund	West Valley Det Ctr Ice Banks.	18-143	3100	10100604
298	Rancho Cucamonga-9478 Etiwanda Ave.	2	Probation	Remodel West Valley Juvenile Detention and Assessment Center to Relocate Probation's Training Center funded by AB109.	15-200	3100	10100073
299	Rancho Cucamonga-9478 Etiwanda Ave.	2	Probation	West Valley Training Center Operations Center Electrical Assessment funded from AB 109 fund balance.	17-226	3100	10100343
300	Rancho Cucamonga-9478 Etiwanda Ave.	2	RESD-PMD	RAN006-WVJDC Replace 38 AC Units.	19-109	3100	10100765
301	Rancho Cucamonga-9500 Etiwanda Ave.	2	Information Services	West Valley Detention Center (WVDC) 800 MHz.	12-104	3100	10100094
302	Rancho Cucamonga-9500 Etiwanda Ave.	2	RESD-PMD	WVDC Elevator Modernization.	16-074	3100	10100205
303	Rancho Cucamonga-9500 Etiwanda Ave.	2	RESD-PMD	WVDC Central Plant Isolation Valves.	17-155	3100	10100389
304	Rancho Cucamonga-9500 Etiwanda Ave.	2	RESD-PMD	WVDC Deaerator Tank.	17-155	3100	10100393
305	Rancho Cucamonga-9500 Etiwanda Ave.	2	RESD-PMD	WVDC Generator Controls Integration.	17-154	3100	10100398
306	Rancho Cucamonga-9500 Etiwanda Ave.	2	Sheriff	WVDC ADA Improvements funded from Discretionary General Funding and by CDBG.	15-134	3100	10100031
307	Rancho Cucamonga-9500 Etiwanda Ave.	2	Sheriff	WVDC Shower Tile Replacement funded by AB109.	15-135	3100	10100083
308	Rancho Cucamonga-9500 Etiwanda Ave.	2	Sheriff	WVDC Lobby Door Replacement funded from the Sheriff's Department budget (AAA SHD).	17-214	3100	10100345
309	Rancho Cucamonga-9500 Etiwanda Ave.	2	Sheriff	WVDC Recreation Yard Enclosure funded from County Reserves.	17-098	3100	10100365
310	Rancho Cucamonga-9500 Etiwanda Ave.	2	Sheriff	WVDC Roof Leak Repair.	16-078	3100	10100580
311	Redlands-2024 Orange Tree Ln.	3	County Museum	Redlands Museum Hall of Geological Wonders Lighting Upgrade project funded from the Museum budget.	17-196	3100	10100326
312	Redlands-2024 Orange Tree Ln.	3	County Museum	Redlands Museum Site Lighting Upgrade funded from the department budget (AAA CCM).	17-265	3100	10100327
313	Redlands-2024 Orange Tree Ln.	3	County Museum	Redlands Museum Camera System Upgrade.	17-190	3100	10100368
314	Redlands-2024 Orange Tree Ln.	3	County Museum	Hall of History Refurbishing funded from grants and Museum budget.	08-206	3102	10100509
315	Redlands-2024 Orange Tree Ln.	3	County Museum	Museum Store Renovation Redland.	19-047	3100	10100706
316	Redlands-2024 Orange Tree Ln.	3	RESD-PMD	Redlands Museum Sump Pump Generator.	17-154	3100	10100401
317	Redlands-2024 Orange Tree Ln.	3	RESD-PMD	Redlands Museum Education Center Roof.	17-159	3100	10100410
318	Redlands-2024 Orange Tree Ln.	3	RESD-PMD	Redlands Museum Sewer Line Repair.	17-163	3100	10100432
319	Redlands-2024 Orange Tree Ln.	3	RESD-PMD	RED003-Museum, Beautification.	19-086	3100	10100724
320	Redlands-2024 Orange Tree Ln.	3	RESD-PMD	RED003-Museum, Humid/Dehumidification.	19-091	3100	10100730
321	Redlands-2024 Orange Tree Ln.	3	RESD-PMD	RED003-Museum, Sump Pump.	19-099	3100	10100743
322	Redlands-2024 Orange Tree Ln.	3	RESD-PMD	RED003- Museum, 2nd Flr Handrail.	19-102	3100	10100746

Exhibit A
2018-19 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	2018-19 Adopted Requirements	Proj.
325,000			-	254,438		254,438	254,438	295
290,000			-		229,140	229,140	229,140	296
3,120,000			-	3,120,000		3,120,000	3,120,000	297
6,227,000			-		961,778	961,778	961,778	298
15,000			-		2,770	2,770	2,770	299
250,000	250,000		250,000			-	250,000	300
See Project 137			-	702,694		702,694	702,694	301
500,000			-	148,835		148,835	148,835	302
92,000			-	31,473		31,473	31,473	303
144,000			-	81,083		81,083	81,083	304
50,000			-	50,000		50,000	50,000	305
6,985,080			-		161,960	161,960	161,960	306
600,000			-		91,033	91,033	91,033	307
65,000			-		5,664	5,664	5,664	308
1,200,000			-	1,175,825		1,175,825	1,175,825	309
95,450			-		95,450	95,450	95,450	310
20,000			-		505	505	505	311
35,000			-		2,970	2,970	2,970	312
50,000			-	20,472		20,472	20,472	313
3,150,730			-		8,504	8,504	8,504	314
60,000		60,000	60,000			-	60,000	315
20,000			-	20,000		20,000	20,000	316
45,000			-	9,051		9,051	9,051	317
60,000			-	60,000		60,000	60,000	318
384,000	384,000		384,000			-	384,000	319
300,000	300,000		300,000			-	300,000	320
15,000	15,000		15,000			-	15,000	321
332,000	332,000		332,000			-	332,000	322

Exhibit A
2018-19 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
323	Redlands-2024 Orange Tree Ln.	3	RESD-PMD	Redlands Museum Backflow Relocation.	SAFE	3100	10400019
324	Redlands-222 W. Brookside Ave.	3	RESD-PMD	Public Guardian Reroof.	17-159	3100	10100408
325	Redlands-26930 Barton Rd.	3	General Fund	Mission Asistencia Museum Roof/Electric.	N/A	3100	10100617
326	Redlands-26930 Barton Rd.	3	RESD-PMD	Assistencia Mission Sink Hole Repair.	17-999	3100	10400011
327	Redlands-821 W. Sun Ave.	3	Preschool Services	Extended Duration Facilities Project-Sun Avenue Redlands funded by a United States Department of Health and Human Services Administration for Children and Families grant.	17-281	3100	10100590
328	Redlands-Bruder Lane	3	Information Services	Sunset ISD Antenna Installation (8W07)	2V03	3100	10100566
329	Rialto- 1743 Miro Way	5	RESD-PMD	EOS-Hot Water Heater.	MCIP	3100	10100621
330	Rialto-1743 Miro Way	5	CONFIRE	CONFIRE Administration Remodel funded by CONFIRE.	17-258	3100	10100313
331	Rialto-1743 Miro Way	5	Information Services	Rialto Radio Tower Antennas.	17-999	3100	10100360
332	Rialto-1743 Miro Way	5	Information Services	Miro Way Interior Rehabilitation Remodel.	19-005	3100	10100678
333	Rialto-1743 Miro Way	5	Information Services	Miro Way Enclosed Storage Garage.	19-004	3100	10100680
334	Rialto-1743 Miro Way	5	RESD-PMD	New Hydrogen Gas Detention and Exhaust Fan.	17-155	3100	10100390
335	Rialto-1743 Miro Way	5	RESD-PMD	RIA002-Sheriff's Dispatch, Gutters.	19-106	3100	10100754
336	Rialto-1770 Miro Way	5	RESD-PMD	Valley Conter UPS Replacement Project	MCIP	3100	10100546
337	Running Springs	2	Public Works	Running Springs Transportation Yard funded from gas tax.	18-204	3100	10100645
338	Running Springs-1896 Wilderness Rd.	2	Public Works	Running Springs Generator Installation.	19-052	3100	10100693
339	San Bernardino- 172 W. 3rd St.	5	RESD-PMD	Old Hall of Records Irrigation Retrofit.	SITE	3100	10100659
340	San Bernardino- 200 S. Lena Rd.	5	RESD-PMD	Redundant Generator - Crime Lab.	GENR	3100	10100626
341	San Bernardino- 200 S. Lena Rd.	5	RESD-PMD	Redundant Generator - Facilities.	GENR	3100	10100638
342	San Bernardino- 210 N. Lena Rd.	5	Fleet Management	Fleet Management Security Kiosk funded by Fleet's Internal Service Fund.	18-202	3100	10100644
343	San Bernardino- 222 Hospitality Lane	5	RESD-PMD	Assessor-Recorder Irrigation Retrofit.	SITE	3100	10100666
344	San Bernardino- 303 W. 3rd St	5	District Attorney	303 Bldg. DA Command Center funded from Federal Asset Forfeiture Funds.	18-207	3100	10100647
345	San Bernardino- 340 Mt. View	5	RESD-PMD	Plaster Ceiling Separation.	MCIP	3100	10100657
346	San Bernardino- 385 N. Arrowhead	5	RESD-PMD	CGC SW Stairwell Enclosed Fence.	MCIP	3100	10100620
347	San Bernardino- 385 N. Arrowhead	5	RESD-PMD	CGC Security Glass at the Reception Area.	SECR	3100	10100661
348	San Bernardino- 385 N. Arrowhead	5	RESD-PMD	CGC 3rd & 4th Floor Wall and Ceiling Conference RM.	4X39	3100	10100664
349	San Bernardino- 385 N. Arrowhead	5	RESD-PMD	SAB031-Exterior CGC Security Improvements.	SECR	3100	10100767
350	San Bernardino- 740 E. Gilbert St.	5	Probation	RYEF Probation Restroom Partition funded by Proposition 172.	18-182	3100	10100651
351	San Bernardino- 777 E. Rialto	5	RESD-PMD	AWM Dynamometer Dr. Approach & Bird Cont.	MCIP	3100	10100667
352	San Bernardino- 777 Rialto Ave.	5	Purchasing	Surplus Warehouse Wireless Network Installation funded by Surplus Property and Storage Operations' Unrestricted Net Assets (ISF).	18-214	3100	10100642
353	San Bernardino- 777 Rialto Ave.	5	RESD-PMD	777 Rialto Ave - Paint & Refurbish.	INTR	3100	10100628
354	San Bernardino- 900 E. Gilbert	5	RESD-PMD	Roof Replacement.	ROOF	3100	10100623
355	San Bernardino- 900 E. Gilbert	5	RESD-PMD	CVJDC Grass Area Landscaping.	SITE	3100	10100631
356	San Bernardino- 900 E. Gilbert	5	RESD-PMD	DBH TAYC Exterior Grounds Improvement.	SITE	3100	10100633

Exhibit A
2018-19 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	2018-19 Adopted Requirements	Proj.
250,000			-	241,079		241,079	241,079	323
146,300			-	146,300		146,300	146,300	324
400,000			-	116,888		116,888	116,888	325
45,000			-	73,264		73,264	73,264	326
756,177			-		654,976	654,976	654,976	327
See Project 137			-	2,040		2,040	2,040	328
10,000			-	10,000		10,000	10,000	329
20,240			-		19,930	19,930	19,930	330
See Project 137			-	18,992		18,992	18,992	331
175,000		175,000	175,000			-	175,000	332
133,000		133,000	133,000			-	133,000	333
35,000			-	34,380		34,380	34,380	334
35,000	35,000		35,000			-	35,000	335
250,000			-	141,668		141,668	141,668	336
50,000			-		50,000	50,000	50,000	337
38,500		38,500	38,500			-	38,500	338
17,500			-	1,950		1,950	1,950	339
380,000			-	143,366		143,366	143,366	340
180,000			-	178,063		178,063	178,063	341
53,600			-		53,600	53,600	53,600	342
35,000			-	34,124		34,124	34,124	343
45,500			-		45,500	45,500	45,500	344
35,000			-	35,000		35,000	35,000	345
15,000			-	15,000		15,000	15,000	346
600,000			-	600,000		600,000	600,000	347
88,167			-	88,167		88,167	88,167	348
66,206			-		66,206	66,206	66,206	349
34,400			-		34,400	34,400	34,400	350
50,000			-	8,550		8,550	8,550	351
50,000			-		50,000	50,000	50,000	352
90,000			-	20,914		20,914	20,914	353
35,000			-	35,000		35,000	35,000	354
50,000			-	34,606		34,606	34,606	355
75,000			-	43,335		43,335	43,335	356

Exhibit A
2018-19 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
357	San Bernardino- 900 E. Gilbert	5	RESD-PMD	ISD Basement Wall Repairs.	EXTR	3100	10100640
358	San Bernardino- 900 E. Gilbert	5	RESD-PMD	Gilbert St. Hazardous Waste.	MCIP	3100	10100658
359	San Bernardino- 900 E. Gilbert	5	RESD-PMD	Public Defender Modular Roof Replacement.	ROOF	3100	10100660
360	San Bernardino- 900 E. Gilbert	5	RESD-PMD	ISD Cottage # 2 Renovation.	MCIP	3100	10100662
361	San Bernardino-104 W. 4th St.	5	Probation	Central Day Reporting Center Electrical Upgrade funded with AB109 fund balance.	16-123	3100	10100156
362	San Bernardino-104 W. 4th St.	5	Probation	104 Building Swipe Card System funded with AB109 fund balance.	18-057	3100	10100578
363	San Bernardino-109 W. 4th St.	5	Probation	Acquisition of 109 Building funded by AB109 Fund Balance.	17-228	3100	10100334
364	San Bernardino-120 S. D St.	1	County Fire	CF Vehicle Svcs. Unit Heater Installation.	19-070	3100	10100677
365	San Bernardino-1491 N. Windsor Dr.	5	RESD-PMD	Crisis Stabilization Unit funded by CHFFA grant and MHSA.	18-198	3100	10100153
366	San Bernardino-1499 S. Tippecanoe Ave.	5	Probation	Remodel Warehouse Probation Adult Vocational Training Program funded from AB109 funding.	18-157	3100	10100502
367	San Bernardino-1499 S. Tippecanoe Ave.	5	RESD-PMD	San Bernardino 1499 Tippecanoe Remodel for Lease.	15-230	3100	10100110
368	San Bernardino-150 W. 5th St.	5	Probation	Central Operation Office Modification funded with SB 678 fund balance.	16-122	3100	10100155
369	San Bernardino-150 W. 5th St.	5	Probation	150 Building Flag Pole Installation.	17-227	3100	10100333
370	San Bernardino-150 W. 5th St.	5	Probation	150 Building Swipe Card System funded with Youth Offender Block Grant (YOBG) fund balance.	18-059	3100	10100501
371	San Bernardino-157 5th St	5	RESD-PMD	157 5th Street VFD Mag Starter.	HVAC	3100	10100652
372	San Bernardino-157 W. 5th St.	5	RESD-PMD	157 Building Coil Replacement.	17-999	3100	10400010
373	San Bernardino-157/175th St.	5	RESD-PMD	157/175 5th St. Turbo Core Compressor.	HVAC	3100	10100561
374	San Bernardino-157-175 5th St.	5	RESD-PMD	SAB035- 157-175, Electric Pan Grounding.	19-105	3100	10100750
375	San Bernardino-157-175 W. 5th St.	5	Probation	157 Bldg Administration Swipe Card Sys	15-196	3100	10100070
376	San Bernardino-157-175 W. 5th St.	5	Probation	157 Building Professional Standards Areas Remodel funded by AB109.	15-197	3100	10100071
377	San Bernardino-157-175 W. 5th St.	5	Probation	157 Building Remodel Restrooms and Break Room funded by AB109.	15-199	3100	10100072
378	San Bernardino-157-175 W. 5th St.	5	Probation	157 Building Third Floor Swing Space funded by AB109 Fund Balance.	17-229	3100	10100335
379	San Bernardino-157-175 W. 5th St.	5	RESD-PMD	157/175 Bldg Seismic Retrofit & Improv Additional funding of $4.0 million increasing the project budget from $20,969,541 to $24,969,541 for the 157 Building Seismic Retrofit and Improvements funded by AB109.	12-102	3100	10100019
380	San Bernardino-157-175 W. 5th St.	5	RESD-PMD	157 Building Window Replacements funded by $25,000 Risk Management and $50,000 Discretionary General Funding.	15-234	3100	10100108
381	San Bernardino-157-175 W. 5th St.	5	RESD-PMD	157 Building Human Resources Water Leak Repair.	16-999	3100	10100220
382	San Bernardino-157-175 W. 5th St.	5	RESD-PMD	157 Building Variable Frequency Drive Repair.	17-999	3100	10400015
383	San Bernardino-157-175 W. 5th St. and 401 N. Arrowhead Ave.	5	RESD-PMD	157 and 401 Buildings Heat Exchangers Refurbish.	17-155	3100	10100387
384	San Bernardino-172 W. 3rd St.	5	RESD-PMD	172 Building Seismic Retrofit and Improvements.	12-102	3100	10100020
385	San Bernardino-172 W. 3rd St.	5	RESD-PMD	172 Building 4th and 5th Floor Sewer Damage Repairs.	16-078	3100	10100209
386	San Bernardino-172 W. 3rd St. and 351 Mountain View Ave.	5	RESD-PMD	Superblock Transformer and Wire Repair.	17-999	3100	10400014
387	San Bernardino-174 S. Lena Road	5	Information Services	GSA ISD Antenna Installation.	2V03	3100	10100547
388	San Bernardino-175 S. Lena Rd.	5	Sheriff	Coroner Building Expansion Project.	15-100	3100	10100099

Exhibit A
2018-19 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	2018-19 Adopted Requirements	Proj.
500,000			-	482,600		482,600	482,600	357
5,000			-	5,000		5,000	5,000	358
35,000			-	35,000		35,000	35,000	359
47,387			-	9,240		9,240	9,240	360
303,200			-		111,207	111,207	111,207	361
40,000			-		21,890	21,890	21,890	362
25,000			-		25,000	25,000	25,000	363
114,000		114,000	114,000			-	114,000	364
6,860,000			-		325,800	325,800	325,800	365
1,557,085			-		1,551,085	1,551,085	1,551,085	366
554,948			-	31,413		31,413	31,413	367
2,030,000			-		1,793,179	1,793,179	1,793,179	368
20,000			-		17,008	17,008	17,008	369
40,000			-		22,016	22,016	22,016	370
35,000			-	34,444		34,444	34,444	371
90,000			-	8,649		8,649	8,649	372
45,000			-	22,471		22,471	22,471	373
45,000	45,000		45,000			-	45,000	374
55,000			-		160	160	160	375
See Project 138			-		162,896	162,896	162,896	376
See Project 138			-		423,795	423,795	423,795	377
See Project 138			-		6,260	6,260	6,260	378
See Project 138		4,000,000	4,000,000		20,492,520	20,492,520	24,492,520	379
75,000			-	37,680	25,000	62,680	62,680	380
45,000			-	45,000		45,000	45,000	381
75,000			-	48,546		48,546	48,546	382
35,000			-	1,913		1,913	1,913	383
See Project 138			-	154,281		154,281	154,281	384
16,049			-	1,048		1,048	1,048	385
125,000			-	53,444		53,444	53,444	386
See Project 137			-	1,925		1,925	1,925	387
1,915,000			-	87,722		87,722	87,722	388

Exhibit A
2018-19 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
389	San Bernardino-1755 Maple St.	5	Preschool Services	Extended Duration Facilities Project-Whitney Young San Bernardino funded by a United States Department of Health and Human Services, Administration for Children and Families grant.	17-279	3100	10100572
390	San Bernardino-18000 Institution Road	2	Sheriff	GHRC Conduit Installation.	19-072	3100	10100705
391	San Bernardino-1920 N. Del Rosa	3	County Fire	County Fire Station #226 Mold Removal and Floor Replacement funded from County Fire Operating Funds.	18-032	3100	10100491
392	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	3100	10100476
393	San Bernardino-200 E. 3rd St.	5	County Fire	County Fire Station #221 Reroof funded from County Fire Reserves.	18-014	3100	10100483
394	San Bernardino-200 E. Third St.	5	County Fire	Station#221 Exterior Painting.	19-014	3100	10100681
395	San Bernardino-200 E. Third St.	5	County Fire	Station#221 Installation of Generator.	19-012	3100	10100685
396	San Bernardino-200 E. Third St.	5	County Fire	Station#221 Remodel of 4 Bathroom.	19-015	3100	10100731
397	San Bernardino-200 E. Third St.	5	County Fire	Station#221 Replace Concrete Asphalt.	19-013	3100	10100733
398	San Bernardino-200 E. Third St.	5	County Fire	Station#221 Interior Painting.	19-016	3100	10100751
399	San Bernardino-200 S. Lena Rd.	5	RESD-FMD	Shop HVAC and Remodel funded from the department budget (AAA FMD).	17-220	3100	10100297
400	San Bernardino-200 S. Lena Rd.	5	RESD-PMD	Facilities Management Building Entry Access System funded from the department budget.	17-102	3100	10100294
401	San Bernardino-200 S. Lena Rd.	5	RESD-PMD	RES-FMD and Crime Lab Engineering Study.	17-154	3100	10100397
402	San Bernardino-200 S. Lena Rd.	5	Sheriff	Sheriff's Crime Lab Expansion Project.	07-293	3100	10100015
403	San Bernardino-200 S. Lena Rd.	5	Sheriff	Sheriff's Scientific Investigations Division Remodel funded $1,110,000 from Discretionary General Funding and $100,000 from the Sheriff department budget.	15-164	3100	10100082
404	San Bernardino-202 Meridian Ave.	5	County Fire	Station#229 Replacement/Relocation.	19-027	3100	10100763
405	San Bernardino-202 N. Meridian	5	County Fire	County Fire Station #229 Asphalt Replacement	18-019	3100	10100485
406	San Bernardino-210 N. Lena Rd.	5	Fleet Management	Design for new 10,000 sq. ft. Fleet Administration Building funded by ISD net position.	18-151	3100	10100451
407	San Bernardino-210 N. Lena Rd.	5	RESD-PMD	Fleet Auto Shop Bay Door #12 Repair.	17-999	3100	10100589
408	San Bernardino-210 N. Lena Road	5	Fleet Management	FLT Service Ctr Car Wash Remodel.	19-041	3100	10100703
409	San Bernardino-222 W. Hospitality Ln.	5	RESD-PMD	Hall of Records Sign Project funded by SBCTA.	12-133	3100	10100012
410	San Bernardino-222 W. Hospitality Ln.	5	RESD-PMD	222 Building Improvements.	12-102	3100	10100018
411	San Bernardino-222 W. Hospitality Ln.	5	RESD-PMD	SAB001-Hall of Records Air Handler Replacement.	19-111	3100	10100753
412	San Bernardino-222 W. Hospitality Ln.	5	Risk Management	Space Evaluation for Risk Management funded by Risk Management unrestricted net assets.	16-114	3100	10100141
413	San Bernardino-222 W. Hospitality Ln.	5	Risk Management	Risk Management Office Remodel funded by Insurance Internal Service Funds.	17-086	3100	10100292
414	San Bernardino-2382 N. Del Rosa Ave.	5	Preschool Services	Countywide PSD Improvement Proj-Del Rosa	17-278	3100	10100571
415	San Bernardino-2641 N. E St.	5	County Fire	County Fire Station #224 Reroof funded from County Fire Reserves.	18-016	3100	10100484
416	San Bernardino-2641 N. E St.	5	County Fire	Station#224 Installation of Generator.	19-021	3100	10100687
417	San Bernardino-2641 N. E St.	5	County Fire	Station#224 Replace Existing Asphalt.	19-022	3100	10100737

Exhibit A
2018-19 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	2018-19 Adopted Requirements	Proj.
755,765			-		623,655	623,655	623,655	389
47,944		47,944	47,944			-	47,944	390
319,250			-		319,125	319,125	319,125	391
90,722			-		5,298	5,298	5,298	392
352,450			-		309,669	309,669	309,669	393
100,000		100,000	100,000			-	100,000	394
60,000		60,000	60,000			-	60,000	395
250,000		250,000	250,000			-	250,000	396
700,000		700,000	700,000			-	700,000	397
150,000		150,000	150,000			-	150,000	398
175,000			-		89,578	89,578	89,578	399
40,000			-		29,716	29,716	29,716	400
75,000			-	74,886		74,886	74,886	401
15,543,560			-	311,782		311,782	311,782	402
1,210,000			-	974,095		974,095	974,095	403
6,916,000		6,916,000	6,916,000			-	6,916,000	404
86,450			-		86,054	86,054	86,054	405
60,000			-		60,000	60,000	60,000	406
13,000			-	13,000		13,000	13,000	407
750,000		750,000	750,000			-	750,000	408
5,000			-		5,000	5,000	5,000	409
See Project 138			-	8,602,634		8,602,634	8,602,634	410
2,500,000	2,500,000		2,500,000			-	2,500,000	411
10,000			-		212	212	212	412
974,510			-		936,010	936,010	936,010	413
359,969			-		335,289	335,289	335,289	414
91,305			-		85,652	85,652	85,652	415
60,000		60,000	60,000			-	60,000	416
500,000		500,000	500,000			-	500,000	417

Exhibit A
2018-19 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
418	San Bernardino-268 W. Hospitality Ln.	5	RESD-PMD	268 Building 3rd Floor Improvements including the restroom remodel funded from the Rents budget (AAA RNT) per the lease amendment obligation with Loma Linda University.	17-142	3100	10100299
419	San Bernardino-268 W. Hospitality Ln.	5	RESD-PMD	268 Building Elevator Room HVAC.	17-155	3100	10100378
420	San Bernardino-268 W. Hospitality Ln.	5	RESD-PMD	268 Bldg. ADA Entry Doors.	ADA	3100	10100615
421	San Bernardino-268 W. Hospitality Ln.	5	RESD-PMD	SAB180-268 Hospitality FLS System.	19-114	3100	10100748
422	San Bernardino-282 W. 40th St.	5	County Fire	Station#227 Kitchen Remodel.	19-024	3100	10100689
423	San Bernardino-282 W. 40th St.	5	County Fire	Station#227 Remodel of Dorms.	19-023	3100	10100734
424	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	3100	10100480
425	San Bernardino-303 W. 3rd St.	5	RESD-PMD	SAB156-303 Building, Boiler.	19-081	3100	10100716
426	San Bernardino-303 W. 3rd St.	5	RESD-PMD	SAB156-Civic Center Parking Structure Inverter.	19-082	3100	10100718
427	San Bernardino-303 W. 3rd St.	5	RESD-PMD	303 Building MDF/IDF HVAC Controls.	16-076	3100	10100208
428	San Bernardino-303 W. 3rd St.	5	RESD-PMD	303 Building Casework Remediation.	17-999	3100	10100323
429	San Bernardino-303 W. 3rd St.	5	RESD-PMD	303 Bldg. Parking Structure Expansion.	MCIP	3100	10100616
430	San Bernardino-316 Mtn. View	5	RESD-PMD	316 Building Improvements.	12-102	3100	10100023
431	San Bernardino-323 W. Court St.	5	RESD-PMD	323 Building Acquisition and Remodel.	16-095	3100	10100114
432	San Bernardino-3398 E. Highland Ave.	3	County Fire	County Fire Station #228 Reroof funded from County Fire Operating Funds.	18-031	3100	10100490
433	San Bernardino-3398 E. Highland Ave.	3	County Fire	Station#228 Kitchen Remodel.	19-025	3100	10100690
434	San Bernardino-3398 E. Highland Ave.	5	County Fire	County Fire Station #228 Mold Remediation funded from County Fire Reserves.	18-011	3100	10100477
435	San Bernardino-340 and 364 Mtn. View Ave.	5	RESD-PMD	340 & 364 Buildings Sidewalk Replacements.	15-124	3100	10100104
436	San Bernardino-351 N. Arrowhead Ave.	5	RESD-PMD	Historic Courthouse Mechanical Plant Chiller #2 and Auxiliary Equipment Pumps funded 95.64% JCC ($513,587) and 4.36% Discretionary General Funding (Net County Cost) ($23,413).	17-175	3100	10100349
437	San Bernardino-351 N. Arrowhead Ave.	5	RESD-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	3100	10100508
438	San Bernardino-351 N. Arrowhead Ave.	5	RESD-PMD	SAB030- Cen Plant, Cleaver Brooks.	19-103	3100	10100749
439	San Bernardino-351 N. Mtn. View Ave.	5	RESD-PMD	351 Building Improvements.	12-102	3100	10100021
440	San Bernardino-351 N. Mtn. View Ave.	5	RESD-PMD	351 Building 2nd Floor HVAC Unit Replacement.	16-076	3100	10100189
441	San Bernardino-351 N. Mtn. View Ave.	5	RESD-PMD	351 Building Air Handler Refurbish.	17-155	3100	10100383
442	San Bernardino-351 N. Mtn. View Ave.	5	RESD-PMD	351 Building Pump Controllers.	17-156	3100	10100427
443	San Bernardino-372-382 Crestview	5	Preschool Services	Waterman Gardens	17-280	3100	10100573
444	San Bernardino-385 N. Arrowhead Ave.	5	General Fund	CGC Central Plant Generator Installation.	N/A	3100	10100596

Exhibit A
2018-19 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2018-19 Adopted Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
340,000			-		7,605	7,605	7,605	418
50,000			-	1,927		1,927	1,927	419
45,000			-	45,000		45,000	45,000	420
120,000	120,000		120,000			-	120,000	421
80,000		80,000	80,000			-	80,000	422
130,000		130,000	130,000			-	130,000	423
225,000			-		27,188	27,188	27,188	424
190,000	190,000		190,000			-	190,000	425
25,000	25,000		25,000			-	25,000	426
85,000			-	4,563		4,563	4,563	427
6,243			-	1,814		1,814	1,814	428
30,000			-	30,000		30,000	30,000	429
See Project 138			-	1,283,572		1,283,572	1,283,572	430
See Project 138			-	413,180		413,180	413,180	431
122,360			-		558	558	558	432
70,000		70,000	70,000			-	70,000	433
89,110			-		64,726	64,726	64,726	434
50,000			-	50,000		50,000	50,000	435
537,000			-		128,118	128,118	128,118	436
75,000			-	40,759	23,110	63,869	63,869	437
350,000	15,260	334,740	350,000			-	350,000	438
See Project 138			-	16,425		16,425	16,425	439
90,000			-	61,476		61,476	61,476	440
135,000			-	135,000		135,000	135,000	441
30,000			-	2,564		2,564	2,564	442
164,001			-		158,976	158,976	158,976	443
1,481,850			-	1,481,850		1,481,850	1,481,850	444

Exhibit A
2018-19 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
445	San Bernardino-385 N. Arrowhead Ave.	5	Information Services	Board Chambers Audio/Visual System Replacement funded by ISD's ISF retained earnings (IAM).	16-104	3100	10100171
446	San Bernardino-385 N. Arrowhead Ave.	5	RESD-PMD	County Government Center (CGC) 1st and 2nd Floor HVAC Modification.	15-119	3100	10100100
447	San Bernardino-385 N. Arrowhead Ave.	5	RESD-PMD	CGC Chambers Renovation.	15-233	3100	10100107
448	San Bernardino-385 N. Arrowhead Ave.	5	RESD-PMD	CGC Exterior Cleaning.	16-085	3100	10100184
449	San Bernardino-385 N. Arrowhead Ave.	5	RESD-PMD	CGC 5th Floor Patio Drain Piping Replacement.	16-077	3100	10100192
450	San Bernardino-385 N. Arrowhead Ave.	5	RESD-PMD	CGC Fountain Re-design.	16-078	3100	10100202
451	San Bernardino-385 N. Arrowhead Ave.	5	RESD-PMD	CGC Café and Conference Rooms Remodel.	16-078	3100	10100203
452	San Bernardino-385 N. Arrowhead Ave.	5	RESD-PMD	385 Building Public Health-EHS Remodel.	16-172	3100	10100216
453	San Bernardino-385 N. Arrowhead Ave.	5	RESD-PMD	CGC Drinking Fountain ADA Replacement.	17-147	3100	10100231
454	San Bernardino-385 N. Arrowhead Ave.	5	RESD-PMD	CGC Real Estate Services Office Remodel funded by the department budget.	17-272	3100	10100316
455	San Bernardino-385 N. Arrowhead Ave.	5	RESD-PMD	385 Building Roof Drain Repairs.	17-157	3100	10100381
456	San Bernardino-385 N. Arrowhead Ave.	5	RESD-PMD	CGC Electrical Rework.	17-156	3100	10100426
457	San Bernardino-385 N. Arrowhead Ave.	5	RESD-PMD	CGC Miscellaneous Deferred Maintenance Project.	17-153	3100	10100439
458	San Bernardino-385 N. Arrowhead Ave.	5	RESD-PMD	SAB-31-5/F, Patio Doors/Windows.	19-101	3100	10100726
459	San Bernardino-385 N. Arrowhead Ave.	5	RESD-PMD	SAB031-3rd Fl Breakroom Quiet Room.	19-088	3100	10100752
460	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	3100	10100285
461	San Bernardino-401 N. Arrowhead Ave.	5	Probation	401 Building Swipe Card System funded with AB109 fund balance.	18-058	3100	10100500
462	San Bernardino-401 N. Arrowhead Ave.	5	RESD-PMD	401 Building Exterior Seal and Paint.	16-085	3100	10100183
463	San Bernardino-401 N. Arrowhead Ave.	5	RESD-PMD	401 Building Boiler Replacement.	068A	3100	10400009
464	San Bernardino-401 W. 4th St.	5	RESD-PMD	Building Acquisition of 401 W. 4th St. for Sheriff Court Services.	17-999	3100	10100237
465	San Bernardino-4280 Hallmark Parkway	5	Preschool Services	Hallmark Whse. Copy Room Relocation.	19-056	3100	10100698
466	San Bernardino-4280 Hallmark Pkwy	5	Preschool Services	Hallmark Warehouse Grading and Drainage Repair funded by the Preschool Services Department budget.	17-139	3100	10100150
467	San Bernardino-450 Vanderbilt Way	5	County Fire	County Fire Station #231 Reroof funded from County Fire Reserves.	18-012	3100	10100478
468	San Bernardino-503 E. Central Ave.	5	Preschool Services	PSD Mill Complex Environmental Testing.	17-999	3100	10100322
469	San Bernardino-630 E. Rialto	5	RESD-PMD	SAB007- CDC Fern Freight Elevator.	19-104	3100	10100756
470	San Bernardino-630 E. Rialto Ave.	5	RESD-PMD	Central Detention Center (CDC) Sewer Main Repair/Replacement.	16-010	3100	10100195
471	San Bernardino-630 E. Rialto Ave.	5	RESD-PMD	CDC AC #5 Upgrade.	17-155	3100	10100385
472	San Bernardino-630 E. Rialto Ave.	5	RESD-PMD	CDC Generator.	17-154	3100	10100396

Exhibit A
2018-19 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Total Project Cost	NEW PROJECTS Discretionary General Funding	Other Funding	Total New Projects	CARRYOVER PROJECTS Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2018-19 Adopted Requirements	Proj.
90,400			-		46,443	46,443	46,443	445
1,500,000			-	523,148		523,148	523,148	446
2,150,000			-	1,751,294		1,751,294	1,751,294	447
540,000			-	514,829		514,829	514,829	448
35,000			-	32,214		32,214	32,214	449
10,000			-	3,593		3,593	3,593	450
1,780,000			-	220,444		220,444	220,444	451
2,025,000			-	74,073		74,073	74,073	452
65,000			-	27,213		27,213	27,213	453
220,800			-		13,489	13,489	13,489	454
30,000			-	29,722		29,722	29,722	455
5,000			-	5,000		5,000	5,000	456
475,000			-	368,766		368,766	368,766	457
200,000	200,000		200,000			-	200,000	458
145,000	145,000		145,000			-	145,000	459
35,750			-		35,750	35,750	35,750	460
60,000			-		38,735	38,735	38,735	461
51,000			-	4,077		4,077	4,077	462
45,000			-	1,671		1,671	1,671	463
See Project 138			-	12,700		12,700	12,700	464
111,775		111,775	111,775			-	111,775	465
125,000			-		16,623	16,623	16,623	466
108,653			-		72,438	72,438	72,438	467
45,000			-	12,960		12,960	12,960	468
200,000	200,000		200,000			-	200,000	469
650,000			-	218,726		218,726	218,726	470
125,000			-	962		962	962	471
300,000		900,000	900,000	198,945		198,945	1,098,945	472

Exhibit A
2018-19 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
473	San Bernardino-630 E. Rialto Ave.	5	RESD-PMD	CDC Generator Controls Integration.	17-154	3100	10100399
474	San Bernardino-630 E. Rialto Ave.	5	RESD-PMD	CDC Freight Elevator.	17-151	3100	10100402
475	San Bernardino-630 E. Rialto Ave.	5	RESD-PMD	CDC Steam Boiler Replacement.	BOIL	3100	10100654
476	San Bernardino-630 E. Rialto Ave.	5	Sheriff	CDC Visitation Area Flooring Replacement funded from the Sheriff's Department budget (AAA SHD).	17-218	3100	10100346
477	San Bernardino-655 E. 3rd St.	5	Sheriff	Sheriffs HQtrs Rest & Locker Room Upgr	15-127	3100	10100085
478	San Bernardino-655 E. 3rd St.	5	Sheriff	Civil Liabilities Remodel.	16-016	3100	10100178
479	San Bernardino-655 E. 3rd St.	5	Sheriff	Sheriff's Central Station Remodel funded from the department budget.	17-207	3100	10100344
480	San Bernardino-670 E. Gilbert St.	3	Information Services	ISD Data Center UPS Upgrade funded by ISF Retained Earnings.	11-003	3100	10100004
481	San Bernardino-670 E. Gilbert St.	3	Information Services	ISD Window Shades funded by ISD retained earnings.	16-164	3100	10100172
482	San Bernardino-670 E. Gilbert St.	3	Information Services	ISD Warehouse Redesign funded from retained earnings.	17-259	3100	10100356
483	San Bernardino-670 E. Gilbert St.	3	Information Services	Data Center Fire Suppression Replacement.	19-003	3100	10100697
484	San Bernardino-670 E. Gilbert St.	5	Information Services	ISD Repave Parking Lot Project funded from ISD Internal Service Funds (IAJ and IAM).	15-093	3100	10100089
485	San Bernardino-670 E. Gilbert St.	5	Information Services	ISD Warehouse funded from ISF Retained earnings.	15-267	3100	10100090
486	San Bernardino-670 E. Gilbert St.	5	Information Services	ISD Data Chillers.	HVAC	3100	10400016
487	San Bernardino-700 E. Gilbert St.	5	Behavioral Health	Behavioral Hlth Crises Res Housing Proj	15-237	3100	10100067
488	San Bernardino-710 N. D St.	5	District Attorney	DA Sancatt Building Office Remodel funded from Vehicle Fees - Auto Theft Prosecution Fund Balance (SDM).	17-257	3100	10100312
489	San Bernardino-740 and 900 E. Gilbert St.	5	Probation	Probation Camera Installation Project funded by excess Prop 172 funds.	15-261	3100	10100081
490	San Bernardino-740 E. Gilbert St.	3	Probation	Gateway/Regional Youth Educational Facility (RYEF) Exterior Refurbishing funded by YOBG fund balance.	18-056	3100	10100499
491	San Bernardino-740 E. Gilbert St.	5	RESD-PMD	RYEF Fire Alarm Panel Repair.	17-999	3100	10400013
492	San Bernardino-777 E. Rialto	5	RESD-PMD	777 E Rialto Front Door Ent. ADA.	ADA	3100	10100618
493	San Bernardino-777 E. Rialto Ave.	5	Purchasing	Purchasing Lighting Fixtures Replacement funded from the Purchasing Department budget.	16-139	3100	10100143
494	San Bernardino-777 E. Rialto Ave.	5	Purchasing	Purchasing Warehouse Retrofit funded from Surplus property and storage operations unrestricted net assets.	17-100	3100	10100293
495	San Bernardino-777 E. Rialto Ave.	5	Purchasing	Purchasing Printing Services Carpet Replacement funded from Printing Services' unrestricted net assets.	17-132	3100	10100295
496	San Bernardino-777 E. Rialto Ave.	5	Purchasing	Purchasing Emergency Back Up Generator funded from one-time rebate revenue.	17-134	3100	10100296
497	San Bernardino-777 E. Rialto Ave.	5	Purchasing	Purchasing Fan Installation funded from one-time unrestricted net assets.	17-250	3100	10100310
498	San Bernardino-777 E. Rialto Ave.	5	Purchasing	Purchasing Ceiling Tile Replacement funded from the department budget.	17-252	3100	10100311
499	San Bernardino-777 E. Rialto Ave.	5	Purchasing	Printing Services Exhaust Ventilation System funded from Printing Services' unrestricted net assets.	18-150	3100	10100495
500	San Bernardino-777 E. Rialto Ave.	5	Registrar of Voters	ROV Storage Rack Mezzanine funded from the ROV department budget.	15-269	3100	10100066
501	San Bernardino-777 E. Rialto Ave.	5	Registrar of Voters	ROV-Storage Rack Mezzanine Engineering	18-999	3100	10100564

Exhibit A
2018-19 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	2018-19 Adopted Requirements	Proj.
50,000			-	50,000		50,000	50,000	473
260,000			-	35,203		35,203	35,203	474
600,000			-	598,813		598,813	598,813	475
45,000			-		2,071	2,071	2,071	476
1,002,000			-		29,408	29,408	29,408	477
197,100			-	790		790	790	478
673,000			-		31,859	31,859	31,859	479
8,729,705			-		6,351,047	6,351,047	6,351,047	480
8,300			-		1,398	1,398	1,398	481
60,000			-		60,000	60,000	60,000	482
1,540,000		1,540,000	1,540,000			-	1,540,000	483
1,977,606			-		37,307	37,307	37,307	484
2,700,000			-		174,681	174,681	174,681	485
250,000			-	26,019		26,019	26,019	486
5,445,906			-		72,253	72,253	72,253	487
360,000			-		174,389	174,389	174,389	488
2,477,939			-		2,238,724	2,238,724	2,238,724	489
452,250			-		452,250	452,250	452,250	490
10,000			-	2,473		2,473	2,473	491
70,000			-	50,617		50,617	50,617	492
25,000			-		25,000	25,000	25,000	493
230,000			-		224,844	224,844	224,844	494
50,160			-		50,160	50,160	50,160	495
50,000			-		48,193	48,193	48,193	496
52,500			-		49,500	49,500	49,500	497
40,400			-		38,920	38,920	38,920	498
175,000			-		175,000	175,000	175,000	499
150,838			-		10,222	10,222	10,222	500
10,222			-		8,097	8,097	8,097	501

Exhibit A
2018-19 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
502	San Bernardino-777 E. Rialto Ave.	5	RESD-PMD	777 Building Conference Room Refurbishment.	16-041	3100	10100193
503	San Bernardino-777 E. Rialto Ave.	5	RESD-PMD	777 Building ADA Restroom Addition.	17-147	3100	10100233
504	San Bernardino-777 Rialto Ave.	5	RESD-PMD	SAB006-Gen Services, Parking Lot Rehabilitation.	19-087	3100	10100725
505	San Bernardino-780 Gilbert St.	3	Behavioral Health	DBH STAY Renovation.	19-055	3100	10100704
506	San Bernardino-780 Gilbert St.	5	Behavioral Health	TAY Center Southeast Parking Lot Repair.	N/A	3100	10100597
507	San Bernardino-825 E. 3rd St.	5	Public Works	Public Works DOC Emergency Lighting funded from the Public Works budget.	16-999	3100	10100144
508	San Bernardino-825 E. 3rd St.	5	Public Works	Public Works 825 Building Generator funded by the four divisions of PW.	17-048	3100	10100284
509	San Bernardino-825 E. 3rd St.	5	RESD-PMD	825 Building Improvements funded $20,000,000 from Public Works; $3,200,000 from Discretionary General Funding.	12-102	3100	10100025
510	San Bernardino-825 E. Third St., Bldg #7	5	Public Works	TOS Bldg. 7 Sign Shop Improvement.	19-054	3100	10100694
511	San Bernardino-825 E. Third St., Bldg #9	5	Public Works	Pool Yard Trailer Mounted Generator.	19-049	3100	10100686
512	San Bernardino-900 E. Gilbert St.	3	Probation	Central Juvenile Court Holding Modifications funded with Prop 172 fund balance.	16-126	3100	10100157
513	San Bernardino-900 E. Gilbert St.	3	Probation	Probation Tattoo Removal Program Space funded with AB109 fund balance.	16-171	3100	10100160
514	San Bernardino-900 E. Gilbert St.	3	Probation	CVJDAC Rekey Locks funded by YOBG fund balance.	17-101	3100	10100332
515	San Bernardino-900 E. Gilbert St.	3	Probation	Gateway Sally Port and Staff Parking Improvements funded with YOBG funding.	17-230	3100	10100336
516	San Bernardino-900 E. Gilbert St.	3	Probation	Youth Justice Center Camera Installation funded with YOBG funds.	17-231	3100	10100337
517	San Bernardino-900 E. Gilbert St.	3	Probation	Central Juvenile Delinquency Court Sally Port Hardening funded by YOBG funds.	17-232	3100	10100338
518	San Bernardino-900 E. Gilbert St.	3	Probation	CVJDAC Card Access Expansion funded from YOBG funds.	17-233	3100	10100339
519	San Bernardino-900 E. Gilbert St.	3	Probation	CVJDAC Control System Replacement Design funded with YOBG funds.	17-235	3100	10100341
520	San Bernardino-900 E. Gilbert St.	3	Probation	CVJDAC Camera/Video Room Redundant AC Unit funded with YOBG funds.	17-236	3100	10100342
521	San Bernardino-900 E. Gilbert St.	3	RESD-PMD	Juvenile Delinquency Court Parking Lot ADA Changes.	17-147	3100	10100232
522	San Bernardino-900 E. Gilbert St.	3	RESD-PMD	Juvenile Delinquency Court Siemens Panel.	17-155	3100	10100392
523	San Bernardino-900 E. Gilbert St.	3	RESD-PMD	RYEF Electrolysis Study.	17-156	3100	10100428
524	San Bernardino-900 E. Gilbert St.	5	Probation	Central Valley Juvenile Detention and Assessment Center (CVJDAC) Swipe Card System funded by Prop 172 funds.	15-202	3100	10100075
525	San Bernardino-900 E. Gilbert St.	5	Probation	CVJDAC Emergency Evacuation Area funded by Prop 172 funds.	15-203	3100	10100076
526	San Bernardino-900 E. Gilbert St.	5	RESD-PMD	Youth Justice Center Roof Replacement.	17-159	3100	10100411
527	San Bernardino-900 E. Gilbert St.	5	RESD-PMD	Paint & Interior & Minor Improvements.	MCIP	3100	10100557
528	San Bernardino-900 E. Gilbert St.	5	RESD-PMD	RYEF Chiller Line Replacement.	MCIP	3100	10400018
529	San Bernardino-900 Gilbert St.	5	RESD-PMD	SAB170-CJH Admin#5, Duct Cleaning.	19-090	3100	10100729
530	San Bernardino-Gilbert Campus	5	RESD-PMD	SAB055-Gilbert Campus, Way Finding Signage.	19-084	3100	10100721

Exhibit A
2018-19 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	2018-19 Adopted Requirements	Proj.
222,250			-	203,650		203,650	203,650	502
250,000			-	245,375		245,375	245,375	503
1,501,000	1,501,000		1,501,000			-	1,501,000	504
297,715		297,715	297,715			-	297,715	505
20,600			-	20,600		20,600	20,600	506
20,000			-		20,000	20,000	20,000	507
469,000			-		423,128	423,128	423,128	508
See Project 138			-	3,200,000	19,767,108	22,967,108	22,967,108	509
100,000		100,000	100,000			-	100,000	510
50,000		50,000	50,000			-	50,000	511
580,000			-		576,546	576,546	576,546	512
1,792,200			-		1,726,825	1,726,825	1,726,825	513
223,265			-		220,299	220,299	220,299	514
50,000			-		49,378	49,378	49,378	515
250,000			-		246,531	246,531	246,531	516
150,000			-		149,057	149,057	149,057	517
75,000			-		72,368	72,368	72,368	518
50,000			-		49,175	49,175	49,175	519
25,000			-		10,063	10,063	10,063	520
105,780			-	4,316		4,316	4,316	521
32,400			-	31,904		31,904	31,904	522
20,000			-	20,000		20,000	20,000	523
164,000			-		14,284	14,284	14,284	524
474,000			-		412,591	412,591	412,591	525
275,000			-	25,973		25,973	25,973	526
187,000			-	187,000		187,000	187,000	527
110,000			-	33,432		33,432	33,432	528
100,000	100,000		100,000			-	100,000	529
275,000	275,000		275,000			-	275,000	530

Exhibit A
2018-19 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
531	San Bernardino-Gilbert St.	3	County Counsel/ Children and Family Services	Space planning for County Counsel and Children and Family Services funded from CIP Residual Funding (Project No. CJPR).	17-201	3100	10100369
532	San Bernardino-Gilbert St.	3	RESD-PMD	Gilbert Street Well Tank Booster Pump.	17-161	3100	10100430
533	San Bernardino-Gilbert St.	5	RESD-PMD	Gilbert Street Roadway Improvements.	15-121	3100	10100101
534	San Bernardino-Gilbert St.	5	RESD-PMD	Gilbert Street Electrical Vault Raise Ring and Pave.	17-158	3100	10100416
535	San Bernardino-Gilbert St.-Paseo Rd.	3	RESD-PMD	Gilbert Street Road Replacement.	17-158	3100	10100414
536	San Bernardino-Gilbert Street	3	Behavioral Health	SB DBH Office/ Clinic Space	17-040	3100	10100330
537	San Bernardino-Hospitality Ln.	5	RESD-PMD	Hospitality Campus Parking Expansion Phase II.	16-999	3100	10100113
538	San Bernardino-Little Mountain Dr.	5	Information Services	Little Mountain ISD Antenna Installation	2V03	3100	10100537
539	San Bernardino-Mill St.	5	Preschool Services	PSD Mill Center Roof Repair.	18-187	3100	10100608
540	San Bernardino-Santa Ana River/San Timoteo Creek	5	Regional Parks	Confluence Park and Rest Area.	13-226	3100	10100028
541	San Bernardino-Southeast corner of Rialto Ave. and Lena Rd.	5	County Fire	County Fire HazMat Warehouse. The total estimated project cost is $27.6 million.	15-229	3100	10100442
542	San Bernardino-Southeast corner of Rialto Ave. and Lena Rd.	5	County Fire	County Fire Relocation/Consolidation (Administration Building) funded by $17,640,000 in Discretionary General Funding and $8,500,000 from County Fire Reserves.	17-249	3100	10100447
543	San Bernardino-Southeast corner of Rialto Ave. and Lena Rd.	All	Sheriff	Valley Dispatch Center.	16-014	3100	10100181
544	San Bernardino-Various	5	County Fire	Security gates and wire for various fire stations funded by County Fire Reserves.	18-013	3100	10100482
545	San Bernardino-Various	5	RESD-PMD	Downtown Building Project Master Planning Budget.	12-102	3100	10100016
546	San Bernardino-Various	5	RESD-PMD	County Government Center Campus Improvements.	12-102	3100	10100017
547	Trona-13207 Market Ave.	1	RESD-PMD	Public Health HVAC Units Replacement.	17-155	3100	10100391
548	Trona-13215 Jones St.	1	RESD-PMD	TR001-Sheriff HVAC Replacement.	19-089	3100	10100727
549	Trona-13215 Jones St.	1	RESD-PMD	TRO001-Sheriff, Roof Replacement.	19-107	3100	10100745
550	Trona-82805 Mt. View	1	RESD-PMD	Trona Library Interior Maintenance.	17-035	3100	10100425
551	Twentynine Palms- 6078 Adobe Rd	3	RESD-PMD	Twentynine Palms Library New Asphalt.	PAV	3100	10100630
552	Twentynine Palms-6078 Adobe	3	RESD-PMD	29 Palms Library Interior Maintenance.	17-157	3100	10100424
553	Twentynine Palms-6078 Adobe Rd.	3	RESD-PMD	29P001-Library Driveway.	19-113	3100	10100757
554	Twentynine Palms-78569 Twentynine Palms Hwy.	3	Airports	Twentynine Palms Airport Shadeport Construction funded by the Airports Department budget (RAA APT).	17-019	3100	10100271
555	Twin Peaks-26010 Hwy 189	2	Land Use Services	Twin Peaks Land Use Services Remodel funded from the department budget (AAA BNS).	17-273	3100	10100569
556	Twin Peaks-26010 Hwy 189	2	RESD-PMD	Twin Peaks County Building Controls Upgrades.	16-076	3100	10100191
557	Twin Peaks-26010 Hwy 189	2	RESD-PMD	Twin Peaks Building Digital Controls.	17-155	3100	10100382
558	Twin Peaks-26010 Hwy 189	2	RESD-PMD	Twin Peaks Courthouse Stn. Roof.	MCIP	3100	10100614
559	Upland-1350 N. Benson Ave.	2	County Fire	Station#163 New Roof - Upland.	19-010	3100	10100728
560	Upland-2413 Euclid Ave.	2	County Fire	County Fire Station #12 Kitchen Remodel funded from County Fire Operating Funds.	18-030	3100	10100489
561	Upland-2413 Euclid Ave.	4	County Fire	County Fire Station #12 Restroom Remodel funded from one-time reserves (FVR 580 4000).	16-030	3100	10100132
562	Victorville	1	Fleet Management	High Desert Service Center Land Acquisition.	18-188	3100	10100607
563	Victorville- 14555 Civic Drive	1	Sheriff	Victorville Sheriff - Duct Cleaning.	HVAC	3100	10100627
564	Victorville-12397 Sycamore St.	1	Public Works	Baldy Mesa Yard Generator Project. The funding source is the Transportation budget (SAA TRA).	18-037	3100	10100470
565	Victorville-14455 Civic Dr.	1	District Attorney	Victorville DA Design/Remodel funded by the department budget (AAA DAT).	17-274	3100	10100575
566	Victorville-14455 Civic Dr.	1	RESD-PMD	Victorville Courthouse Sheriff's Holding Area security improvements.	17-151	3100	10100404
567	Victorville-14455 Civic Dr.	1	RESD-PMD	Valley Dispatch Center.	18-140	3100	10100507

Exhibit A
2018-19 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2018-19 Adopted Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
1,600,000			-	1,578,604		1,578,604	1,578,604	531
90,000			-	90,000		90,000	90,000	532
100,000			-	47,505		47,505	47,505	533
50,000			-	49,076		49,076	49,076	534
250,250			-	5,665		5,665	5,665	535
12,881,376			-		12,859,143	12,859,143	12,859,143	536
See Project 138			-	69,239		69,239	69,239	537
See Project 137			-	1,920		1,920	1,920	538
91,000			-		99,411	99,411	99,411	539
107,573			-		8,573	8,573	8,573	540
27,600,000			-	2,000,000		2,000,000	2,000,000	541
26,140,000			-	17,611,393	8,500,000	26,111,393	26,111,393	542
83,400,000			-	4,420,982		4,420,982	4,420,982	543
436,732			-		5,307	5,307	5,307	544
See Project 138			-	10,285		10,285	10,285	545
See Project 138			-	37,453		37,453	37,453	546
160,000			-	91,849		91,849	91,849	547
550,000	550,000		550,000			-	550,000	548
300,000	300,000		300,000			-	300,000	549
585,000			-	486,686		486,686	486,686	550
80,000			-	80,000		80,000	80,000	551
125,000			-	124,752		124,752	124,752	552
50,000	50,000		50,000			-	50,000	553
75,000			-		72,756	72,756	72,756	554
50,000			-		50,000	50,000	50,000	555
110,029			-	12,262		12,262	12,262	556
75,000			-	75,000		75,000	75,000	557
55,000			-	198,372		198,372	198,372	558
133,000		133,000	133,000			-	133,000	559
157,781			-		157,781	157,781	157,781	560
188,000			-		1,339	1,339	1,339	561
1,500,000			-		1,495,118	1,495,118	1,495,118	562
250,000			-	201,392		201,392	201,392	563
35,000			-		32,163	32,163	32,163	564
500,000			-		949,496	949,496	949,496	565
210,000			-	210,000		210,000	210,000	566
150,000			-	53,625	96,375	150,000	150,000	567

Exhibit A
2018-19 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	Fund	WBSE
568	Victorville-15000 Tokay St.	1	Fleet Management	High Desert Fleet Service Center - Victorville funded by Fleet Management ISF Retained Earnings.	15-006	3100	10100053
569	Victorville-15371 Civic Dr.	1	RESD-PMD	Victorville DA Annex Paving.	17-158	3100	10100417
570	Victorville-16552 Sunhill Dr.	1	RESD-PMD	Crisis Residential Treatment Center - High Desert Project funded by CHFFA grant and MHSA.	15-228	3100	10100068
571	Victorville-18000 Yates Rd.	1	Regional Parks	Mojave Narrows Water Service Improvements.	14-075	3100	10100046
572	Victorville-18000 Yates Rd.	1	Regional Parks	Mojave Narrows Regional Park ADA Improvements funded by CDBG.	18-135	3100	10100504
573	Victorville-18000 Yates Rd.	4	General Fund	Mojave Narrows Playground Resurfacing.	18-191	3100	10100601
574	Victorville-TBD	1	Probation	Probation Office Space-Victorville.	19-042	3100	10100758
575	Wrightwood-5980 Elm St.	1	County Fire	County Fire Station #14 Bathroom Addition funded from one-time reserves (FNR 590 5000).	18-040	3100	10100472
576	Wrightwood-6011 Pine St.	1	County Library	Wrightwood Library Monument Sign funded from Special Revenue Funds (SAP CLB).	18-082	3100	10100498
577	Wrightwood-6011 Pine St.	1	RESD-PMD	Wrightwood Library Roofing.	17-033	3100	10100413
578	Wrightwood-6011 Pine St.	1	RESD-PMD	WRI502-Library, Restroom Upgrade.	19-080	3100	10100713
579	Yermo-3660 Ghost Town	3	RESD-PMD	YER045-Calico, Pizza Garden Repair.	19-100	3100	10100762
580	Yermo-36600 Ghost Town Rd.	1	Regional Parks	Calico Ghost Town Roof Repairs.	17-022	3100	10100373
581	Yermo-36600 Ghost Town Rd.	1	Regional Parks	Calico Ghost Town Water Quality Improvements.	09-047	3102	10100510
582	Yermo-36600 Ghost Town Rd.	1	RESD-PMD	Calico Ghost Town Park Office/Visitor Center Improvements.	16-026	3100	10100198
583	Yermo-36600 Ghost Town Rd.	1	RESD-PMD	Calico Ghost Town Roof Repairs.	17-159	3100	10100412
584	Yermo-36600 Ghost Town Rd.	1	RESD-PMD	Calico Campground "O" Water Line Replacement.	17-254	3100	10100441
585	Yermo-36600 Ghost Town Rd.	1	RESD-PMD	Calico Campground Granite Layment.	REGP	3100	10100612
586	Yucaipa-33900 Oak Glen Rd.	2	General Fund	Yucaipa REGP Playground Resurfacing.	18-192	3100	10100600
587	Yucaipa-33900 Oak Glen Rd.	3	Regional Parks	Yucaipa Regional Park Security Cameras funded from the Regional Parks Improvement Program budget (Project No. REGP).	17-206	3100	10100372
588	Yucaipa-33900 Oak Glen Rd.	3	Regional Parks	Yucaipa Regional Park Special Event Entry.	17-235	3100	10100443
589	Yucaipa-33900 Oak Glen Rd.	3	RESD-PMD	Yucaipa Regional Park ADA Improvements.	18-191	3100	10100226
590	Yucaipa-33900 Oak Glen Rd.	3	RESD-PMD	Yucaipa REGP Electrical Upgrade.	REGP	3100	10100611
591	Yucca Valley-56460 Paseo Las Ninas	3	RESD-PMD	Yucca Valley Demo Old Animal Shelter.	17-036	3100	10100440
592	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	3100	10100134
	TOTAL PROJECTS ADMINISTERED BY RES-PMD						

Exhibit A
2018-19 Capital Improvement Program Projects
Administered by Real Estate Services Department - Project Management Division

Total Project Cost	NEW PROJECTS			CARRYOVER PROJECTS			2018-19 Adopted Requirements	Proj.
	Discretionary General Funding	Other Funding	Total New Projects	Discretionary General Funding	Department/ Other Funding	Total Carryover Balances		
8,000,000			-		1,553,982	1,553,982	1,553,982	568
100,000			-	100,000		100,000	100,000	569
7,056,800			-		626,276	626,276	626,276	570
150,000			-	70,064		70,064	70,064	571
550,000			-		549,752	549,752	549,752	572
121,300			-	121,300		121,300	121,300	573
25,000		25,000	25,000			-	25,000	574
306,519			-		271,917	271,917	271,917	575
40,000			-		1,157	1,157	1,157	576
150,000			-	13,694		13,694	13,694	577
165,000	165,000		165,000			-	165,000	578
460,000	460,000		460,000			-	460,000	579
627,473			-	13,564		13,564	13,564	580
1,300,000			-	890,825		890,825	890,825	581
208,713			-	130,688		130,688	130,688	582
350,000			-	307,285		307,285	307,285	583
500,000			-	219,718		219,718	219,718	584
50,000			-		1,562	1,562	1,562	585
55,600			-	55,600		55,600	55,600	586
87,000			-		41,200	41,200	41,200	587
150,000			-	15,323		15,323	15,323	588
700,000			-		6,083	6,083	6,083	589
330,000			-		329,208	329,208	329,208	590
45,000			-	45,000		45,000	45,000	591
53,200			-		53,200	53,200	53,200	592
951,766,486	**50,955,766**	**44,173,146**	**95,128,912**	**198,639,456**	**147,990,424**	**346,629,880**	**441,758,792**	

Exhibit B
2018-19 Capital Improvement Program Projects
Administered by Department of Public Works - Transportation

Proj.	Location/ Address	Dist	Department	Project Name-Description	WBSE	Fund
1	Amboy	1	Transportation	National Trails Highway Raised Payment Markers - , Amboy Rd E 17 miles - Funded by Federal Highway Safety Improvement Program 89%, Gas Tax match (11%).	N/A	2000
2	Amboy	1	Transportation	National Trails Highway at Beacon Ditch Replacement - Bridge replacement. Federal Funded by Highway Bridge Program (88.53%) and General Fund match (11.47%)	N/A	2000
3	Amboy	1	Transportation	National Trails Highway at Cerro Ditch Replacement - Bridge replacement. Federal Funded by Highway Bridge Program (88.53%) and General Fund match (11.47%).	N/A	2000
4	Amboy	1	Transportation	National Trails Highway at Cerulia Ditch Replacement - Bridge replacement. Federal Funded by Highway Bridge Program (88.53%) and General Fund match (11.47%).	N/A	2000
5	Amboy	1	Transportation	National Trails Highway at Gordo Ditch Replacement - Bridge replacement. Federal Funded by Highway Bridge Program (88.53%) and General Fund match (11.47%).	N/A	2000
6	Amboy	1	Transportation	National Trails Highway at Larissa Ditch Replacement - Bridge replacement. Federal Funded by Highway Bridge Program (88.53%) and General Fund match (11.47%)	N/A	2000
7	Amboy	1	Transportation	National Trails Highway at Leith Ditch Replacement - Bridge replacement. Federal Funding by Highway Bridge Program (88.53%) and General Fund match (11.47%)	N/A	2000
8	Amboy	1	Transportation	National Trails Highway at Sombra Ditch Replacement - Bridge replacement. Federal Funded by Highway Bridge Program (88.53%) and General Fund match (11.47%)	N/A	2000
9	Amboy	1	Transportation	National Trails Highway at Terra Ditch Replacement - Bridge replacement. Federal Funded by Highway Bridge Program (88.53%) and General Fund match (11.47%)	N/A	2000
10	Apple Valley	1	Transportation	Rock Springs Road Bridge Replacement - over Mojave River, Apple Valley Area - Funded by Development Mitigation Transportation Fees, General Fund and Potential Federal Funds	N/A	2000
11	Baker	1	Transportation	Baker Boulevard Bridge Replacement and Widening over the Mojave River - Federal Funded by Highway Bridge Program, San Bernardino County Transportation Authority and Gas Tax.	N/A	2000
12	Big Bear	3	Transportation	Pine View Drive Storm Drains - Installation of storm drain on Pine Drive, Big Bear Area. Funded by other Department and Unspecified Source.	N/A	2000
13	Big Bear	3	Transportation	Stanfield Cutoff Roadway Repair and Bridge Replacement - North of State Highway 18 to State Highway 38, Big Bear Area - Funded by General Fund and Gas Tax.	N/A	2000
14	Bloomington	5	Transportation	Bloomington North - ADA Ramps - PCI. Funding by City of Rialto, Funded by Community Development Block Grant and General Funds.	N/A	2000
15	Bloomington	5	Transportation	Interstate 10 Cedar Interchange - Funded by the City of Rialto, City of Fontana, San Bernardino County Transportation Authority, Gas Tax, and General Fund.	N/A	2000
16	Chino	4	Transportation	Philadelphia Street - Pavement Rehabilitation - Funded by City of Chino (41%) General Fund Match (59%).	N/A	2000
17	Chino	4	Transportation	State Route 60 / Central Ave Interchange - Modify State Route 60 ramps at Central Avenue. (Construction not funded) - Funded by City of Chino, Development Transportation Mitigation Fees, and San Bernardino County Transportation Authority.	N/A	2055/2091
18	City of Victorville	1	Transportation	Green Tree Boulevard Construction - New road from Yates to intersection of Green Tree Boulevard and Hesperia Road. City Lead, City received federal funding for preliminary engineering and design. Partial funding by City of Victorville, San Bernardino County Transportation Authority and General Fund (County Share).	N/A	2000
19	Del Rosa	5	Transportation	Sterling Avenue - Pacific St and Highland Ave. Mill and Overlay - PCI Funded by Gas Tax.	N/A	2000
20	Devore	2	Transportation	Glen Helen Parkway Bridge Replacement @ Cajon Wash - Federal Funded by Highway Bridge Program (88.53%), Gas Tax (.03%), and General Fund (11.44%).	N/A	2000
21	Essex	1	Transportation	National Trails Highway at Adena Ditch Replacement - Bridge replacement Federal Funded by Highway Bridge Program (88.53%) and General Fund match (11.47%)	N/A	2000
22	Fontana	5	Transportation	Alder Avenue, S. of Taylor St. N to San Bernardino Ave - Reconstruction Funded by Measure I - Valley Area	N/A	2142

Exhibit B
2018-19 Capital Improvement Program Projects
Administered by Department of Public Works - Transportation

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	2018-19 Adopted Requirements	Proj.
785,007			-		758,400	758,400	758,400	1
1,521,000			-		95,612	95,612	95,612	2
1,521,000			-		95,612	95,612	95,612	3
1,521,000			-		95,612	95,612	95,612	4
1,521,000			-		95,612	95,612	95,612	5
1,521,000			-		95,612	95,612	95,612	6
1,521,000			-		95,612	95,612	95,612	7
1,855,400			-		105,350	105,350	105,350	8
1,521,000			-		95,612	95,612	95,612	9
18,072,789			-			-	-	10
13,359,375			-		1,000,000	1,000,000	1,000,000	11
4,880,031			-			-	-	12
26,605,024			-			-	-	13
945,376			-		618,526	618,526	618,526	14
73,273,000			-		1,986,557	1,986,557	1,986,557	15
1,204,000			-		400,000	400,000	400,000	16
20,591,000			-		956,242	956,242	956,242	17
45,157,429			-		18,539,447	18,539,447	18,539,447	18
732,000			-		582,000	582,000	582,000	19
35,489,998			-		14,344,008	14,344,008	14,344,008	20
1,705,400			-		1,339,223	1,339,223	1,339,223	21
800,000			-		700,000	700,000	700,000	22

Exhibit B
2018-19 Capital Improvement Program Projects
Administered by Department of Public Works - Transportation

Proj.	Location/ Address	Dist	Department	Project Name-Description	WBSE	Fund
23	Fontana	2	Transportation	Arrow Route Railroad Crossing Modification on Arrow Route and Lime Street - Unspecified Funding Source.	N/A	2000
24	Fontana	2	Transportation	Arrow Route Traffic Signal Installation - Construction of new traffic signals - Funded by Gas Tax.	N/A	2000
25	Fontana	2	Transportation	Cherry Ave Grade Separation - On Cherry Ave over the Burlington Northern Santa Fe Railroad. - Funded by RDA and Regional Development Fees for Preliminary Engineering and Design, Construction Potentially Funding by San Bernardino County Transportation Authority.	N/A	2000
26	Fontana	2	Transportation	San Bernardino Avenue Widening - Cherry to Fontana Avenue, Fontana Area. Funded by San Bernardino County Transportation Authority, Gas Tax and General Fund.	N/A	2000
27	Helendale	1	Transportation	Shadow Mountain Road Paving, Bridge and River Crossing - Helendale Road to National Trails Highway - Funded by Development Transportation Mitigation Fees, Measure I - Victor Valley area, and Potentially San Bernardino County Transportation Authority and Unspecified Funding Source.	N/A	2000
28	Hesperia	1	Transportation	Ranchero Road Widening and Rehabilitation - From 0.15 mile east of Mariposa Road to Seventh Avenue, Hesperia Area. Funded by City of Victor Valley, San Bernardino County Transportation Authority and Unspecified Source.	N/A	2164
29	High Desert	1	Transportation	National Trails Highway Bridges Management Plan - From Daggett-Yermo Road to Mountain Springs Road, High Desert Area - Repair, rehabilitate, or reconstruct various bridges - Federal Funded, Potentially Funded by San Bernardino County Transportation Authority and General Fund.	N/A	2000
30	Joshua Tree	3	Transportation	Park Boulevard Reconstruction - On Park Boulevard from Alta Loma Drive north to State Highway 62 in the Joshua Tree area. Funded by San Bernardino County Transportation Authority.	N/A	2000/2149
31	Lake Arrowhead	2	Transportation	Hospital Road and Hook Creek Road - PCI. Funded by SB 1.	N/A	2000
32	Lake Arrowhead	2	Transportation	Arrowbear Drive Bridge Replacement @ Spillway-funding by Major Local Highway Funded thru San Bernardino County Transit Authority.	N/A	2000/2151
33	Mentone	3	Transportation	Crafton Avenue - Reconstruction - PCI. Funded by Measure I - Mountain area.	N/A	2142
34	Morongo Basin / Joshua Tree	3	Transportation	Joshua Tree Area Project - Repavement of various roads in Morongo Basin - Joshua Tree - Funded by Federal Surface Transportation Program (88.53%) and Toll Credits and General Fund Match (11.47%).	N/A	2000
35	Needles	1	Transportation	Needles Highway (Segment 1B), 500ft South of Park Road - Rehabilitation - Funded by Federal Public Land Highway Discretional Funds.	N/A	2000
36	Redlands	3	Transportation	Interstate 10 / Alabama Ave Interchange - Agency lead - Funded by City of Redlands, San Bernardino County Transportation Authority and Regional Development Fee Program.	N/A	2103
37	San Bernardino	5	Transportation	Accela Project - Cost accounting and systems upgrades. Funded by General Fund.	N/A	2000
38	San Bernardino	5	Transportation	Institution Road Reconstruction and Improvements, .20M W of Verdemont Ranch Rd east .40M - Repavement. Funded by General Fund (transferred previously).	N/A	2000
39	San Bernardino	5	Transportation	Old Waterman Canyon Road Culver - Construct culvert (tunnel under the road) - Funding by Gas Tax.	N/A	2000
40	San Bernardino Valley Area	2,3,4,5	Transportation	Traffic Signals Installations - Nine traffic signals at various locations - Unspecified Funding Source.	N/A	2142
41	Wrightwood	1	Transportation	Lone Pine Canyon Road Culvert - Construct Arched Culverts at Sheep Creek, Wrightwood - Funding by Gas Tax and Proposition 42.	N/A	2000
42	Yermo	1	Transportation	Yermo Road Bridge Replacement - Design bridge replacement. Federal Funded by Highway Bridge Program (88.53%) and Gas Tax for match (11.47%).	N/A	2000
	TOTAL PROJECTS ADMINISTERED BY DEPARTMENT OF PUBLIC WORKS-TRANSPORTATION					

Exhibit B
2018-19 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	2018-19 Adopted Requirements	Proj.
450,000			-			-	-	23
2,948,000			-		1,660,000	1,660,000	1,660,000	24
10,957,087			-			-	-	25
3,820,904			-		711,000	711,000	711,000	26
67,843,250			-		200,000	200,000	200,000	27
23,667,203			-	5,320,000	78,770	5,398,770	5,398,770	28
181,390,906			-	5,000,000	1,500,000	6,500,000	6,500,000	29
1,594,000			-		721,750	721,750	721,750	30
1,350,000			-	1,053,552		1,053,552	1,053,552	31
3,000,000			-		300,000	300,000	300,000	32
3,000,000			-		2,742,867	2,742,867	2,742,867	33
1,834,000			-		1,834,000	1,834,000	1,834,000	34
1,782,000			-		1,782,000	1,782,000	1,782,000	35
10,968,000			-		522,000	522,000	522,000	36
2,000,000			-	400,000		400,000	400,000	37
7,000,000			-			-	-	38
1,132,343			-			-	-	39
7,000,000			-			-	-	40
1,920,596			-		1,291,200	1,291,200	1,291,200	41
2,640,000			-		241,687	241,687	241,687	42
592,401,118	**-**	**-**	**-**	**11,773,552**	**55,584,311**	**67,357,863**	**67,357,863**	

Exhibit C
2018-19 Capital Improvement Program Projects
Administered by Public Works - Solid Waste Management

Proj.	Location/ Address	Dist	Department	Project Name-Description	WBSE	Fund
1	Apple Valley	1	Solid Waste	Land Purchase - Purchase of land from the Bureau of Land Management.	N/A	4250
2	Barstow	3	Solid Waste	Power Project Barstow Sanitary Landfill - Project with Southern California Edison to bring power to landfill.	N/A	4250
3	Barstow	3	Solid Waste	Perimeter Tortoise Fencing Barstow Sanitary Landfill - Construction of perimeter fencing for tortoises.	N/A	4250
4	Colton	3	Solid Waste	Final Closure Construction Colton Sanitary Landfill - Construction of engineered soil cap and final cover.	N/A	4250
5	Heaps Peak	2	Solid Waste	Scalehouse, Entrance Road and Tipping Floor Construction Heaps Peak Transfer Station - Construction of a new, updated scalehouse facility and entrance road.	N/A	4250
6	Heaps Peak	2	Solid Waste	East Slope Stabilization Heaps Peak Sanitary Landfill - Construction to stabilize the east slope of landfill.	N/A	4250
7	Landers	3	Solid Waste	Landfill Gas Collection and Control System Landers Sanitary Landfill - Construction of landfill gas extraction system.	N/A	4250
8	Mid-Valley	5	Solid Waste	Landfill Perimeter Gas Extraction System Mid Valley Sanitary Landfill - Construction of perimeter header landfill gas extraction system.	N/A	4250
9	Mid-Valley	5	Solid Waste	Liner, Liquid Handling and Basin Construction Unit 4 Phase 1 Mid-Valley Sanitary Landfill - Construction of double-layer liner on approximately 11.25 floor and 32.5 slope acres.	N/A	4250
10	San Timoteo	3	Solid Waste	Entrance Road Construction San Timoteo Sanitary Landfill - Construction of entrance/access road.	N/A	4250
11	San Timoteo	3	Solid Waste	Widening of Road San Timoteo Sanitary Landfill - Widening of road to reduce queue lines.	N/A	4250
12	San Timoteo	3	Solid Waste	Partial Closure - Partial closure of San Timoteo.	N/A	4250
13	San Timoteo	3	Solid Waste	Liner Construction Unit 2 Phase 3-2 and 4-1 San Timoteo Sanitary Landfill - Construction of composite liner on approximately 8 floor and 15.5 slope acres to control fluid and gas migration into the ground.	N/A	4250
14	Victorville	1	Solid Waste	Automation Victorville Sanitary Landfill - Lane 93 Full Automation.	N/A	4250
15	Victorville	1	Solid Waste	Liner Construction Phase 1B Stage 3 Victorville Sanitary Landfill - Construction of liner on approximately 9.5 floor and 5.7 slope acres.	N/A	4250
16	Victorville	1	Solid Waste	NPDES Retention Basin Victorville Sanitary Landfill -Design and construction of a NPDES stormwater retention basin.	N/A	4250
17	Yucaipa	3	Solid Waste	Groundwater Treatment System Yucaipa Disposal Site - Construction of full scale water groundwater treatment.	N/A	4250
	TOTAL PROJECTS ADMINISTERED BY PUBLIC WORKS-SOLID WASTE MANAGEMENT					



Exhibit C
2018-19 Capital Improvement Program Projects
Administered by Public Works - Solid Waste Management

Total Project Cost	NEW PROJECTS Discretionary General Funding	Other Funding	Total New Projects	CARRYOVER PROJECTS Discretionary General Funding	Department/ Other Funding	Total Carryover Balances	2018-19 Adopted Requirements	Proj.
22,500			-		22,500	22,500	22,500	1
300,000			-		300,000	300,000	300,000	2
525,000			-		525,000	525,000	525,000	3
10,832,000			-		200,000	200,000	200,000	4
4,459,980			-		3,439,780	3,439,780	3,439,780	5
1,500,000			-		150,000	150,000	150,000	6
1,714,000			-		50,000	50,000	50,000	7
1,500,000			-		300,000	300,000	300,000	8
25,715,395			-		23,295,000	23,295,000	23,295,000	9
1,350,000			-		1,147,200	1,147,200	1,147,200	10
500,000			-		500,000	500,000	500,000	11
3,900,000		3,700,000	3,700,000			-	3,700,000	12
13,700,000			-		13,450,000	13,450,000	13,450,000	13
75,000			-		75,000	75,000	75,000	14
9,375,000			-		9,050,000	9,050,000	9,050,000	15
895,000			-		750,000	750,000	750,000	16
2,156,423			-		470,000	470,000	470,000	17
78,520,298	**-**	**3,700,000**	**3,700,000**	**-**	**53,724,480**	**53,724,480**	**57,424,480**	

Exhibit D
2018-19 Capital Improvement Program Projects
Administered by San Bernardino County Fire Protection District (County Fire)

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	WBSE	Fund
1	Bloomington-10176 Magnolia Avenue	5	County Fire	County Fire Station #76 - Repair and Update Electrical	N/A	N/A	2434
2	Crestline-23407 Crest Forest Drive	2	County Fire	County Fire Station #25 - Hot Edge Gutter System	N/A	N/A	2448
3	Devore-1151 Devore Road	2	County Fire	County Fire Station #2 - Landscape	N/A	N/A	2434
4	Devore-18000 Institution Road	5	County Fire	County Fire Devore Training Center Glen Helen - Bathroom Upgrade	N/A	N/A	2410
5	Devore-18000 Institution Road	5	County Fire	County Fire Devore Training Center Glen Helen - Asphalt & Seal Coat Lot	N/A	N/A	2410
6	Helendale-27089 Helendale Road	1	County Fire	County Fire Station #4 - Remodel	N/A	N/A	2442
7	Joshua Tree-6715 Park Boulevard	3	County Fire	County Fire Station #36 - Bathroom Repair #4	N/A	N/A	2454
8	Joshua Tree-6715 Park Boulevard	3	County Fire	County Fire Station #36 - Exterior Infrastructure #3	N/A	N/A	2454
9	Mentone-1300 Crafton Avenue	3	County Fire	County Fire Station #9 - Block Wall	N/A	N/A	2434
10	Mentone-1300 Crafton Avenue	3	County Fire	County Fire Station #9 - Enclose Bedrooms, Move Air Intake	N/A	N/A	2434
11	Mentone-1300 Crafton Avenue	3	County Fire	County Fire Station #9 - Exterior Improvements #35	N/A	N/A	2434
12	Mentone-1300 Crafton Avenue	3	County Fire	County Fire Station #9 - Window Replacements	N/A	N/A	2434
13	Muscoy-2852 Macy Avenue	5	County Fire	County Fire Station #75 - Interior Repairs	N/A	N/A	2434
14	San Bernardino-1201 W. 9th Street	5	County Fire	County Fire Station #222 - Exterior Improvements #29	N/A	N/A	2434
15	San Bernardino-1201 W. 9th Street	5	County Fire	County Fire Station #222 - Interior Improvements #15	N/A	N/A	2434
16	San Bernardino-1920 N. Del Rosa Ave.	3	County Fire	County Fire Station #226 - Bathroom Improvement #15	N/A	N/A	2434
17	San Bernardino-1920 N. Del Rosa Ave.	3	County Fire	County Fire Station #226 - Exterior Improvements #36	N/A	N/A	2434
18	San Bernardino-1920 N. Del Rosa Ave.	3	County Fire	County Fire Station #226 - Gutters	N/A	N/A	2434
19	San Bernardino-1920 N. Del Rosa Ave.	3	County Fire	County Fire Station #226 - Interior Improvements #21	N/A	N/A	2434
20	San Bernardino-200 E. 3rd Street	5	County Fire	County Fire Station #221 - Interior Improvements #27/#28	N/A	N/A	2434
21	San Bernardino-2641 North E Street	5	County Fire	County Fire Station #224 - BC Area Improvement #26	N/A	N/A	2434
22	San Bernardino-2641 North E Street	5	County Fire	County Fire Station #224 - Interior improvements #31	N/A	N/A	2434
23	San Bernardino-282 West 40th Street	5	County Fire	County Fire Station #227 - Asphalt	N/A	N/A	2434
24	San Bernardino-282 West 40th Street	5	County Fire	County Fire Station #227 - Bathroom Improvement #37	N/A	N/A	2434
25	San Bernardino-282 West 40th Street	5	County Fire	County Fire Station #227 - Bedroom Living Quarters Improvements #38	N/A	N/A	2434
26	San Bernardino-282 West 40th Street	5	County Fire	County Fire Station #227 - Concrete	N/A	N/A	2434
27	San Bernardino-282 West 40th Street	5	County Fire	County Fire Station #227 - Interior Improvements #39	N/A	N/A	2434
28	San Bernardino-282 West 40th Street	5	County Fire	County Fire Station #227 - Remove Popcorn and Texture Ceiling	N/A	N/A	2434
29	San Bernardino-282 West 40th Street	5	County Fire	County Fire Station #227 - Replace Flooring #17	N/A	N/A	2434
30	San Bernardino-282 West 40th Street	5	County Fire	County Fire Station #227 - Replace Stucco	N/A	N/A	2434

Exhibit D
2018-19 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	2018-19 Adopted Requirements	Proj.
40,000		40,000	40,000			-	40,000	1
40,000		40,000	40,000			-	40,000	2
9,624		9,624	9,624			-	9,624	3
40,000		40,000	40,000			-	40,000	4
37,495		37,495	37,495			-	37,495	5
42,000		42,000	42,000			-	42,000	6
10,000		10,000	10,000			-	10,000	7
9,000		9,000	9,000			-	9,000	8
30,000		30,000	30,000			-	30,000	9
35,000		35,000	35,000			-	35,000	10
30,000		30,000	30,000			-	30,000	11
35,000		35,000	35,000			-	35,000	12
20,000		20,000	20,000			-	20,000	13
15,000		15,000	15,000			-	15,000	14
44,000		44,000	44,000			-	44,000	15
42,000		42,000	42,000			-	42,000	16
15,000		15,000	15,000			-	15,000	17
9,000		9,000	9,000			-	9,000	18
10,000		10,000	10,000			-	10,000	19
35,000		35,000	35,000			-	35,000	20
15,000		15,000	15,000			-	15,000	21
30,000		30,000	30,000			-	30,000	22
45,000		45,000	45,000			-	45,000	23
40,000		40,000	40,000			-	40,000	24
44,000		44,000	44,000			-	44,000	25
41,686		41,686	41,686			-	41,686	26
44,000		44,000	44,000			-	44,000	27
30,000		30,000	30,000			-	30,000	28
42,000		42,000	42,000			-	42,000	29
22,634		22,634	22,634			-	22,634	30

Exhibit D
2018-19 Capital Improvement Program Projects
Administered by San Bernardino County Fire Protection District (County Fire)

Proj.	Location/ Address	Dist	Department	Project Name-Description	CIP Log #	WBSE	Fund
31	San Bernardino-282 West 40th Street	5	County Fire	County Fire Station #227 - Reroof Station	N/A	N/A	2434
32	San Bernardino-3398 E. Highland Ave.	3	County Fire	County Fire Station #228 - Bedroom Improvement #12	N/A	N/A	2434
33	San Bernardino-3398 E. Highland Ave.	3	County Fire	County Fire Station #228 - Carpet/ Flooring	N/A	N/A	2434
34	San Bernardino-3398 E. Highland Ave.	3	County Fire	County Fire Station #228 - Exterior Improvement #22	N/A	N/A	2434
35	San Bernardino-3398 E. Highland Ave.	3	County Fire	County Fire Station #228 - Interior Replacement #16	N/A	N/A	2434
36	San Bernardino-450 Vanderbilt Drive	5	County Fire	County Fire Station #231 - Bedroom Improvement #9	N/A	N/A	2434
37	San Bernardino-450 Vanderbilt Drive	5	County Fire	County Fire Station #231 - Interior Improvements #33	N/A	N/A	2434
38	San Bernardino-6065 Palm Avenue	5	County Fire	County Fire Station #232 - Cabinets #42	N/A	N/A	2434
39	San Bernardino-6065 Palm Avenue	5	County Fire	County Fire Station #232 - Exterior Improvements #33	N/A	N/A	2434
40	San Bernardino-6065 Palm Avenue	5	County Fire	County Fire Station #232 - Interior Kitchen Improvements #13	N/A	N/A	2434
41	Twentynine Palms-6560 Adobe Road	3	County Fire	County Fire Station #44 - Exterior Infrastructure #2	N/A	N/A	2454
42	Twentynine Palms-6560 Adobe Road	3	County Fire	County Fire Station #44 - Gate/Fencing #7	N/A	N/A	2454
43	Upland-1350 N. Benson Avenue	2	County Fire	County Fire Station #163 - Bathroom Improvement	N/A	N/A	2434
44	Upland-1350 N. Benson Avenue	2	County Fire	County Fire Station #163 - Exterior Improvement #26	N/A	N/A	2434
45	Upland-1350 N. Benson Avenue	2	County Fire	County Fire Station #163 - Kitchen Improvement	N/A	N/A	2434
46	Upland-1350 N. Benson Avenue	2	County Fire	County Fire Station #163 - Landscaping	N/A	N/A	2434
47	Upland-1350 N. Benson Avenue	2	County Fire	County Fire Station #163 - Patio Cover	N/A	N/A	2434
48	Upland-1350 N. Benson Avenue	2	County Fire	County Fire Station #163 - Portable Building	N/A	N/A	2434
49	Upland-2413 N. Euclid Avenue	2	County Fire	County Fire Station #12 - Landscaping and Irrigation	N/A	N/A	2434
50	Upland-2413 N. Euclid Avenue	2	County Fire	County Fire Station #12 - Replace and Install Windows	N/A	N/A	2434
51	Upland-2413 N. Euclid Avenue	2	County Fire	County Fire Station #12 - Resurface Asphalt	N/A	N/A	2434
52	Upland-475 N. 2nd Avenue	4	County Fire	County Fire Station #161 - Apparatus Bay Lights	N/A	N/A	2434
53	Upland-475 N. 2nd Avenue	4	County Fire	County Fire Station #161 - Install Apparatus Bay Motors	N/A	N/A	2434
54	Upland-475 N. 2nd Avenue	4	County Fire	County Fire Station #161 - Interior Improvements #3	N/A	N/A	2434
55	Upland-475 N. 2nd Avenue	4	County Fire	County Fire Station #161 - Landscaping	N/A	N/A	2434
56	Upland-475 N. 2nd Avenue	4	County Fire	County Fire Station #161 - Patio Cover	N/A	N/A	2434
57	Upland-475 N. 2nd Avenue	4	County Fire	County Fire Station #161 - Rear Bay Cabinets	N/A	N/A	2434
58	Upland-475 N. 2nd Avenue	4	County Fire	County Fire Station #161 - Rear Exterior Lighting	N/A	N/A	2434
59	Upland-475 N. 2nd Avenue	4	County Fire	County Fire Station #161 - Station Signage	N/A	N/A	2434
60	Yucca Valley-58612 Aberdeen	3	County Fire	County Fire Station #42 - Exterior Improvement #6	N/A	N/A	2454
	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
2018-19 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	2018-19 Adopted Requirements	Proj.
35,664		35,664	35,664			-	35,664	31
44,000		44,000	44,000			-	44,000	32
15,000		15,000	15,000			-	15,000	33
40,000		40,000	40,000			-	40,000	34
20,000		20,000	20,000			-	20,000	35
44,500		44,500	44,500			-	44,500	36
22,000		22,000	22,000			-	22,000	37
23,000		23,000	23,000			-	23,000	38
15,000		15,000	15,000			-	15,000	39
35,000		35,000	35,000			-	35,000	40
36,000		36,000	36,000			-	36,000	41
25,000		25,000	25,000			-	25,000	42
44,999		44,999	44,999			-	44,999	43
35,000		35,000	35,000			-	35,000	44
44,999		44,999	44,999			-	44,999	45
25,000		25,000	25,000			-	25,000	46
30,000		30,000	30,000			-	30,000	47
20,000		20,000	20,000			-	20,000	48
20,000		20,000	20,000			-	20,000	49
10,000		10,000	10,000			-	10,000	50
10,000		10,000	10,000			-	10,000	51
10,000		10,000	10,000			-	10,000	52
15,000		15,000	15,000			-	15,000	53
44,500		44,500	44,500			-	44,500	54
25,000		25,000	25,000			-	25,000	55
30,000		30,000	30,000			-	30,000	56
10,000		10,000	10,000			-	10,000	57
8,000		8,000	8,000			-	8,000	58
20,000		20,000	20,000			-	20,000	59
44,000		44,000	44,000			-	44,000	60
1,704,101	**-**	**1,704,101**	**1,704,101**	**-**	**-**	**-**	**1,704,101**	

Exhibit E
2018-19 through 2022-23
Five-Year Capital Improvement Program
By Project Type

Description	Year 1 (2018-19)	Proposed Year 2 (2019-20)
Minor Capital Improvement Program	710,925	2,000,000
RED003-Museum Sump Pump Investigation - $15,000		
YER045-Calico Pizza Garden Repair - $460,000		
SAB031-5th Floor Patio Doors/Windows - $200,000		
RAN033-Courthouse Plumbing Investigation - $35,925		
ADA Improvements Program	497,000	450,000
RED-Museum 2nd Floor Handrail and Ramp - $332,000		
WRI502-Library Restroom Upgrade - $165,000		
Boiler Replacement Program:	205,260	250,000
SAB030-Central Plant Cleaver Brooks Boiler - $15,260		
SAB156-303 Building Boiler - $190,000		
Countywide Elevator Modernization Program	200,000	450,000
SAB007-CDC Female Freight Elevator Upgrade - $200,000		
Energy Projects Program:	45,000	100,000
SAB035-157-175 Electric Pan Grounding - $45,000		
Exterior Renovation Program:	392,652	600,000
SAB156-Civic Center Parking Structure Inverter - $25,000		
RIA002-Sheriff's Dispatch Gutters - $35,000		
RAN001-Courthouse Grout at Entry - $12,652		
PHE001-Landfill Wall Repair - $45,000		
Gilbert Campus Way Finding Signage - $275,000		
Countywide Generators Replacement Program:	-	300,000
HVAC Upgrades/Maintenance/Replacement:	3,815,085	2,300,000
Countywide Building Controls Upgrade - $305,000	305,000	500,000
TRO001-Sheriff HVAC Replacement - $300,000		
NEE002-Courthouse/Sheriff AC Replacement - $177,000		
SAB170-CJH Admin #5 Duct Cleaning - $100,000		
RED003-Museum Humidification/Dehumidification - $300,000		
RAN004-WVJDC Replacement of 38 AC Units - $250,000		
FON010-Courthouse Cooling Tower - $29,938		
COL010-Sheriff NARCO Air Balance - $50,000		
SAB001-Hall of Records Air Handler Replacement - $2,500,000		
RAN001-Courthouse Cooling Tower - $40,488		
Un-programmed - $67,659		
Interior Renovation/Remodel Program:	145,000	400,000
SAB031-3rd Floor Breakroom/Quiet Room - $145,000		
Countywide Conference Room Upgrades (Ongoing) - $100,000	100,000	100,000

Exhibit E
2018-19 through 2022-23
Five-Year Capital Improvement Program
By Project Type

Proposed Year 3 (2020-21)	Proposed Year 4 (2021-22)	Proposed Year 5 (2022-23)	Total One-Time Capital Cost
2,000,000	2,000,000	2,000,000	8,710,925
500,000	500,000	500,000	2,447,000
150,000	150,000	150,000	905,260
450,000	450,000	450,000	2,000,000
100,000	100,000	100,000	445,000
600,000	600,000	600,000	2,792,652
300,000	300,000	300,000	1,200,000
2,350,000	2,400,000	2,400,000	13,265,085
500,000	500,000	500,000	2,305,000
400,000	400,000	400,000	1,745,000
100,000	100,000	100,000	500,000

Exhibit E
2018-19 through 2022-23
Five-Year Capital Improvement Program
By Project Type

Description	Year 1 (2018-19)	Proposed Year 2 (2019-20)
Pavement Management Program:	1,601,000	750,000
SAB006-General Services Parking Lot Rehabilitation - $1,501,000		
LUC001-Library Parking Lot Rehabilitation - $50,000		
29P001-Library Driveway - $50,000		
Roofing Repairs/Replacement Program:	849,450	400,000
NEE002-Courthouse/Sheriff Roof Replacement - $249,450		
RAN001-Courthouse Leaks - $35,000		
RAN001-Courthouse Roof Drain - $15,000		
TRO001-Sheriff Roof Replacement - $550,000		
Fire/Life Safety Program:	214,628	300,000
SAB606-268 Hospitality FLS System - $120,000		
JOS001-Courthouse Sprinklers - $49,628		
RAN003-Haven Clean Agent Repair - $45,000		
Site Infrastructure Program:	419,000	600,000
BAR006-Public Health Retaining Wall Replacement - $35,000		
RED003-Museum Beautification - $384,000		
Buildings Acquisition and Retrofit Project:	2,500,000	2,500,000
TOTAL BUDGET	**12,000,000**	**12,000,000**

Exhibit E
2018-19 through 2022-23
Five-Year Capital Improvement Program
By Project Type

Proposed Year 3 (2020-21)	Proposed Year 4 (2021-22)	Proposed Year 5 (2022-23)	Total One-Time Capital Cost
850,000	650,000	650,000	4,501,000
300,000	400,000	400,000	2,349,450
300,000	150,000	150,000	1,114,628
600,000	800,000	800,000	3,219,000
2,500,000	2,500,000	2,500,000	12,500,000
12,000,000	**12,000,000**	**12,000,000**	**60,000,000**

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SAN BERNARDINO COUNTY





APPENDICES

ADMINISTRATION

		Fiscal Year 2016-17 Actual Amount	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Final Budget	Fiscal Year 2018-19 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
Requirements							
Staffing Expenses		97,327,476	114,536,449	114,542,045	122,916,142	8,374,097	7.31%
Operating Expenses		218,740,401	254,344,248	271,649,672	298,399,578	26,749,906	9.85%
Capital Expenditures		12,789,527	17,844,208	19,058,626	14,924,191	(4,134,435)	-21.69%
Reimbursements		(54,572,785)	(55,509,686)	(57,454,900)	(64,705,790)	(7,250,890)	12.62%
Contingencies		0	0	0	0	0	0.00%
	Subtotal	274,284,619	331,215,219	347,795,443	371,534,121	23,738,678	6.83%
Operating Transfers Out		1,178,220	0	10,650	0	(10,650)	-100.00%
Non-General Fund Contribution to Reserves/Net Position**		0	206,598	206,598	1,035,000	828,402	400.97%
	Total	275,462,839	331,421,817	348,012,691	372,569,121	24,556,430	7.06%
Sources							
Taxes		0	0	0	0	0	0.00%
1991 Realignment		0	0	0	0	0	0.00%
2011 Realignment		52,833	0	0	0	0	0.00%
State/Fed/Other Government		687,557	426,100	426,100	1,422,022	995,922	233.73%
Fee/Rate		229,177,244	225,597,079	225,597,079	257,294,314	31,697,235	14.05%
Other Revenue		10,329,330	9,451,231	9,451,231	10,064,539	613,308	6.49%
Operating Transfers In		889,600	0	456,825	0	(456,825)	-100.00%
Use of Fund Balance/Unrestricted Net Position***		(3,772,879)	51,221,429	61,880,833	57,519,278	(4,361,555)	-7.05%
General Fund Allocation/Net County Cost		38,099,154	44,725,978	50,200,623	46,268,968	(3,931,655)	-7.83%
	Total	275,462,839	331,421,817	348,012,691	372,569,121	24,556,430	7.06%
Budgeted Staffing*		947	954	974	972	(2)	-0.21%

* 2016-17 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the year.

** Non-General Fund budget units do not 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 2016-17, 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 2016-17 Actual Amount	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Final Budget	Fiscal Year 2018-19 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
Requirements							
Staffing Expenses		0	0	0	0	0	0.00%
Operating Expenses		8,148,194	8,343,908	8,343,908	8,245,852	(98,056)	-1.18%
Capital Expenditures		0	0	0	0	0	0.00%
Reimbursements		(1,084,856)	(1,085,792)	(1,085,792)	(1,005,042)	80,750	-7.44%
Contingencies		0	0	0	0	0	0.00%
	Subtotal	7,063,338	7,258,116	7,258,116	7,240,810	(17,306)	-0.24%
Operating Transfers Out		0	0	0	0	0	0.00%
Non-General Fund Contribution to Reserves*						0	0.00%
	Total	7,063,338	7,258,116	7,258,116	7,240,810	(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		0	0	0	0	0	0.00%
Use of Fund Balance**		0	0	0	0	0	0.00%
General Fund Allocation/Net County Cost		7,063,338	7,258,116	7,258,116	7,240,810	(17,306)	-0.24%
	Total	7,063,338	7,258,116	7,258,116	7,240,810	(17,306)	-0.24%

* Non-General Fund budget units do not budget contingencies, but rather contribute any excess available sources to a specific reserve account.

** For 2016-17, 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 REGIONAL MEDICAL CENTER

		Fiscal Year 2016-17 Actual Amount	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Final Budget	Fiscal Year 2018-19 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
Requirements							
Staffing Expenses		266,730,550	283,299,381	281,209,633	308,377,731	27,168,098	9.66%
Operating Expenses		265,081,427	258,146,847	298,447,097	272,603,257	(25,843,840)	-8.66%
Capital Expenditures		9,815,829	44,900,690	50,498,356	77,889,641	27,391,285	54.24%
Reimbursements		(4,325,638)	(4,130,338)	(4,130,338)	(5,156,400)	(1,026,062)	24.84%
Contingencies		0	0	0	0	0	0.00%
	Subtotal	537,302,168	582,216,580	626,024,748	653,714,229	27,689,481	4.42%
Operating Transfers Out		18,610,968	19,029,972	25,788,397	22,812,707	(2,975,690)	-11.54%
Non-General Fund Contribution to Net Position**			3,072,637	3,072,637	3,769,944	697,307	22.69%
	Total	555,913,136	604,319,189	654,885,782	680,296,880	25,411,098	3.88%
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		517,225,903	454,626,138	507,134,812	486,545,182	(20,589,630)	-4.06%
Fee/Rate		148,066,889	82,698,004	84,698,004	97,627,823	12,929,819	15.27%
Other Revenue		(28,677,688)	7,866,634	7,866,634	10,080,948	2,214,314	28.15%
Operating Transfers In		36,223,282	44,462,842	40,520,761	59,181,315	18,660,554	46.05%
Use of Unrestricted Net Position***		(116,925,250)	14,665,571	14,665,571	26,861,612	12,196,041	83.16%
General Fund Allocation/Net County Cost		0	0	0	0	0	0.00%
	Total	555,913,136	604,319,189	654,885,782	680,296,880	25,411,098	3.88%
Budgeted Staffing*		3,840	3,906	3,910	3,949	39	1.00%

* 2016-17 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the year.

** Non-General Fund budget units do not 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 2016-17, 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 2016-17 Actual Amount	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Final Budget	Fiscal Year 2018-19 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
Requirements							
Staffing Expenses		2,997,445	4,018,044	4,018,044	4,555,651	537,607	13.38%
Operating Expenses		11,303,196	56,895,720	60,361,033	55,510,575	(4,850,458)	-8.04%
Capital Expenditures		0	750,660	2,282,660	0	(2,282,660)	-100.00%
Reimbursements		(4,666,643)	(6,895,913)	(7,243,123)	(7,107,390)	135,733	-1.87%
Contingencies		0	0	0	0	0	0.00%
	Subtotal	9,633,998	54,768,511	59,418,614	52,958,836	(6,459,778)	-10.87%
Operating Transfers Out		1,866,677	2,226,878	1,294,878	1,595,485	300,607	23.22%
Non-General Fund Contribution to Reserves**		0	0	0	0	0	0.00%
	Total	11,500,675	56,995,389	60,713,492	54,554,321	(6,159,171)	-10.14%
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		8,564,118	18,256,876	20,599,979	12,525,859	(8,074,120)	-39.19%
Fee/Rate		3,891	0	0	108,827	108,827	0.00%
Other Revenue		1,884,806	597,267	1,472,267	2,083,905	611,638	41.54%
Operating Transfers In		860,197	0	500,000	800,000	300,000	60.00%
Use of Fund Balance***		(52,337)	37,791,246	37,791,246	38,664,869	873,623	2.31%
General Fund Allocation/Net County Cost		240,000	350,000	350,000	370,861	20,861	5.96%
	Total	11,500,675	56,995,389	60,713,492	54,554,321	(6,159,171)	-10.14%
Budgeted Staffing*		37	35	37	39	2	5.41%

* 2016-17 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the year.

** Non-General Fund budget units do not budget contingencies, but rather contribute any excess available sources to a specific reserve account.

*** For 2016-17, 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 2016-17 Actual Amount	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Final Budget	Fiscal Year 2018-19 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
Requirements							
Staffing Expenses		8,259,879	10,945,318	10,710,939	12,534,117	1,823,178	17.02%
Operating Expenses		19,631,032	24,516,068	26,073,086	23,059,617	(3,013,469)	-11.56%
Capital Expenditures		0	50,000	100,000	50,000	(50,000)	-50.00%
Reimbursements		(4,156,928)	(4,077,146)	(4,407,146)	(2,120,036)	2,287,110	-51.90%
Contingencies		0	0	0	0	0	0.00%
	Subtotal	23,733,983	31,434,240	32,476,879	33,523,698	1,046,819	3.22%
Operating Transfers Out		0	0	0	0	0	0.00%
Non-General Fund Contribution to Reserves**		0	1,613,314	1,613,314	1,122,612	(490,702)	-30.42%
	Total	23,733,983	33,047,554	34,090,193	34,646,310	556,117	1.63%
Sources							
Taxes		0	0	0	0	0	0.00%
1991 Realignment		0	0	0	0	0	0.00%
2011 Realignment		201,565	249,170	249,170	259,969	10,799	4.33%
State/Fed/Other Government		18,347,191	28,092,188	28,429,206	29,107,377	678,171	2.39%
Fee/Rate		36,586	80,000	80,000	80,000	0	0.00%
Other Revenue		1,256,793	1,320,289	1,420,289	976,397	(443,892)	-31.25%
Operating Transfers In		0	0	0	0	0	0.00%
Use of Fund Balance***		534,475	0	0	0	0	0.00%
General Fund Allocation/Net County Cost		3,357,373	3,305,907	3,911,528	4,222,567	311,039	7.95%
	Total	23,733,983	33,047,554	34,090,193	34,646,310	556,117	1.63%
Budgeted Staffing*		125	128	131	146	15	11.45%

* 2016-17 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the year.

** Non-General Fund budget units do not budget contingencies, but rather contribute any excess available sources to a specific reserve account.

*** For 2016-17, 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 2016-17 Actual Amount	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Final Budget	Fiscal Year 2018-19 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
Requirements							
Staffing Expenses		40,197,550	45,681,511	47,124,747	49,965,776	2,841,029	6.03%
Operating Expenses		19,312,068	26,734,578	28,531,078	29,236,680	705,602	2.47%
Capital Expenditures		180,649	236,000	473,000	4,234,402	3,761,402	795.22%
Reimbursements		(1,406,398)	(3,038,241)	(3,073,241)	(3,231,547)	(158,306)	5.15%
Contingencies		0	0	0	0	0	0.00%
	Subtotal	58,283,869	69,613,848	73,055,584	80,205,311	7,149,727	9.79%
Operating Transfers Out		0	0	0	0	0	0.00%
Non-General Fund Contribution to Reserves**		0	32,000	32,000	38,000	6,000	18.75%
	Total	58,283,869	69,645,848	73,087,584	80,243,311	7,155,727	9.79%
Sources							
Taxes		194,064	198,000	198,000	293,500	95,500	48.23%
1991 Realignment		0	0	0	0	0	0.00%
2011 Realignment		0	0	0	0	0	0.00%
State/Fed/Other Government		342,711	279,329	279,329	270,208	(9,121)	-3.27%
Fee/Rate		37,666,275	40,573,907	41,184,907	41,093,274	(91,633)	-0.22%
Other Revenue		1,684,273	1,481,297	1,481,297	1,505,584	24,287	1.64%
Operating Transfers In		0	0	125,000	4,875,000	4,750,000	3800.00%
Use of Fund Balance***		(2,177,238)	180,932	180,932	1,055,662	874,730	483.46%
General Fund Allocation/Net County Cost		20,573,784	26,932,383	29,638,119	31,150,083	1,511,964	5.10%
	Total	58,283,869	69,645,848	73,087,584	80,243,311	7,155,727	9.79%
Budgeted Staffing*		562	566	583	590	7	1.20%

* 2016-17 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the year.

** Non-General Fund budget units do not budget contingencies, but rather contribute any excess available sources to a specific reserve account.

*** For 2016-17, 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 2016-17 Actual Amount	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Final Budget	Fiscal Year 2018-19 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
Requirements							
Staffing Expenses		565,823,300	623,135,448	624,181,763	653,264,598	29,082,835	4.66%
Operating Expenses		1,185,733,727	1,316,108,007	1,386,305,729	1,393,756,909	7,451,180	0.54%
Capital Expenditures		3,778,697	8,728,137	11,159,163	7,361,103	(3,798,060)	-34.04%
Reimbursements		(42,517,588)	(58,565,799)	(60,214,209)	(52,278,823)	7,935,386	-13.18%
Contingencies		0	0	0	0	0	0.00%
	Subtotal	1,712,818,136	1,889,405,793	1,961,432,446	2,002,103,787	40,671,341	2.07%
Operating Transfers Out		75,358,887	113,664,355	119,225,909	77,730,202	(41,495,707)	-34.80%
Non-General Fund Contribution to Reserves**		0	582,592	530,092	2,538,634	2,008,542	378.90%
	Total	1,788,177,023	2,003,652,740	2,081,188,447	2,082,372,623	1,184,176	0.06%
Sources							
Taxes		33,042	34,686	34,686	35,976	1,290	3.72%
1991 Realignment		245,732,997	273,575,617	287,209,078	314,467,474	27,258,396	9.49%
2011 Realignment		293,787,136	293,926,145	297,573,145	291,361,332	(6,211,813)	-2.09%
State/Fed/Other Government		983,562,194	1,073,372,404	1,089,439,123	1,088,955,808	(483,315)	-0.04%
Fee/Rate		139,981,481	140,211,109	180,311,109	180,935,151	624,042	0.35%
Other Revenue		36,291,922	37,023,582	37,023,582	36,753,103	(270,479)	-0.73%
Operating Transfers In		27,961,807	27,529,153	27,529,153	37,380,537	9,851,384	35.79%
Use of Fund Balance***		(21,722,206)	67,675,363	70,141,382	29,177,508	(40,963,874)	-58.40%
Use of Non-General Fund Reserves			0	0	0	0	0.00%
General Fund Allocation/Net County Cost		82,548,651	90,304,681	91,927,189	103,305,734	11,378,545	12.38%
	Total	1,788,177,023	2,003,652,740	2,081,188,447	2,082,372,623	1,184,176	0.06%
Budgeted Staffing*		8,297	8,243	8,276	8,145	(131)	-1.58%

* 2016-17 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the year.

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*** For 2016-17, 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.

LAW AND JUSTICE

		Fiscal Year 2016-17 Actual Amount	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Final Budget	Fiscal Year 2018-19 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
Requirements							
Staffing Expenses		673,145,101	714,236,303	728,482,841	767,542,063	39,059,222	5.36%
Operating Expenses		298,089,091	317,289,116	331,240,390	349,751,522	18,511,132	5.59%
Capital Expenditures		20,958,382	19,951,405	30,037,174	26,940,101	(3,097,073)	-10.31%
Reimbursements		(72,643,542)	(81,261,799)	(83,662,080)	(89,266,769)	(5,604,689)	6.70%
Contingencies		0	0	0	0	0	0.00%
	Subtotal	919,549,032	970,215,025	1,006,098,325	1,054,966,917	48,868,592	4.86%
Operating Transfers Out		24,193,605	12,034,581	13,177,139	9,140,047	(4,037,092)	-30.64%
Non-General Fund Contribution to Reserves**		0	56,337	56,337	4,200	(52,137)	-92.54%
	Total	943,742,637	982,305,943	1,019,331,801	1,064,111,164	44,779,363	4.39%
Sources							
Taxes		169,775,269	180,400,000	184,386,600	192,000,000	7,613,400	4.13%
1991 Realignment		2,700,630	2,700,630	2,700,630	500,000	(2,200,630)	-81.49%
2011 Realignment		127,011,139	137,355,366	137,757,751	141,450,251	3,692,500	2.68%
State/Fed/Other Government		83,270,632	72,691,686	79,276,634	82,550,551	3,273,917	4.13%
Fee/Rate		173,734,264	178,070,537	181,173,648	189,951,204	8,777,556	4.84%
Other Revenue		9,395,688	8,807,095	8,559,523	9,654,073	1,094,550	12.79%
Operating Transfers In		681,446	487,853	487,853	706,244	218,391	44.77%
Use of Fund Balance***		(4,223,839)	11,655,730	15,673,534	13,077,259	(2,596,275)	-16.56%
Use of Non-General Fund Reserves		0	0	0	0	0	0.00%
General Fund Allocation/Net County Cost		381,397,408	390,137,046	409,315,628	434,221,582	24,905,954	6.08%
	Total	943,742,637	982,305,943	1,019,331,801	1,064,111,164	44,779,363	4.39%
Budgeted Staffing*		5,882	5,929	5,988	6,123	135	2.25%

* 2016-17 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the year.

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*** For 2016-17, 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.

OPERATIONS AND COMMUNITY SERVICES

	Fiscal Year 2016-17 Actual Amount	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Final Budget	Fiscal Year 2018-19 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
Requirements						
Staffing Expenses	81,709,812	94,733,125	93,896,078	100,740,325	6,844,247	7.29%
Operating Expenses	242,017,414	306,154,321	323,983,471	368,158,592	44,175,121	13.63%
Capital Expenditures	4,213,501	50,747,000	47,817,115	69,586,158	21,769,043	45.53%
Reimbursements	(80,929,659)	(90,150,735)	(90,301,835)	(101,965,976)	(11,664,141)	12.92%
Contingencies	0	0	0	0	0	0.00%
Subtotal	247,011,068	361,483,711	375,394,829	436,519,099	61,124,270	16.28%
Operating Transfers Out	17,264,735	9,910,594	32,039,777	24,199,787	(7,839,990)	-24.47%
Non-General Fund Contribution to Reserves/Net Position**	0	0	1,476,458	0	(1,476,458)	-100.00%
Total	264,275,803	371,394,305	408,911,064	460,718,886	51,807,822	12.67%
Sources						
Taxes	22,215,253	23,999,140	23,999,140	21,686,260	(2,312,880)	-9.64%
1991 Realignment	0	0	0	0	0	0.00%
2011 Realignment	0	0	0	0	0	0.00%
State/Fed/Other Government	52,863,250	73,279,283	86,758,046	102,611,435	15,853,389	18.27%
Fee/Rate	130,445,632	125,630,978	127,862,201	139,596,054	11,733,853	9.18%
Other Revenue	20,535,007	20,263,877	21,713,293	22,061,243	347,950	1.60%
Operating Transfers In	26,290,592	28,267,938	24,423,448	27,028,717	2,605,269	10.67%
Use of Fund Balance/Unrestricted Net Position***	(29,065,140)	52,550,728	75,102,037	97,699,184	22,597,147	30.09%
General Fund Allocation/Net County Cost	40,991,209	47,402,361	49,052,899	50,035,993	983,094	2.00%
Total	264,275,803	371,394,305	408,911,064	460,718,886	51,807,822	12.67%
Budgeted Staffing*	1,457	1,460	1,474	1,492	18	1.22%

* 2016-17 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the year.

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*** For 2016-17, the Fund Balance budget line item represents either the actual use of fund balance/net position (if positive amounts) or the actual increase to fund balance/net position (if negative amounts) throughout the fiscal year.

BOARD GOVERNED COUNTY SERVICE AREAS (SPECIAL DISTRICTS)

	Fiscal Year 2016-17 Actual Amount	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Final Budget	Fiscal Year 2018-19 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
Requirements						
Staffing Expenses	10,422,365	11,396,600	11,404,179	11,769,789	365,610	3.21%
Operating Expenses	23,920,626	34,222,086	35,282,097	34,747,152	(534,945)	-1.52%
Capital Expenditures	9,182,678	45,488,751	47,619,837	47,405,430	(214,407)	-0.45%
Reimbursements	(8,987,121)	(11,270,754)	(11,270,754)	(12,865,792)	(1,595,038)	14.15%
Contingencies	0	0	0	0	0	0.00%
Subtotal	34,538,548	79,836,683	83,035,359	81,056,579	(1,978,780)	-2.38%
Operating Transfers Out	4,845,905	7,948,310	8,233,310	9,854,414	1,621,104	19.69%
Non-General Fund Contribution to Reserves/Net Position**	0	3,011,147	2,563,408	2,022,015	(541,393)	-21.12%
Total	39,384,453	90,796,140	93,832,077	92,933,008	(899,069)	-0.96%
Sources						
Taxes	8,957,726	8,111,474	8,171,474	8,508,815	337,341	4.13%
1991 Realignment	0	0	0	0	0	0.00%
2011 Realignment	0	0	0	0	0	0.00%
State/Fed/Other Government	187,132	6,901,888	7,106,168	6,244,643	(861,525)	-12.12%
Fee/Rate	18,949,460	21,023,676	21,024,826	22,785,568	1,760,742	8.37%
Other Revenue	443,104	10,392,132	11,411,541	11,360,451	(51,090)	-0.45%
Operating Transfers In	9,254,139	18,381,061	19,952,449	14,841,665	(5,110,784)	-25.61%
Use of Fund Balance/Unrestricted Net Position***	1,592,892	25,985,909	26,165,619	29,191,866	3,026,247	11.57%
General Fund Allocation/Net County Cost	0	0	0	0	0	0.00%
Total	39,384,453	90,796,140	93,832,077	92,933,008	(899,069)	-0.96%
Budgeted Staffing*	184	180	181	184	3	1.66%

* 2016-17 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the year.

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FIRE PROTECTION DISTRICT

		Fiscal Year 2016-17 Actual Amount	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Final Budget	Fiscal Year 2018-19 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
Requirements							
Staffing Expenses		137,683,152	154,810,545	157,202,301	163,642,162	6,439,861	4.10%
Operating Expenses		56,525,044	92,396,237	93,705,845	104,879,454	11,173,609	11.92%
Capital Expenditures		6,078,679	8,874,374	10,885,227	9,124,918	(1,760,309)	-16.17%
Reimbursements		(15,540,147)	(24,608,699)	(26,179,457)	(28,193,659)	(2,014,202)	7.69%
Contingencies		0	0	0	0	0	0.00%
	Subtotal	184,746,728	231,472,457	235,613,916	249,452,875	13,838,959	5.87%
Operating Transfers Out		28,866,196	20,271,849	23,800,390	27,147,137	3,346,747	14.06%
Non-General Fund Contribution to Reserves**		0	550,884	559,242	3,647,332	3,088,090	552.19%
	Total	213,612,924	252,295,190	259,973,548	280,247,344	20,273,796	7.80%
Sources							
Taxes		71,243,359	78,957,593	78,957,593	84,771,681	5,814,088	7.36%
1991 Realignment		0	0	0	0	0	0.00%
2011 Realignment		0	0	0	0	0	0.00%
State/Fed/Other Government		7,225,454	10,652,903	11,055,897	12,397,165	1,341,268	12.13%
Fee/Rate		82,987,928	89,636,092	91,742,692	94,001,068	2,258,376	2.46%
Other Revenue		2,598,696	7,339,291	7,534,059	11,707,235	4,173,176	55.39%
Operating Transfers In		49,285,402	43,418,558	47,304,099	53,257,543	5,953,444	12.59%
Use of Fund Balance***		272,085	22,290,753	23,379,208	24,112,652	733,444	3.14%
Use of Non-General Fund Reserves		0	0	0	0	0	0.00%
General Fund Allocation/Net County Cost		0	0	0	0	0	0.00%
	Total	213,612,924	252,295,190	259,973,548	280,247,344	20,273,796	7.80%
Budgeted Staffing*		1,024	1,052	1,067	1,071	4	0.37%

* 2016-17 Budgeted Staffing reflects the Final Budget amounts, as actuals for staffing vary throughout the year.

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FLOOD CONTROL DISTRICT

	Fiscal Year 2016-17 Actual Amount	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Final Budget	Fiscal Year 2018-19 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
Requirements						
Staffing Expenses	14,926,972	17,169,457	17,169,457	18,126,212	956,755	5.57%
Operating Expenses	42,298,994	96,366,980	97,853,680	112,774,197	14,920,517	15.25%
Capital Expenditures	1,145,027	9,536,460	9,879,460	6,603,400	(3,276,060)	-33.16%
Reimbursements	(15,075,332)	(17,059,080)	(17,059,080)	(18,068,142)	(1,009,062)	5.92%
Contingencies	0	0	0	0	0	0.00%
Subtotal	43,295,661	106,013,817	107,843,517	119,435,667	11,592,150	10.75%
Operating Transfers Out	15,873,135	11,790,978	18,678,396	9,881,570	(8,796,826)	-47.10%
Non-General Fund Contribution to Reserves/Net Position**	0	0	0	0	0	0.00%
Total	59,168,796	117,804,795	126,521,913	129,317,237	2,795,324	2.21%
Sources						
Taxes	49,386,202	47,459,000	47,459,000	51,045,000	3,586,000	7.56%
1991 Realignment	0	0	0	0	0	0.00%
2011 Realignment	0	0	0	0	0	0.00%
State/Fed/Other Government	4,614,079	2,789,756	2,789,756	2,798,448	8,692	0.31%
Fee/Rate	3,188,326	3,216,980	3,216,980	2,967,347	(249,633)	-7.76%
Other Revenue	4,066,464	6,634,800	6,634,800	4,928,927	(1,705,873)	-25.71%
Operating Transfers In	14,398,510	14,534,018	18,182,427	11,414,770	(6,767,657)	-37.22%
Use of Fund Balance/Unrestricted Net Position***	(16,484,785)	43,170,241	48,238,950	56,162,745	7,923,795	16.43%
General Fund Allocation/Net County Cost	0	0	0	0	0	0.00%
Total	59,168,796	117,804,795	126,521,913	129,317,237	2,795,324	2.21%
Budgeted Staffing*	174	174	174	175	1	0.57%

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OTHER AGENCIES

	Fiscal Year 2016-17 Actual Amount	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Final Budget	Fiscal Year 2018-19 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
Requirements						
Staffing Expenses	17,495,937	18,655,937	18,655,937	20,268,736	1,612,799	8.64%
Operating Expenses	120,567,228	120,856,731	122,231,421	128,079,577	5,848,156	4.78%
Capital Expenditures	48,247	6,649,357	6,649,357	4,316,518	(2,332,839)	-35.08%
Reimbursements	(547,432)	(468,876)	(468,876)	(771,907)	(303,031)	64.63%
Contingencies	0	0	0	0	0	0.00%
Subtotal	137,563,980	145,693,149	147,067,839	151,892,924	4,825,085	3.28%
Operating Transfers Out	186,699,031	190,339,106	189,845,271	197,788,107	7,942,836	4.18%
Non-General Fund Contribution to Reserves/Net Position**	0	2,122,644	2,122,644	2,166,912	44,268	2.09%
Total	324,263,011	338,154,899	339,035,754	351,847,943	12,812,189	3.78%
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	26,676,136	118,024,945	141,759,989	146,590,921	4,830,932	3.41%
Fee/Rate	2,547,761	26,394,837	3,090,648	3,488,642	397,994	12.88%
Other Revenue	11,955,100	3,154,528	3,354,528	2,802,916	(551,612)	-16.44%
Operating Transfers In	186,704,187	190,354,406	190,604,406	198,907,402	8,302,996	4.36%
Use of Fund Balance/Unrestricted Net Position***	96,379,827	226,183	226,183	58,062	(168,121)	-74.33%
Use of Non-General Fund Reserves	0	0	0	0	0	0.00%
General Fund Allocation/Net County Cost	0	0	0	0	0	0.00%
Total	324,263,011	338,154,899	339,035,754	351,847,943	12,812,189	3.78%
Budgeted Staffing*	190	205	205	194	(11)	-5.37%

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CAPITAL IMPROVEMENT PROGRAM

		Fiscal Year 2016-17 Actual Amount	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Final Budget	Fiscal Year 2018-19 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
Requirements							
Staffing Expenses		0	0	0	0	0	0.00%
Operating Expenses		1,411,397	5,386,346	167,045	166,763	(282)	-0.17%
Capital Expenditures		146,713,619	334,772,351	363,706,996	378,496,222	14,789,226	4.07%
Reimbursements		(4,639,078)	(44,864,872)	(48,728,954)	(64,371,700)	(15,642,746)	32.10%
Contingencies		0	0	0	0	0	0.00%
	Subtotal	143,485,938	295,293,825	315,145,087	314,291,285	(853,802)	-0.27%
Operating Transfers Out		2,378,394	1,055,810	7,044,189	2,005,713	(5,038,476)	-71.53%
Non-General Fund Contribution to Reserves*						0	0.00%
	Total	145,864,332	296,349,635	322,189,276	316,296,998	(5,892,278)	-1.83%
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		710,902	2,270,235	2,270,235	2,898,016	627,781	27.65%
Fee/Rate		0	0	0	0	0	0.00%
Other Revenue		4,770,974	1,590	79,925	0	(79,925)	-100.00%
Operating Transfers In		181,614,560	131,539,684	157,300,990	71,466,012	(85,834,978)	-54.57%
Use of Fund Balance**		(41,232,104)	162,538,126	162,538,126	241,932,970	79,394,844	48.85%
General Fund Allocation/Net County Cost		0	0	0	0	0	0.00%
	Total	145,864,332	296,349,635	322,189,276	316,296,998	(5,892,278)	-1.83%

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OTHER FUNDING

		Fiscal Year 2016-17 Actual Amount	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Final Budget	Fiscal Year 2018-19 Adopted Budget	Change From Prior Year Final	Percent Change From Prior Year
Requirements							
Staffing Expenses		1,626,001	1,516,785	1,728,912	1,404,913	(323,999)	-18.74%
Operating Expenses		6,949,512	13,769,905	13,510,222	11,675,400	(1,834,822)	-13.58%
Capital Expenditures		3,754,466	1,981,945	2,525,375	1,925,926	(599,449)	-23.74%
Reimbursements		(69,780)	0	0	0	0	0.00%
Contingencies		0	75,579,719	47,544,035	139,735,810	92,191,775	193.91%
	Subtotal	12,260,199	92,848,354	65,308,544	154,742,049	89,433,505	136.94%
Operating Transfers Out		190,579,200	139,385,822	147,772,089	107,008,241	(40,763,848)	-27.59%
General Fund Contributions to Reserves		0	64,573,391	130,607,237	34,349,597	(96,257,640)	-73.70%
Non-General Fund Contribution to Reserves*		0	36,686	71,600	74,700	3,100	4.33%
	Total	202,839,399	296,844,253	343,759,470	296,174,587	(47,584,883)	-13.84%
Sources							
Taxes		568,775,351	574,509,781	587,955,806	622,549,292	34,593,486	5.88%
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		4,176,829	3,383,675	3,383,675	3,383,675	0	0.00%
Fee/Rate		80,156,816	84,290,117	80,590,117	89,289,177	8,699,060	10.79%
Other Revenue		29,058,495	32,673,100	40,745,181	34,848,281	(5,896,900)	-14.47%
Operating Transfers In		29,606,408	32,139,432	32,635,306	28,935,775	(3,699,531)	-11.34%
Use of Fund Balance**		(467,939)	34,715,633	24,250,547	33,851,899	9,601,352	39.59%
General Fund Unassigned Fund Balance**		64,005,356	82,042,237	82,042,237	101,778,230	19,735,993	24.06%
Use of General Fund Reserves		0	61,707,750	132,011,703	56,555,856	(75,455,847)	-57.16%
General Fund Allocation/Net County Cost		(574,270,916)	(610,416,472)	(641,654,102)	(676,816,598)	(35,162,496)	5.48%
	Total	202,839,399	296,844,253	343,759,470	296,174,587	(47,584,883)	-13.84%

* Non-General Fund budget units do not budget contingencies, but rather contribute any excess available sources to a specific reserve account.

** For 2016-17, 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
2018-19 Beginning Budgetary * Fund Balance	**101,778,230**	**445,828,804**	**219,405,483**	**279,321,925**	**2,131**
Add:					
Revenues	3,101,564,698	743,011,363	772,974,051	11,199,835	-
Other Financing Sources	20,480,000	8,455,775	130,794,555	78,907,805	5,000
Use of Reserves**	56,555,856	-	23,316,426	18,048	-
Total Available Financing	3,280,378,784	1,197,295,942	1,146,490,515	369,447,613	7,131
Less:					
Expenditures	3,036,128,071	755,067,797	993,747,393	367,441,900	-
Other Financing Uses	106,581,720	426,521	97,310,829	2,005,713	-
Increase in Reserves**	34,349,597	-	55,432,293	-	7,131
Total Requirements	3,177,059,388	755,494,318	1,146,490,515	369,447,613	7,131
2018-19 Projected Ending Budgetary Fund Balance	**103,319,396**	**441,801,624**	**-**	**-**	**-**
Available Reserves	**366,863,734**		**419,786,636**	**-**	**1,628,891**
Available Reserves General Fund - Aging and Adult Services (AAF)	**701,799**				

*In the table above, Beginning Budgetary Fund Balance and Contribution to Reserves for the General Fund is $74,284 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 2017-18 transaction for budget purposes, but as a 2018-19 transaction on the SCO Schedules.

**Decrease in Reserves and Increase in Reserves include adjustments based on June 30, 2018 actual fund balance and Contributions To and Uses of Reserves included in the 2018-19 Budget.

General Fund

For the General Fund, Budgetary Fund Balance is expected to increase by $1.5 million. Not all sources were allocated for expenditure and are being set-aside in contingencies for future needs.

Contributions to General Fund Reserves include an increase to the General Purpose Reserve ($11.4 million), an increase to the Asset Replacement Reserve ($15.8 million), the establishment of a Reserve for Countywide Crime Suppression and Pilot Programs ($2.0 million), and an increase in the Earned Leave Reserve ($5.1 million).

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 $4.0 million.

For the Realignment funds:

- Projected decreased Fund Balances for 1991 Realignment of $7.1 million include a projected $16.1 million decrease in Social Services realignment primarily due to increased caseload levels for Children and Family Services. This decrease is offset by an increase in Fund Balance of $9.0 million in Mental Health and Health Realignment.

- Projected increased Fund Balances for 2011 Realignment of $6.2 million is due primarily to a decline in caseload in the CalWORKs program and the timing of the state reconciliation process.

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 $3.3 million. However, this is a large project that commenced in April 2016 and fund balance is re-appropriated each year until project completion.

For special revenue and capital project funds, available funding not allocated for expenditure will be contributed to a specific reserve, resulting in a zero budgetary unreserved 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 2018-19 decrease in Fund Balance of $219.4 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 $18.6 million for infrastructure improvements, and large HOME Investment Partnerships Program (HOME) projects.
- **Behavioral Health – Mental Health Services Act (MHSA)** budget unit projects a $25.5 million use of Fund Balance to reflect program expenditures required to avoid reversion of prior's year funding that must be spent within three years of receipt.
- **Human Services – Wraparound Reinvestment Fund** budgets a $3.3 million use of Fund Balance to provide matching funds for Child Welfare Services programs.
- **Sheriff/Coroner/Public Administrator** anticipates a $10.5 million use of Fund Balance to fund planned law enforcement operations and investigations, and to fund Capital Expenditures.
- **Public Works – Transportation – Road Operations** anticipates a $46.3 million use of Fund Balance: $44.3 to fund a variety of transportation projects, and $2.0 million for equipment purchases.
- **Public Works – Flood Control District** anticipates a $55.2 million use of Fund Balance to fund construction projects.

Capital Project Funds

The projected 2018-19 use of unreserved Fund Balance in the amount of $279.3 million plus the decrease in reserves of $0.02 million, leaves zero 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	529	1036
Aging and Adult Services - Public Guardian-Conservator	536	1000
Agriculture/Weights and Measures	611	1000
Airports	631	1000
Assessor/Recorder/County Clerk	311	1000
Auditor-Controller/Treasurer/Tax Collector	340	1000
Behavioral Health	920	1000
Behavioral Health - Substance Use Disorder and Recovery Services	101	1000
Board of Supervisors	100	1000
Child Support Services	452	1000
Clerk of the Board	160	1000
Community Development and Housing - Office of Homeless Services	621	1000
Community Services Administration	115	1000
County Administrative Office	110	1000
County Administrative Office - Litigation	134	1000
County Counsel	171	1000
County Museum	651	1000
County Schools	119	1000
County Trial Courts - Court Facilities Payments	127	1000
County Trial Courts - Court Facilities/Judicial Benefits	122	1000
County Trial Courts - Drug Court Programs	123	1000
County Trial Courts - Grand Jury	124	1000
County Trial Courts - Indigent Defense Program	125	1000
County Trial Courts - Trial Court Funding - MOE	126	1000
Countywide Discretionary	116	1000
District Attorney - Criminal Prosecution	450	1000
Economic Development	601	1000
Finance and Administration	112	1000
Finance and Administration - Capital Facilities Leases	133	1000
General Fund- Contingency for Uncertainties	128	1000
General Fund- Mandatory Contingencies	129	1000
Health Administration	114	1000
Human Resources	720	1000
Human Resources - Center for Employee Health and Wellness	736	1000
Human Resources - Unemployment Insurance	728	1000
Human Services - Administrative Claim	501	1000
Human Services - AFDC - Foster Care	505	1002
Human Services - Aid to Adoptive Children	503	1002
Human Services - Aid to Indigents (General Relief)	504	1000
Human Services - CalWORKs - 2 Parent Families	514	1002
Human Services - CalWORKs - All Other Families	511	1002
Human Services - Cash Assistance for Immigrants	507	1002
Human Services - Domestic Violence / Child Abuse Services	508	1000
Human Services - Entitlement Payments (Child Care)	509	1000
Human Services - Kinship Guardianship Assistance Program	512	1002

General Fund		
Human Services - Out-of-Home Child Care	513	1000
Human Services - Refugee Cash Assistance	506	1002
Information Services - GIS and Multi-Media Services	120	1000
Land Use Services - Administration	691	1000
Land Use Services - Building and Safety	692	1000
Land Use Services - Code Enforcement	693	1000
Land Use Services - Fire Hazard Abatement	694	1000
Land Use Services - Land Development	696	1000
Land Use Services - Planning	695	1000
Law and Justice Group Administration	113	1000
Local Agency Formation Commission	118	1000
Probation - Administration, Corrections and Detention	481	1000
Probation - Juvenile Justice Grant Program	482	1000
Public Defender	491	1000
Public Health	930	1000
Public Health - California Children's Services	933	1000
Public Health - Indigent Ambulance	929	1000
Public Works - Surveyor	666	1000
Purchasing	761	1000
Real Estate Services - Leasing and Acquisition	782	1000
Real Estate Services - Courts Property Management	776	1000
Real Estate Services - Facilities Management Division	730	1000
Real Estate Services - Administration & Finance	783	1000
Real Estate Services - Project Management Division	770	1000
Real Estate Services - Rents and Leases	781	1000
Real Estate Services - Utilities	777	1000
Regional Parks	652	1000
Registrar of Voters	680	1000
Sheriff/Coroner/Public Administrator	443	1000
Sheriff/Coroner/Public Administrator - Detentions	442	1000
Sheriff/Coroner/Public Administrator - Law Enforcement Contracts	441	1000
Veterans Affairs	540	1000

Restricted General Funds		
1991 Realignment - Behavioral Health	116	1010
1991 Realignment - Health Services	116	1014
1991 Realignment - Social Services	116	1012
2011 Realignment - CalWORKs Maintenance of Effort (MOE)	116	1016
2011 Realignment - Support Services	116	1028
Automated Systems Development	116	1042
Family Support Realignment	116	1018
Local Innovation Subaccount	116	1026
Public Safety Administration (Prop 172)	116	1038

Special Revenue Funds		
Agriculture/Weights and Measures - California Grazing	611	2666
Airports - Capital Improvement Program	631	2180
Airports - Capital Improvement Program	631	2182

Special Revenue Funds		
Airports - Chino Airport Commercial Hangars	631	2184
Assessor/Recorder/County Clerk - Electronic Recording	311	2344
Assessor/Recorder/County Clerk - Recorder Records	311	2346
Assessor/Recorder/County Clerk - Social Security Number Truncation	311	2348
Assessor/Recorder/County Clerk - Systems Development	311	2340
Assessor/Recorder/County Clerk - Vital Records	311	2342
Auditor-Controller/Treasurer/Tax Collector - Redemption Restitution Maintenance	340	2720
Behavioral Health - Block Grant Carryover Program	920	2712
Behavioral Health - Court Alcohol and Drug Program	920	2714
Behavioral Health - Driving Under the Influence Programs	920	2706
Behavioral Health - Mental Health Services Act	920	2200
Community Development and Housing Agency	621	2470
Community Development and Housing Agency	621	2472
Community Development and Housing Agency	621	2474
Community Development and Housing Agency	621	2476
Community Development and Housing Agency	621	2478
Community Development and Housing Agency	621	2480
Community Development and Housing Agency	621	2482
Community Development and Housing Agency	621	2484
Community Development and Housing Agency	621	2486
Community Development and Housing Agency	621	2488
Community Development and Housing Agency	621	2490
Community Development and Housing Agency	621	2492
Community Development and Housing Agency	621	2494
Community Development and Housing Agency	621	2496
Community Development and Housing Agency	621	2498
County Library	640	2600
County Library - Bloomington Library Reserve	640	2602
County Trial Courts - Alternate Dispute Resolution	110	2724
County Trial Courts - Courthouse Seismic Surcharge	110	2320
County Trial Courts - Registration Fees	125	2694
District Attorney - Auto Insurance Fraud Prosecution	450	2670
District Attorney - Federal Asset Forfeitures	450	2680
District Attorney - Real Estate Fraud Prosecution	450	2668
District Attorney - Consumer/Environmental Protecton Unit	450	2676
District Attorney - State Asset Forfeitures	450	2674
District Attorney - Vehicle Fees - Auto Theft	450	2678
District Attorney - Workers' Compensation Insurance Fraud Prosecution	450	2672
Domestic Violence and Child Abuse Services	501	2718
Domestic Violence and Child Abuse Services	501	2744
Economic Development - Cedar Glen RDA Housing	621	2624
Economic Development - Housing Successor	621	2622
Finance and Administration - Disaster Recovery Fund	110	2726
Flood Control - Local Area Drainage Plans	199	2548
Flood Control - Local Area Drainage Plans	199	2550
Flood Control - Local Area Drainage Plans	199	2552
Flood Control - Local Area Drainage Plans	199	2556
Flood Control - Local Area Drainage Plans	199	2546
Flood Control - Zone 1	191	2518
Flood Control - Zone 1	191	2544



Special Revenue Funds		
Flood Control - Zone 2	192	2522
Flood Control - Zone 3	193	2526
Flood Control - Zone 3	193	2528
Flood Control - Zone 4	194	2532
Flood Control - Zone 5	195	2536
Flood Control - Zone 6	196	2540
Flood Control Administration	197	2510
Flood Control Administration	197	2514
Health Administration - Master Settlement Agreement	116	2700
Human Resources - Commuter Services	720	2708
Human Resources - Employee Benefits and Rewards	720	2710
Human Services - Birth Certificate Fee Program	501	2716
Human Services - Wraparound Reinvestment Fund	505	2738
Law and Justice Group - 2012 Justice Assistance Grant	113	2368
Law and Justice Group - Southwest Border Prosecution Initiative	113	2370
Preschool Services	591	2220
Preschool Services	591	2221
Probation - Asset Forfeiture 15%	481	2682
Probation - Criminal Recidivism (SB 678)	481	2742
Probation - Juvenile Justice Crime Prevention Act	482	2736
Probation - Juvenile Re-Entry Program (AB 1628)	481	2740
Probation - State Seized Assets	481	2684
Public Health - Bio-Terrorism Preparedness	930	2696
Public Health - Vector Control Assessments	930	2746
Public Health - Vital Statistics State Fees	930	2704
Public Works - Surveyor - Survey Monument Preservation	666	2660
Public Works - Transportation - Developer Fees	665	2002
Public Works - Transportation - Facilities Development Plans	665	2020
Public Works - Transportation - Facilities Development Plans	665	2022
Public Works - Transportation - Facilities Development Plans	665	2024
Public Works - Transportation - Facilities Development Plans	665	2026
Public Works - Transportation - Facilities Development Plans	665	2028
Public Works - Transportation - Facilities Development Plans	665	2030
Public Works - Transportation - Facilities Development Plans	665	2032
Public Works - Transportation - Facilities Development Plans	665	2034
Public Works - Transportation - Facilities Development Plans	665	2036
Public Works - Transportation - Facilities Development Plans	665	2038
Public Works - Transportation - Measure I Program	665	2138
Public Works - Transportation - Measure I Program	665	2139
Public Works - Transportation - Measure I Program	665	2140
Public Works - Transportation - Measure I Program	665	2141
Public Works - Transportation - Measure I Program	665	2142
Public Works - Transportation - Measure I Program	665	2143
Public Works - Transportation - Measure I Program	665	2148
Public Works - Transportation - Measure I Program	665	2149
Public Works - Transportation - Measure I Program	665	2150
Public Works - Transportation - Measure I Program	665	2151
Public Works - Transportation - Measure I Program	665	2152
Public Works - Transportation - Measure I Program	665	2158
Public Works - Transportation - Measure I Program	665	2164

Special Revenue Funds		
Public Works - Transportation - Regional Development Mitigation Plan	665	2042
Public Works - Transportation - Regional Development Mitigation Plan	665	2043
Public Works - Transportation - Regional Development Mitigation Plan	665	2048
Public Works - Transportation - Regional Development Mitigation Plan	665	2049
Public Works - Transportation - Regional Development Mitigation Plan	665	2050
Public Works - Transportation - Regional Development Mitigation Plan	665	2054
Public Works - Transportation - Regional Development Mitigation Plan	665	2055
Public Works - Transportation - Regional Development Mitigation Plan	665	2056
Public Works - Transportation - Regional Development Mitigation Plan	665	2060
Public Works - Transportation - Regional Development Mitigation Plan	665	2061
Public Works - Transportation - Regional Development Mitigation Plan	665	2062
Public Works - Transportation - Regional Development Mitigation Plan	665	2066
Public Works - Transportation - Regional Development Mitigation Plan	665	2067
Public Works - Transportation - Regional Development Mitigation Plan	665	2068
Public Works - Transportation - Regional Development Mitigation Plan	665	2072
Public Works - Transportation - Regional Development Mitigation Plan	665	2073
Public Works - Transportation - Regional Development Mitigation Plan	665	2074
Public Works - Transportation - Regional Development Mitigation Plan	665	2078
Public Works - Transportation - Regional Development Mitigation Plan	665	2079
Public Works - Transportation - Regional Development Mitigation Plan	665	2080
Public Works - Transportation - Regional Development Mitigation Plan	665	2084
Public Works - Transportation - Regional Development Mitigation Plan	665	2085
Public Works - Transportation - Regional Development Mitigation Plan	665	2086
Public Works - Transportation - Regional Development Mitigation Plan	665	2090
Public Works - Transportation - Regional Development Mitigation Plan	665	2091
Public Works - Transportation - Regional Development Mitigation Plan	665	2092
Public Works - Transportation - Regional Development Mitigation Plan	665	2096
Public Works - Transportation - Regional Development Mitigation Plan	665	2097
Public Works - Transportation - Regional Development Mitigation Plan	665	2098
Public Works - Transportation - Regional Development Mitigation Plan	665	2102
Public Works - Transportation - Regional Development Mitigation Plan	665	2103
Public Works - Transportation - Regional Development Mitigation Plan	665	2104
Public Works - Transportation - Regional Development Mitigation Plan	665	2108
Public Works - Transportation - Regional Development Mitigation Plan	665	2109
Public Works - Transportation - Regional Development Mitigation Plan	665	2110
Public Works - Transportation - Regional Development Mitigation Plan	665	2114
Public Works - Transportation - Regional Development Mitigation Plan	665	2115
Public Works - Transportation - Regional Development Mitigation Plan	665	2116
Public Works - Transportation - Regional Development Mitigation Plan	665	2120
Public Works - Transportation - Regional Development Mitigation Plan	665	2121
Public Works - Transportation - Regional Development Mitigation Plan	665	2122
Public Works - Transportation - Regional Development Mitigation Plan	665	2126
Public Works - Transportation - Regional Development Mitigation Plan	665	2127
Public Works - Transportation - Regional Development Mitigation Plan	665	2128
Public Works - Transportation - Regional Development Mitigation Plan	665	2132
Public Works - Transportation - Regional Development Mitigation Plan	665	2133
Public Works - Transportation - Road Operations	665	2000
Public Works - Transportation - Road Operations	665	2004
Public Works - Transportation - Road Operations	665	2006
Public Works - Transportation - Road Operations	665	2008

Special Revenue Funds		
Real Estate Services - Chino Agricultural Preserve	780	2734
Regional Parks - Amphitheater Improvements at Glen Helen	652	2732
Regional Parks - Calico Ghost Town Marketing Services	652	2752
Regional Parks - County Trails System	652	2702
Regional Parks - Fish and Game Commission	110	2662
Regional Parks - Off-Highway Vehicle License Fee	652	2664
Regional Parks - Park Maintenance/Development	652	2750
Regional Parks - Glen Helen Amphitheater	110	2730
Sheriff/Coroner/Public Administrator - Auto Theft Task Force	443	2385
Sheriff/Coroner/Public Administrator - CAL-ID Program	443	2392
Sheriff/Coroner/Public Administrator - Court Services Tech	443	2398
Sheriff/Coroner/Public Administrator - Federal Seized Assets (DOJ)	443	2384
Sheriff/Coroner/Public Administrator - Federal Seized Assets (Treasury)	443	2386
Sheriff/Coroner/Public Administrator - IRNET Federal	443	2382
Sheriff/Coroner/Public Administrator - IRNET State	443	2390
Sheriff/Coroner/Public Administrator - Local Detention Facility Revenue	443	2400
Sheriff/Coroner/Public Administrator - State Seized Assets	443	2387
Sheriff/Coroner/Public Administrator- Court Services Auto	443	2396
Workforce Development	571	2260

Capital Improvement Funds		
Arrowhead Regional Medical Center - Capital Improvements	770	4204
Community Development and Housing	621	3122
Community Development and Housing	621	3124
Community Development and Housing	621	3126
Community Development and Housing	621	3128
Economic Development - Housing Successor	621	3120
Real Estate Services - Project Management Division - Capital Improvements and Maintenance	770	3100
Real Estate Services - Project Management Division - Capital Improvements and Maintenance	770	3102
Real Estate Services - Project Management Division - Courthouse Capital Improvement Program	770	3104

Enterprise Funds		
Arrowhead Regional Medical Center - Medical Center Lease Payments	133	4202
Airports - Apple Valley Airport - Capital Improvement (CSA 60)	400	4550
Airports - Apple Valley Airport - Operations (CSA 60)	400	4552
County Museum - Museum Store	651	4290
Regional Parks - Active Outdoors	652	4310
Public Works - Solid Waste Management - Operations	670	4250
Public Works - Solid Waste Management - Site Closure and Maintenance	670	4252
Public Works - Solid Waste Management - Site Enhancement, Expansion, and Acquisition	670	4254
Public Works - Solid Waste Management - Environmental Fund	670	4256
Public Works - Solid Waste Management - Closure and Post Closure Maintenance	670	4258
Public Works - Solid Waste Management - Environmental Mitigation Fund	670	4260
Public Works - Solid Waste Management - Earned Leave	670	4262
Arrowhead Regional Medical Center - Capital Improvements	770	4204
Arrowhead Regional Medical Center (ARMC)	911	4200

Internal Service Funds		
Fleet Management - Garage	791	4064
Information Services - Business Solutions Development	120	4042
Information Services - Computer Operations	120	4048
Information Services - Telecommunication Services	120	4020
Public Works - Flood Control Equipment	197	4140
Purchasing - Mail/Courier Services	761	4008
Purchasing - Printing Services	761	4000
Purchasing - Surplus Property and Storage Operations	761	4004
Risk Management - Insurance Programs	731	4080
Risk Management - Insurance Programs	731	4082
Risk Management - Insurance Programs	731	4086
Risk Management - Insurance Programs	731	4088
Risk Management - Insurance Programs	731	4089
Risk Management - Insurance Programs	731	4090
Risk Management - Insurance Programs	731	4091
Risk Management - Insurance Programs	731	4092
Risk Management - Insurance Programs	731	4094
Risk Management - Insurance Programs	731	4096
Risk Management - Insurance Programs	731	4098
Risk Management - Insurance Programs	731	4100
Risk Management - Insurance Programs	731	4102
Risk Management - Insurance Programs	731	4104
Risk Management - Insurance Programs	731	4106
Risk Management - Insurance Programs	731	4107
Risk Management - Insurance Programs	731	4108
Risk Management - Insurance Programs	731	4110
Risk Management - Insurance Programs	731	4111

Internal Service Funds		
Risk Management - Insurance Programs	731	4112
Risk Management - Insurance Programs	731	4113
Risk Management - Insurance Programs	731	4114
Risk Management - Insurance Programs	731	4116
Risk Management - Insurance Programs	731	4118
Risk Management - Insurance Programs	731	4122
Risk Management - Insurance Programs	731	4124
Risk Management - Operations	731	4120

SPECIAL DISTRICTS DEPARTMENT

Capital Improvement Funds		
CSA 70 R-2 Twin Peaks	225	3636
CSA 29 Lucerne Valley	245	3520
CSA 70 R-15 Road Improvements	280	3650
CSA 70 TV-4 Wonder Valley	332	3700
CSA 70 North Etiwanda Preserve	547	3730
CSA 20 Joshua Tree	200	3510
CSA 69 Lake Arrowhead	445	3590
CSA 20 Joshua Tree	200	3512
CSA 70 Lake Gregory	105	3604
CSA 18 Road Paving	190	3500
CSA70 Countywide - Snowdrop Road	105	3600
CSA 40 Elephant Mountain	300	3530
CSA 59 Deer Lodge Park	395	3560
CSA 70 D-1 Lake Arrowhead Dam	130	3620
CSA 70 Lytle Creek	306	3634
CSA 70 Zone P13 El Rancho Verde	204	3602
CSA 68 Valley of the Moon	440	3580

Enterprise Funds		
CSA 70 Bloomington	333	4608
CSA 70 Bloomington	333	4609
CSA 79 Green Valley Lake	485	4844
CSA 70 J Oak Hills	165	4684
CSA 70 S-3 Lytle Creek	305	4730
CSA 64 Spring Valley Lake	420	4592
CSA 70 J Oak Hills	165	4686
CSA 70 W-4 Pioneertown	360	4828
CSA 70 J Oak Hills	165	4688
CSA 70 J Oak Hills	165	4690
CSA 70 CG Cedar Glen	563	4618
CSA 64 Spring Valley Lake	420	4596
CSA 70 Zone F Morongo Valley	135	4638
CSA 70 GH Glen Helen	306	4656
CSA 53 B Fawnskin Capital Replacement Reserve	365	4530
CSA 53B Fawnskin CIP	365	4532
CSA 53 B Fawnskin Capital Expansion Reserve	365	4534
CSA 42 Oro Grande	310	4500
CSA 70 BL Bloomington	333	4610

Enterprise Funds		
CSA 42 Oro Grande	310	4502
CSA 42 Oro Grande Capital Expansion Reserve	310	4504
CSA 42 Oro Grande	310	4506
CSA 42 Oro Grande Capital Replacement Reserve	310	4508
CSA 42 Oro Grande Capital Replacement Reserve	310	4510
CSA 42 Oro Grande Capital Expansion Reserve	310	4512
CSA 53 B Fawnskin	365	4536
CSA 64 Spring Valley Lake	420	4570
CSA 64 Spring Valley Lake	420	4572
CSA 64 Spring Valley Lake Capital Replacement Reserve	420	4574
CSA 64 Spring Valley Lake Capital Expansion Reserve	420	4576
CSA 64 Spring Valley Lake Capital Expansion Reserve	420	4578
CSA 70 F Morongo Valley Capital Expansion Reserve	135	4632
CSA 70 F Morongo Valley	135	4634
CSA 70 J Oak Hills	165	4674
CSA 64 Spring Valley Lake	420	4580
CSA 70 S-3 Lytle Creek Capital Replacement Reserve	305	4724
CSA 70 S-3 Lytle Creek	305	4726
CSA 70 S-7 Lenwood	315	4764
CSA 70 S-7 Lenwood Capital Expansion Reserve	315	4766
CSA 70 W-1 Goat Mountain	345	4784
CSA 70 W-3 Hacienda Capital Expansion Reserve	350	4804
CSA 70 W-3 Hacienda	350	4806
CSA 70 SP-7 Lenwood Capital Replacement Reserve	315	4768
CSA 64 Spring Valley Lake	420	4582
CSA 70 W-4 Pioneertown	360	4826
CSA 70 W-1 Goat Mountain	345	4786
CSA 70 SP-2 High Country	490	4744
CSA 82 Searles Valley	495	4868
CSA 70 J Oak Hills Capital Expansion Reserve	165	4678
CSA 70 S-3 Lytle Creek Capital Expansion Reserve	305	4728
CSA 70 J Oak Hills Capital Replacement Reserve	165	4680
CSA 79 Green Valley Lake	485	4850
CSA 70 W-1 Goat Mountain	345	4792
CSA 79 Green Valley Lake Capital Replacement Reserve	485	4848
CSA 70 W-3 Hacienda Capital Replacement Reserve	350	4810
CSA 70 SP-2 High Country Capital Replacement Reserve	490	4746
CSA 70 W-4 Pioneertown Capital Replacement Reserve	360	4824
CSA 70 SP-2 High Country Capital Expansion Reserve	490	4748
CSA 82 Searles Valley	495	4866
CSA 70 J Oak Hills Rate Stabilization Fund	165	4682
CSA 82 Searles Valley Capital Expansion Reserve	495	4870
CSA 82 Searles Valley Capital Replacement Reserve	495	4864
CSA 70 F Morongo Valley Capital Replacement Reserve	135	4636
CSA 64 Spring Valley Lake Capital Replacement Reserve	420	4590
CSA 70 HL Havasu Lake	487	4672
CSA 70 W-3 Hacienda	350	4808
CSA 79 Green Valley Lake Capital Expansion Reserve	485	4846
CSA 42 Oro Grande	310	4514
CSA 70 GH Glen Helen	306	4652
CSA 70 GH Glen Helen Capital Replacement Reserve	306	4654
CSA 70 CG Cedar Glen	563	4612
CSA 70 CG Cedar Glen Capital Expansion Reserve	563	4614
CSA 70 CG Cedar Glen Capital Replacement Reserve	563	4616

Permanent Fund		
CSA 70 North Etiwanda Trust Reserve	547	3920
Special Revenue Funds		
CSA70 P10-Mentone	208	1498
CSA70 R-40 Upper N. Bay Lk Arrowhead	553	1708
CSA70 R-41 Quail Summit	557	1714
CSA70 R-42 Windy Pass	559	1720
CSA70 R-47 Rocky Point	567	1744
CSA 70 GH Glen Helen	306	1452
CSA70 P16-Eagle Crest	565	1522
CSA70-EV-1 East Valley	103	1426
CSA18 Cedar Pines	190	1306
CSA20-Joshua Tree	200	1312
CSA29 Lucerne Valley	245	1318
CSA 30 Red Mountain	250	1324
CSA40 Elephant Mtn	300	1330
CSA42-Oro Grande	310	1336
CSA 54 Crest Forest	370	1342
CSA56-Wrightwood	380	1348
CSA 70 CSA Loan Fund	105	1380
CSA59 Deer Lodge Park	395	1354
CSA63-Oak Glen/Yucaipa	415	1360
CSA70 R-23 Mile High Park	531	1642
CSA70 R-29 Yucca Mesa	532	1660
CSA70 R-30 Verdemont	533	1666
CSA70 R-31 Lytle Creek	534	1672
CSA70 R-39 Highland Estates-Phelan	527	1702
CSA70 R-34 Big Bear Rd.	538	1684
CSA70 R-33 Big Bear City	537	1678
CSA79 R-1 Green Valley Lk	485	1798
CSA70 R-35 Cedar Glen	539	1690
CSA70 R-36 Pan Springs	541	1696
CSA70 P14 Mentone	497	1516
CSA68 Valley of the Moon	440	1366
CSA69 Lk Arrowhead	445	1372
CSA 70 General Reserve	105	1382
CSA70 Countywide	105	1378
CSA 70 Termination Benefits Reserve	105	1384
CSA70-D1 Lk Arrowhead	130	1408
CSA70-DB1 Bloomington	131	1414
CSA70-TV-2 Morongo Valley	330	1774
CSA70-TV-5 Mesa	331	1786
CSA70-TV-4 Wonder Valley	332	1780
CSA70 G Wrightwood	155	1438
CSA70 PRD G1	155	1440
CSA70 P12-Montclair	132	1504
CSA70 M Wonder Valley	180	1462
CSA70 W Hinkley	335	1792

Special Revenue Funds		
CSA70 P13 El Rancho Verde	204	1510
CSA70 R-2 Twin Peaks	225	1552
CSA 70 SL-4 Bloomington	202	1762
CSA70 R-3 Erwin Lk.	230	1558
CSA70 R-4 Cedar Glen	235	1564
CSA 70 SL-5 Muscoy	210	1768
CSA70 P 8-Fontana	214	1492
CSA 70 P-17 Bloomington	216	1528
CSA70 R-45 Erwin Lake	564	1732
CSA70 R-5 Sugarloaf	240	1570
CSA 70 P-18 Randall Crossing Fontana	217	1534
CSA 70 P-19 Gregory Crossing Bloom	218	1540
CSA70 R-7 Lk Arrowhead	465	1576
CSA 70 P-20 Mulberry Heights	219	1546
CSA70 R-8 Riverside Terrace	255	1582
CSA70 R-19 Copper Mtn	470	1618
CSA70 R-9 Rim Forest	260	1588
CSA70 R-21 Mountain View	480	1630
CSA70 R-20 Flamingo Heights	410	1624
CSA70 R-12 Baldwin Lk	270	1594
CSA70 R-22 Twin Peaks	543	1636
CSA70 R-25 Lucerne Valley	544	1648
CSA70 R-26 Yucca Mesa	542	1654
CSA70 R-13 Lk Arrowhead N	275	1600
CSA70 R-15 Landers	280	1606
CSA120 North Etiwanda	547	1810
CSA70 R-16 Running Springs	285	1612
CSA82 Searles Valley	495	1804
CSA SL-1 Countywide	575	1300
CSA 70 EV-1 Citrus Plaza	103	1432
CSA 70 SL-2 Chino	577	1750
CSA 70 SL-3 Mentone	578	1756
CSA70 P 6 El Mirage	212	1486
CSA70 M Wonder Valley	205	1464
CSA70 R-44 Saw Pit Canyon	562	1726
CSA70 R-46 S. Fairway Dr.	566	1738
CSA 70 General Reserve	105	1386
CFD 2006-1 Lytle Creek-Db	306	1450
EL Mirage Streetlight	212	1480
CSA70-DB2 Big Bear	570	1420
AD 2018-1 Snowdrop Road	486	1812
CSA 70 R-48 Erwin Lake West	568	1733

BLOOMINGTON RECREATION AND PARK

Special Revenue Funds

Bloomington Park	625	2584

Capital Improvement Funds

Bloomington Park	625	3166

BIG BEAR RECREATION AND PARK

Special Revenue Funds

Big Bear Valley Park & Rec	620	2580
Big Bear Park & Rec Moonridge	620	2582

Capital Improvement Funds

Big Bear Alpine Zoo	620	3164
Big Bear Park	620	3161

FIRE PROTECTION DISTRICT

Special Revenue Funds

Administration	106	2410
Cal OES Grant Programs	107	2419
Community Facilities District 2002-2	107	2421
Hazardous Materials	108	2428
Hazmat - General	107	2420
Hazmat (CUPA Admin Penalties) - General	107	2423
Hazmat (CUPA Statewide Penalties) - General	107	2422
Hazmat (Statewide Tank Penalties) - General	107	2424
Household Hazardous Waste	201	2415
Mountain Regional Service Zone	600	2448
Mountain Regional Service Zone - General	600	2450
North Desert Regional Service Zone	590	2442
North Desert Regional Service Zone	610	2454
North Desert Regional Service Zone - General	590	2444
Office of Emergency Services	108	2426
SBCFPD - General	106	2412
South Desert Regional Service Zone	580	2434
South Desert Regional Service Zone	610	2462
South Desert Regional Service Zone	610	2463
South Desert Regional Service Zone - General	610	2456
Termination Benefits Set-Asides	106	2414
Valley Regional Service Zone	580	2460
Valley Regional Service Zone	580	2461
Valley Regional Service Zone	106	2416
Valley Regional Service Zone	580	2464
Valley Regional Service Zone - General	580	2436

Capital Improvement Funds		
SBC Fire Protection District	106	3146

OTHER AGENCIES

Special Revenue Funds		
Inland Counties Emergency Medical Agency	111	2686
In Home Supportive Services Public Authority	498	2240
Economic Development Corporation	499	2728
County Industrial Development Authority	510	2748

Enterprise Funds	
Housing Authority of the County of San Bernardino	HACSB

ADMINISTRATION

CLASSIFICATION AND POSITION COUNT

Board of Supervisors

First District
10 Positions

3	Community Service Liaison	2	Deputy Chief of Staff	1	District Director
1	Elective Board of Supervisors	1	Executive Secretary	1	Field Representative I
1	Special Assistant				

Second District
10 Positions

1	Chief of Staff	1	Deputy Chief of Staff	1	District Representative
1	Elective Board of Supervisors	1	Field Representative II	3	Field Representative I
1	Special Assistant	1	Intern Staff Assistant		

Third District
11 Positions

1	BOS Administrative Analyst	1	Chief of Staff	1	Communications Advisor I
1	Community Service Liaison	1	Elective Board of Supervisors	1	Executive Aide II
1	Executive Secretary	3	Field Representative I	1	Intern Staff Assistant

Fourth District
14 Positions

1	Chief of Staff	1	Community Service Liaison	1	Special Projects Coordinator
1	District Director	1	Elective Board of Supervisors	1	Executive Aide III
2	Field Representative I	1	Intern Staff Assistant	2	Policy Advisor I
1	Policy Director	2	Special Assistant		

Fifth District
11 Positions

1	BOS Administrative Analyst	1	Chief of Staff	2	Community Service Liaison
1	Constituent Services Representative	1	Elective Board of Supervisors	1	Executive Aide II
1	Executive Secretary	1	Field Representative I	1	Policy Advisor I
1	Special Assistant				

Clerk of the Board

Administrative and Special Projects/Environmental Notices/Business License
6 Positions

1	Board Services Supervisor	1	Executive Secretary III	1	Office Assistant III
1	Staff Analyst II	1	Chief Deputy Clerk of the Board of Supervisors	1	Clerk of the Board of Supervisors

Agenda Process
3 Positions

2	Board Services Specialist	1	Sr. Board Services Specialist

Assessment Appeals
3 Positions

1	Board Services Specialist	1	Board Services Technician	1	Sr. Board Services Specialist

ADMINISTRATION

CLASSIFICATION AND POSITION COUNT

Clerk of the Board— Continued

Board Commissions and Committees/Conflict of Interest

1 Position

1 Board Services Specialist

County Administrative Office

County Administrative Office

1 Position

1 Chief Executive Officer

Board Administration

3 Positions

2 Executive Secretary II
1 Executive Secretary III

Development & Support Services

2 Positions

1 Asst Executive Officer
1 Deputy Executive Officer

Governmental & Legislative Affairs

5 Positions

1 Cont Special Projects Coord
1 Deputy Director of Gov & Legis Affairs
1 Director of Gov Legislation Affair
1 Gov Relations Analyst II
1 Legislative Analyst II

Labor Relations

5 Positions

1 County Labor Relations Chief
2 Labor Relations Analyst
1 Senior Labor Relations Analyst
1 Senior Labor Relations Officer

Public Information Office

2 Positions

1 Deputy Public Information Officer
1 Public Information Officer

Special Projects

6 Positions

1 Administrative Aide
1 Administrative Analyst III
1 County Chief Operating Officer
1 Executive Secretary III
1 Principal Admin Analyst
1 Principal Management Analyst

Strategic Initiative

7 Positions

2 Accountant II
2 Business Systems Analyst III
1 Process Improvement Coordinator
1 Staff Analyst II
1 Strategic Initiatives Chief

ADMINISTRATION

CLASSIFICATION AND POSITION COUNT

County Counsel

Administration/Fiscal
10 Positions

1	Accounting Technician	1	Chief of County Counsel Admin	1	Executive Secretary I
1	Fiscal Specialist	1	Office Assistant III	1	Payroll Specialist
1	Staff Analyst II	1	Admin Aide to County Counsel	1	Chief Assistant County Counsel
1	County Counsel				

Legal Services
92 Positions

3	County Counsel Lead Secretary	42	Deputy County Counsel IV	18	Executive Secretary II
3	County Counsel Sr. Paralegal	5	County Counsel Paralegal	6	Principal Asst County Counsel
6	Office Assistant III	1	Office Assistant IV	8	Supervising Deputy County Counsel

Finance and Administration

Finance and Administration
20 Positions

1	County Chief Financial Officer	9	Administrative Analyst III	1	Chief Administrative Analyst
1	Cont EFMS Implementation Data Analyst	1	Cont Indigent Defense Analyst	2	Principal Admin Analyst
3	Deputy Executive Officer	1	Executive Secretary III -Class	1	Finance & Admin Projects Coordinator

ADMINISTRATION

CLASSIFICATION AND POSITION COUNT

Fleet Management

Administration
2 Positions

1	Director of Fleet Management	1	Executive Secretary II

Business Office/Motor Pool
12 Positions

1	Accounting Technician	2	Fiscal Assistant	1	Fiscal Specialist
1	Motor Fleet Maint Superintendent	1	Motor Fleet Shop Supervisor	1	Motor Pool Assistant
1	Motor Pool Specialist	1	Office Assistant III	1	Payroll Specialist
2	Staff Analyst II				

Main Garage
50 Positions

2	Custodian I	3	Equipment Parts Specialist I	1	Equipment Parts Supervisor
3	Fleet Services Specialist I	1	Fleet Service Writer	5	Mechanics Assistant
1	Fleet Superintendent	18	Fleet Technician	4	Lead Fleet Technician
2	Fleet Supervisor	3	Motor Pool Assistant	1	Office Assistant II
3	Public Service Employee	1	Storekeeper	2	Stores Specialist

Service Centers
33 Positions

3	Fleet Services Specialist I	2	Equipment Srvcs Specialist II	3	Mechanics Assistant
1	Fleet Superintendent	12	Fleet Mechanic I	5	Lead Fleet Technician II
3	Fleet Supervisor	1	Motor Pool Assistant	2	Public Service Employee
1	Regulatory Environmental Spec				

ADMINISTRATION

CLASSIFICATION AND POSITION COUNT

Human Resources

Administration
3 Positions

1	Asst Director of Human Resources	1	Director of Human Resources	1	Executive Secretary II

Administrative Services
3 Positions

1	Accountant II	1	Fiscal Specialist	1	Human Resources Admin Manager

Civil Service Commission
1 Position

1	Secretary, Civil Services Commissions

Compensation & Classification
5 Positions

4	Human Resources Analyst I	1	Human Resources Analyst II		

EMACS Development
8 Positions

1	EMACS Manager	1	Human Resources Analyst II	4	Systems Procedures Analyst I
2	Systems Procedures Analyst II				

EMACS HR
11 Positions

1	EMACS-HR Supervisor	1	Office Assistant III	9	Office Specialist

Employee Relations
25 Positions

4	Human Resources Analyst I	1	Human Resources Division Chief	17	Human Resources Officer II
3	Supervising Human Resources Officer				

Equal Employment Opportunity
4 Positions

2	Human Resources Analyst I	1	Human Resources Analyst II	1	Personnel Technician

Recruitment & Selection
33 Positions

1	Executive Secretary I	12	Human Resources Analyst I	2	Human Resources Analyst II
1	Human Resources Division Chief	1	Media Specialist I	6	Office Assistant III
3	Office Assistant IV	6	Personnel Technician	1	Testing & Certification Supervisor

Western Region Item Bank
1 Position

1	Office Specialist

ADMINISTRATION

CLASSIFICATION AND POSITION COUNT

Human Resources - Center for Employee Health and Wellness

Center for Employee Health and Wellness

12 Positions

4	Care Assistant	1	Chief of Clinical Operations	1	Cont Physician Assistant
1	Licensed Vocational Nurse II	2	Nurse Practitioner II	1	Office Assistant IV
1	Registered Nurse II - Clinic	1	Supvsg Occ Health Physician		

Human Resources - Commuters Services

Commuter Services

3 Positions

1	Human Resources Analyst I	2	Office Specialist

Human Resources - Employee Benefits and Services

Employee Benefits & Services

30 Positions

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

Information Services - GIS & Multimedia Services

Geographic Information System

10 Positions

3	Business Systems Analyst III	1	Geographic Info Sys Tech III	1	Geographic Info Systems Tech I
1	Geographic Info Systems Tech II	1	Programmer Analyst I	2	Programmer Analyst III
1	Systems Development Team Leader				

Multimedia Services

6 Positions

1	Info Services Division Chief	4	Multimedia Production Spec II	1	Multimedia Production Supervsr

ADMINISTRATION

CLASSIFICATION AND POSITION COUNT

Information Services - Computer Operations

Central Imaging
7 Positions

1	Microfilm Technician III	3	Office Assistant II	1	Office Assistant IV
1	Photographic Laboratory Tech	1	Supervising Office Assistant		

Data Center Operations
6 Positions

1	Info Services Division Chief	1	Office Assistant II	1	Office Assistant III
2	Systems Support Analyst II	1	Systems Support Analyst III		

EMACS Support
1 Position

1	Systems Support Analyst III

Enterprise Content Management
3 Positions

3	Systems Support Analyst III

Enterprise Infrastructure
7 Positions

1	Help Desk Technician II	6	Systems Support Analyst III

Enterprise Printing
5 Positions

1	Computer Operator II	3	Computer Operator III	1	Office Assistant III

Enterprise Processing
26 Positions

6	Computer Operations Specialist	1	Computer Operations Supervisor	3	Computer Operator II
6	Computer Operator III	2	Production Control Supervisor	2	Systems Support Analyst II
5	Systems Support Analyst III	1	Systems Support Supervisor		

Enterprise Solutions
23 Positions

1	Business Systems Analyst III	1	Info Services Division Chief	2	IT Technical Assistant II
1	Office Assistant II	1	Systems Support Analyst II	15	Systems Support Analyst III
2	Systems Support Supervisor				

Enterprise System Infrastructure
16 Positions

3	Systems Support Analyst II	10	Systems Support Analyst III	3	Systems Support Supervisor

ADMINISTRATION

CLASSIFICATION AND POSITION COUNT

Information Services - Computer Operations— Continued

Finance and Administrative Services

23 Positions

2	Accounting Technician	1	Administrative Supervisor I	1	Assistant Chief Information Officer
1	Chief Info Security Officer	1	Chief Information Officer	1	Executive Secretary II
2	Fiscal Assistant	1	Fiscal Specialist	1	Info Services Chief Finance Officer
1	Info Services Division Chief	1	Info Services Finance Officer	1	Office Assistant II
1	Office Assistant III	1	Payroll Specialist	5	Staff Analyst II
1	Supvsg Accountant II	1	Systems Accountant II		

Product Technology & Support

35 Positions

5	Applications Specialist	9	Automated Systems Analyst I	3	Automated Systems Analyst II
3	Automated Systems Technician	1	Business Systems Analyst III	1	Deputy Chief of Network Services
6	Help Desk Technician II	1	Info Services Division Chief	2	IT Technical Assistant II
1	Product Management Supervisor	1	Supvsg Auto Systems Analyst II	1	Technology Helpdesk Supervisor
1	Teleprocessing Specialist				

ADMINISTRATION

CLASSIFICATION AND POSITION COUNT

Information Services - Telecommunication Services

Data & Cabling Services
15 Positions

5	Communications Installer	4	Communications Tech I	2	Communications Tech II
3	Communications Tech III	1	Supvsg Comm Technician		

Radio Operations
23 Positions

8	800 Megahertz Analyst	3	Communications Tech I	1	Communications Tech II
1	Communications Tech III	1	Deputy Chief of Network Services	1	Electronic Drafting Technician
1	Network Services Division Chief	1	Office Assistant III	2	Special Projects Leader
1	Supvsg Comm Technician	2	Systems Support Analyst III	1	Telecommunications Engineer II

Radio Subscriber Maintenance
5 Positions

2	Communications Tech I	1	Communications Tech III	1	Network Services Supervisor
1	Office Assistant III				

Radio Time and Materials
1 Position

1	Communications Tech I

Telephone Operations
37 Positions

1	Business Systems Analyst III	1	Communications Tech I	2	Communications Tech II
4	Communications Tech III	1	Deputy Chief of Network Services	1	Network Services Division Chief
2	Network Services Supervisor	4	Office Assistant II	1	Office Assistant III
1	Secretary I	2	Special Projects Leader	1	Supervising Office Assistant
2	Supvsg Comm Technician	2	Systems Support Analyst II	3	Systems Support Analyst III
3	Telecommunications Engineer II	6	Telephone Service Specialist		

Transport Operations
8 Positions

2	Communications Tech II	2	Communications Tech III	2	Network Analyst
1	Network Services Supervisor	1	Supvsg Comm Technician		

Warehouse Operations
5 Positions

2	Equipment Parts Specialist I	2	Equipment Parts Specialist II	1	Equipment Parts Supervisor

Wide Area Network
13 Positions

1	Business Systems Analyst II	1	IT Technical Assistant II	1	Network Services Division Chief
1	Network Services Supervisor	9	Systems Support Analyst III		

ADMINISTRATION

CLASSIFICATION AND POSITION COUNT

Information Services - Business Solutions Development

Business Solutions Development
92 Positions

2	Business Applications Manager	1	Business Solutions Division Chief	12	Business Systems Analyst III
2	Deputy Chief of Business Sol Dev	1	IT Technical Assistant I	4	IT Technical Assistant II
2	Office Assistant II	4	Programmer Analyst I	1	Programmer Analyst II
43	Programmer Analyst III	5	Programmer I	3	Programmer II
7	Programmer III	5	Systems Development Team Leader		

Purchasing Department

Administration
6 Positions

1	Accounting Technician	1	Fiscal Assistant	1	Office Assistant II
1	Procurement Compliance Officer	1	Purchasing Admin & Ops Manager	1	Staff Analyst II

Executive
2 Positions

1	Director of Purchasing	1	Executive Secretary II

Information Technology
3 Positions

2	Business Systems Analyst II	1	Cont Business System Analyst III

Procurement
19 Positions

8	Buyer II	7	Buyer III	1	Purchasing Manager
1	Staff Analyst II	1	Supervising Buyer	1	Buying Assistant

Purchasing Department - Printing Services

Graphic Design
5 Positions

3	Graphic Designer I	1	Graphic Designer II	1	Graphics Technician

Printing Services
10 Positions

1	Printing Services Manager	1	Reproduction Equipment Operator II	8	Reproduction Equipment Operator I

Purchasing Department - Surplus Property and Storage Operations

Surplus Property and Storage
4 Positions

1	Automated Systems Technician	2	Stores Specialist	1	Stores Supervisor II

ADMINISTRATION

CLASSIFICATION AND POSITION COUNT

Purchasing Department - Mail/Courier Services

Mail/Courier Services
21 Positions

16	Mail Processor II	2	Mail Processor III	1	Mail Services Manager
2	Mail Services Supervisor				

Risk Management

Admin/Fiscal
11 Positions

1	Accountant II	1	Accounting Technician	2	Deputy Director of Risk Mgmt
1	Director of Risk Management	1	Executive Secretary II	2	Fiscal Assistant
1	Payroll Clerk	1	Staff Analyst I	1	Staff Analyst II

Liability
8 Positions

3	Liability Claims Representative I	2	Liability Claims Representative II	1	Liability Claims Representative III
1	Office Assistant III	1	Supervising Liability Claims Rep		

Risk Control
13 Positions

9	Deputy Risk Control Spec	1	Office Assistant III	1	Risk Assessment Officer
1	Risk Control Officer	1	Staff Analyst II		

Workers' Compensation
35 Positions

7	Claims Assistant	1	Medical Only Claims Adjuster	4	Office Assistant II
1	Office Assistant III	2	Staff Analyst II	2	Supvsg Workers Comp Adjuster
16	Workers Comp Adjuster II	1	Workers Comp Adjuster III	1	Workers Compensation Manager

ARROWHEAD REGIONAL MEDICAL CENTER

CLASSIFICATION AND POSITION COUNT

Arrowhead Regional Medical Center

Administration

102 Positions

1	Administrative Analyst III	12	Applications Specialist	1	ARMC Medical Director
2	Assoc Hosp Adm Professional Srvcs	13	Automated Systems Analyst I	1	Automated Systems Analyst II
9	Automated Systems Technician	1	Business Applications Manager	1	Business Systems Analyst I
6	Business Systems Analyst II	5	Business Systems Analyst III	1	Care Assistant
1	Chief Medical Informations Officer	1	Cont Director of ARMC	2	Departmental IS Administrator
1	Executive Assistant	1	Executive Secretary II	1	Executive Secretary III -Class
1	General Services Aide	1	Health Information System Manager	3	Office Assistant II
14	Office Assistant III	1	Programmer Analyst I	3	Programmer Analyst II
1	Programmer Analyst III	6	Registered Nurse II-ARMC	9	Secretary I
1	Secretary II	1	Supervising Office Assistant	1	Systems Support Analyst II

Fiscal and Ancillary Services

506 Positions

5	Accountant III	5	Accounting Technician	3	Administrative Supervisor I
3	Administrative Supervisor II	1	Applications Specialist	1	ARMC Chief Financial Officer
1	ARMC Social Services Manager	1	Associate Chief Financial Officer	6	Automated Systems Technician
5	Buying Assistant	1	Care Assistant	1	Case Management Coordinator
3	Case Management Supervisor	6	Clinic Assistant	8	Collections Officer I
1	Cont Assistant Hospital Admin-Fiscal	1	Cont Manager Pre-MediCal Qual Dept	6	Cont Medi-Cal Specialist
1	Cont Medi-Cal Specialist Spvsr	16	Cont Radiological Tech	1	Cont Revenue Cycle Director
4	Cont Social Srvcs Practitioner	3	Cont Special Procedures Rad Tech	3	Cont Ultrasound Tech
24	Fiscal Assistant	11	Fiscal Specialist	1	General Services Aide
1	Health Info Mgmt Assistant Director	22	Health Info Mgmt Assistant I	30	Health Info Mgmt Assistant II
2	Health Info Mgmt Assistant III	1	Health Information Coding Manager	1	Health Information Mgmt Director
1	Healthcare Program Admin	2	Licensed Vocational Nurse II	1	Material Manager
15	Medical Records Coder I	9	Medical Records Coder II	2	Medical Records Supervisor
2	Nuclear Medicine Technologist	11	Office Assistant II	83	Office Assistant III
8	Office Assistant IV	18	Office Specialist	1	Patient Accounts Supervisor
3	Per Diem-Radiologic Technologist	5	PerDiem-Spcl Proc Radiologic Tech	8	Public Service Employee
1	Quality Management Specialist	1	Radiographic Clinical Instructor	14	Radiologic Technologist II
4	Radiologic Technologist III	1	Radiologic Technologist School	1	Radiology Manager
1	Radiology Supervisor	28	Registered Nurse Case Manager	10	RN Case Manager-Per Diem
4	Secretary I	15	Social Service Practitioner IV	19	Special Proc Rad Technologist II
3	Special Proc Rad Technologist III	6	Specialty Care RN Critical Care	1	Specialty Care RN- Per Diem
3	Staff Analyst I	10	Staff Analyst II	4	Storekeeper
1	Stores Specialist	1	Supervising Buying Assistant	3	Supervising Office Assistant
4	Supervising Office Specialist	1	Supvsg Collections Officer	3	Supvsg Health Info Management Asst
1	Supvsg Social Service Practitioner	1	Supvsg Utilization Review Techn	5	Ultrasound Technologist II
1	Ultrasound Technologist III	11	Utilization Review Technician		

ARROWHEAD REGIONAL MEDICAL CENTER

CLASSIFICATION AND POSITION COUNT

Arrowhead Regional Medical Center— Continued

General Support and Compliance

680 Positions

3	Air Conditioning Mechanic	1	ARMC Building Maint and Security Mgr	1	ARMC Executive Chef
1	ARMC Facilities Project Manager	1	ARMC Laboratory Manager	1	ARMC Safety Technician
1	Assistant Director of Respiratory Care Svcs	1	Autopsy Assistant	5	Bio-Medical Electronic Tech I
2	Bio-Medical Electronic Tech II	6	Building Plant Operator	3	Clinic Assistant
3	Cont ARMC Security Technician	2	Cont Medical Lab Tech	2	Cont Occupational Therapist II
8	Cont Physical Therapist II	4	Cont Physical Therapy Asst	3	Cont Rehab Therapist - Speech
21	Cont Resp Care Prac II	6	Cook I	10	Cook II
4	Cook III	131	Custodian I	3	Custodian II
2	Cytotechnologist	4	Dietary Services Supervisor	3	Dietetic Technician
8	Dietitian	1	Director of Respiratory Care Svcs	3	Electrician
2	Fiscal Assistant	32	Food Service Worker I	13	Food Service Worker II
8	General Maintenance Mechanic	4	General Maintenance Worker	3	General Services Aide
2	Histology Technician	1	Hospital Environment Srvcs Supv	5	Hospital Plant Operator
1	Hospital Security Supv II	1	Hospital Unit Assistant	18	Laboratory Assistant
34	Laboratory Technologist II	7	Laboratory Technologist III	3	Laboratory Technologist Intern
2	Lead Dietitian	1	Lead Physical Therapist	3	Licensed Vocational Nurse II
8	Linen Room Attendant	2	Maintenance Supervisor	1	Medical Center Hskpg/Linen Mgr
1	Neurodiagnostic Technologist II	1	Neurodiagnostic Technologist	1	Nurse Supervisor
7	Occupational Therapist II	2	Occupational Therapy Assistant	12	Office Assistant II
8	Office Assistant III	3	Office Specialist	3	Painter I
8	Per Diem-Laboratory Tech	24	Phlebotomist	3	Physical Therapist Assistant
10	Physical Therapist II	3	Plumber	1	Public Service Employee
2	Pulmonary Function Specialist	3	Rehabilitation Services Aide	1	Rehabilitation Services Manager
32	Respiratory Care Practitioner II	4	Respiratory Care Practitioner III	7	Respiratory Care Practitioner-Per Diem
6	Respiratory Therapist	5	Secretary I	79	Security Technician I
10	Security Technician II	5	Specialty Care RN Critical Care	2	Specialty Care RN-Per Diem
2	Speech Therapist	3	Stores Specialist	2	Supervising Office Assistant
1	Supervising Phlebotomist	3	Supervising Security Tech	1	Supvsg Bio Med Elect Tech
7	Supvsg Custodian	1	Supvsg Dietitian	6	Supvsg Laboratory Technologist
2	Supvsg Rehabilitation Therapist	7	Supvsg Respiratory Care Practitioner	7	Ultrasound Technologist II

ARROWHEAD REGIONAL MEDICAL CENTER

CLASSIFICATION AND POSITION COUNT

Arrowhead Regional Medical Center— Continued

Patient Services

1,775 Positions

8	ARMC House Supervisor-Per Diem	20	Assistant Nurse Manager	1	Associate Chief Nursing Officer
1	Asst Hospital Adm- Behavioral Health	4	Burn Care Technician	4	Certified Trauma Registrar
1	Chief Nursing Officer	11	Clinic Assistant	2	Clinical Nurse Specialist
6	Clinical Therapist I	1	Cont Dir of Perioperative Srvcs	1	Cont Occupational Therapist II
4	Dialysis Technician	28	Emergency Room Technician	4	Float Pool RN- Per Diem
82	Hospital Unit Assistant	5	House Supervisor	66	Licensed Vocational Nurse II
8	Licensed Vocational Nurse- Per Diem	1	Mental Health Nurse Mgr-ARMC	1	Mental Health Clinic Supervisor
6	Nurse Educator	8	Nurse Manager	1	Nurse Recruiter
3	Nurse Supervisor	132	Nursing Attendant	2	Nursing Program Coordinator
2	Occupational Therapist II	3	Occupational Therapy Assistant	13	Office Assistant II
12	Office Assistant III	1	Office Specialist	6	Per Diem - Surgical Technician
10	Per Diem-Sterile Processing Tech	9	Psychiatric Technician I	164	Registered Nurse II - Per Diem
340	Registered Nurse II-ARMC	5	Secretary I	35	Specialty Care RN
18	Specialty Care RN – Per Diem	361	Specialty Care RN Critical Care	50	Specialty Care RN ER/Trauma-PD
138	Specialty Care RN- Per Diem	3	Staff Analyst II	1	Sterile Processing Manager
32	Sterile Processing Technician I	7	Sterile Processing Technician II	10	Storekeeper
1	Stores Specialist	1	Stores Supervisor I	89	Student Nurse
1	Supervising Office Assistant	2	Supvsg Sterile Processing Tech	22	Surgical Technician
21	Telemetry Technician	3	Util Rvw/Perform Imp Nurse	4	Utilization Review Technician

Primary and Specialty Clinics

341 Positions

2	Ambulatory Clinic Manager	1	ARMC Medical Srvcs Prog Coord	1	ARMC Patient Navigator
1	Assoc Hosp Adm Professional Srvcs	72	Care Assistant	64	Clinic Assistant
5	Clinic Operations Supervisor	3	Clinic Supervisor-ARMC	2	Clinical Therapist I
1	Cont Administrative Asst	2	Cont Assoc Clinical Social Worker	3	Cont Clinic Support Staff
1	Cont Clinical Therapist II	1	Cont Data Analyst	3	Cont Health Navigator
3	Cont RN Care Manager	5	Health Education Specialist II	1	Hospital Services Worker
30	Licensed Vocational Nurse II	5	Licensed Vocational Nurse III	5	Licensed Vocational Nurse- Per Diem
1	Mobile Medical Clinic Operator	2	Nurse Educator	57	Office Assistant III
1	Oral Surgery Technician	4	Orthopedic Technician	1	Patient Navigation Prog Coord
27	Registered Nurse II - Clinic	10	Registered Nurse II - Per Diem	3	Respiratory Care Practioner II
17	RN Care Manager	2	Secretary I	1	Secretary II
2	Staff Analyst II	1	Supervising Office Specialist	1	Supvsg Respiratory Care Practitioner



ARROWHEAD REGIONAL MEDICAL CENTER

CLASSIFICATION AND POSITION COUNT

Arrowhead Regional Medical Center— Continued

Quality and Performance Improvement

239 Positions

1	Administrative Supervisor I	1	Assoc Hosp Adm Professional Srvcs	1	Biostatistician
2	Cancer Registry Specialist	1	Compliance Specialist	1	Cont Care Coordinator
1	Cont Office Specialist	1	Cont Research Program Coord	10	Cont Resident PGY IV
3	Cont Resident PGY V	146	Cont Resident PGY VI	17	Cont Resident PGY VII
1	Cont Staff Analyst I	6	Education Specialist	4	Healthcare Program Admin
1	Hospital Customer Advocate	1	Hospital Employee Health Nurse	1	Hospital Unit Assistant
1	Institutional Review Board Coord	1	Librarian II	4	Licensed Vocational Nurse II
1	Licensed Vocational Nurse- Per Diem	3	Medical Staff Coordinator	1	Nursing Program Coordinator
2	Office Assistant III	7	Office Specialist	1	Privacy & Compliance Specialist
1	Process Improvement Coordinator	1	Process Improvement Specialist	7	Quality Management Nurse
1	Registered Nurse II - Per Diem	2	Registered Nurse II-ARMC	1	Secretary I
1	Secretary II	1	Staff Aide	2	Staff Analyst II
1	Statistical Analyst	1	Supvsg Medical Staff Coordinator		

Strategic Planning

306 Positions

1	Administrative Supervisor II	11	Clinical Therapist I	1	Clinical Therapist II
2	Clinical Therapist I-Psychologist	2	Cont Alcohol & Drug Counselor	1	Cont Business Systems Analyst II
1	Cont Clinical Therapist I	4	Cont Office Assistant	12	Cont Patient Navigator
1	Cont Program Manager	3	Cont RN Care Manager	3	Cont Utilization Review Tech
4	Contract Social Worker II	1	Education Services Supervisor	8	Fiscal Specialist
3	Healthcare Program Admin	26	Hospital Unit Assistant	20	Licensed Vocational Nurse II
9	Licensed Vocational Nurse- Per Diem	1	Marketing Specialist	1	Media Specialist II
3	Mental Health Nurse Mgr-ARMC	1	Multimedia Coordinator	6	Nurse Educator
42	Nursing Attendant	2	Occupational Therapy Assistant	6	Office Assistant II
3	Office Assistant III	1	Office Assistant IV	1	Office Specialist
1	Personnel Technician	1	Photographer	32	Psychiatric Technician I
1	Secretary I	2	Secretary II	46	Specialty Care RN
38	Specialty Care RN – Per Diem	1	Staff Analyst I	2	Staff Analyst II
1	Supervising Fiscal Specialist	1	Volunteer Services Coordinator		

COMMUNITY DEVELOPMENT AND HOUSING AGENCY

CLASSIFICATION AND POSITION COUNT

Community Development and Housing

Agency Administration
2 Positions

1	Deputy Executive Officer	1	Executive Secretary I		

CDBG
5 Positions

3	ECD Analyst II	1	ECD Technician	1	Supvsg ECD Analyst

CDH Administration
3 Positions

1	CDH Housing Project Manager I	1	Cont Housing Project Manager	1	Director Community Development &Housing

Development & Housing
4 Positions

2	CDH Housing Project Manager II	1	Cont Housing Analyst	1	Cont Housing Project Manager

Finance
7 Positions

1	ECD Technician	1	Fiscal Specialist	1	Housing Agency Finance Officer
1	Public Service Employee	3	Staff Analyst II		

Home Admin, Homeless & Asset Management
8 Positions

1	Administrative Manager	1	CDH Housing Project Manager II	1	Cont Housing Analyst
1	Cont Housing Project Manager	1	ECD Analyst II	2	ECD Technician
1	Secretary I				

Office of Homeless Services

Administration
3 Positions

1	Administrative Supervisor I	1	Chief of Homeless Services	1	Secretary I

Homeless Management Information System
4 Positions

1	Automated Systems Analyst II	1	Automated Systems Technician	1	Office Specialist
1	Public Service Employee				

Homeless Services/Continuum of Care
3 Positions

2	Program Specialist I	1	Staff Analyst II		

ECONOMIC DEVELOPMENT AGENCY

CLASSIFICATION AND POSITION COUNT

Economic Development

Attractions/Expansion
3 Positions

1	Economic Dev Coordinator III	2	Public Service Employee

Business Services
1 Position

1	Sr. Economic Dev Coordinator

Economic Development Manager
1 Position

1	Economic Development Manager

Executive Office
2 Positions

1	Deputy Executive Officer	1	Executive Secretary II

Marketing/Tourism/Films
3 Positions

2	Economic Dev Coordinator III	1	Public Service Employee

Research Analytics/Administration
2 Positions

1	ECD Technician	1	Staff Analyst II

ECONOMIC DEVELOPMENT AGENCY

CLASSIFICATION AND POSITION COUNT

Workforce Development

Administration
16 Positions

1	Administrative Manager	1	Administrative Supervisor I	1	Automated Systems Analyst I
1	Automated Systems Technician	1	Deputy Director Workforce Development	2	Office Assistant III
1	Payroll Specialist	1	Program Specialist I	1	Program Specialist II
1	Secretary I	1	Secretary II	2	Staff Analyst I
2	Staff Analyst II				

Business Services
22 Positions

1	Administrative Supervisor I	18	Workforce Development Specialist	2	Workforce Development Supervisor I
1	Workforce Development Technician				

Director
1 Position

1	Director Workforce Development

Assistant Director
1 Position

1	Assistant Director Workforce Development

Finance
12 Positions

1	Accountant II	1	Accountant III	2	Accounting Technician
1	Administrative Manager	1	Administrative Supervisor I	1	Fiscal Assistant
2	Fiscal Specialist	3	Staff Analyst II		

Program
78 Positions

1	Administrative Supervisor I	1	Administrative Supervisor II	4	Cont MH Nurse Practitioner Clinical Instructor
10	Cont WDD Specialist	1	Deputy Director Workforce Development	3	Office Assistant II
1	Staff Analyst I	5	Staff Analyst II	3	Workforce Development Manager
34	Workforce Development Specialist	3	Workforce Development Supervisor I	11	Workforce Development Technician
1	Program Manager I				

Research Analytics
1 Position

1	Workforce Development Program Coordinator

Workforce Development Board Support
3 Positions

1	Cont Fiscal Project Executive	1	Cont Project Executive	1	Executive Secretary II

Fiscal

CLASSIFICATION AND POSITION COUNT

Assessor/Recorder/County Clerk

Administrative Services
9 Positions

1	Administrative Supervisor I	1	ARC Admin & Financial Manager	2	ARC Project Administrator
1	Executive Secretary III	1	Media Specialist I	1	Office Assistant III
1	Payroll Specialist	1	Staff Analyst II		

Assessment Services
39 Positions

1	Assessment Services Manager	1	Cadastral Drafting Tech I	2	Cadastral Drafting Tech II
1	Cadastral Drafting Tech III	1	Cadastral Services Supervisor	10	Office Assistant III
1	Office Specialist	2	Supvsg Title Transfer Tech I	2	Supvsg Title Transfer Tech II
14	Title Transfer Technician I	4	Title Transfer Technician II		

Information Technology - Assessor
9 Positions

1	Automated Systems Analyst I	1	Automated Systems Analyst II	1	Automated Systems Technician
1	Business Applications Manager	1	Business Systems Analyst I	1	Business Systems Analyst II
1	Business Systems Analyst III	1	Departmental IS Administrator	1	Office Assistant III

Information Technology - Recorder
8 Positions

3	Automated Systems Analyst I	2	Automated Systems Analyst II	1	Automated Systems Technician
2	Programmer Analyst III				

Management
4 Positions

1	Assistant Assessor	1	Assistant Recorder	1	County Clerk
1	Elected Assessor-Recorder				

Recorder Services
59 Positions

1	Accountant II	1	Accounting Technician	2	Deputy Recorder
3	Fiscal Assistant	5	Lead Legal Document Classifier	14	Legal Document Classifier I
23	Legal Document Classifier II	2	Legal Document Coordinator	4	Legal Document Supervisor
1	Office Assistant II	2	Public Service Employee	1	Staff Analyst I

Valuations
123 Positions

15	Appraisal Technician	46	Appraiser II	13	Appraiser III
12	Auditor-Appraiser II	1	Auditor-Appraiser III	1	Chief Appraiser
1	Cont Property Tax Appeal Consultant	16	Office Assistant III	4	Principal Appraiser
4	Public Service Employee	3	Supervising Auditor Appraiser	7	Supervising District Appraiser

Assessor/Recorder/County Clerk - Recorder Special Revenue Funds Consolidated

Recorder Records (Archives)
3 Positions

1	Archives Program Administrator	2	Archives Technician		

Fiscal

CLASSIFICATION AND POSITION COUNT

Auditor/Controller/Treasurer/Tax Collector

Administrative Support
18 Positions

1	Accountant II	1	Administrative Supervisor II	1	ATC Maintenance Coordinator
2	ATC Project Administrator	1	Fiscal Specialist	1	Office Assistant III
1	Payroll Specialist	10	Public Service Employee		

Auditor Division
16 Positions

1	Accountant II	1	Accountant III	1	Accounting Technician
1	Auditor-Controller Division Chief	1	Auditor-Controller Manager	2	Internal Auditor II
5	Internal Auditor III	1	Internal Auditor IV	1	Secretary II
2	Supvsg Internal Auditor III				

Central Collections Division
97 Positions

1	Accountant II	1	Accountant III	3	Accounting Technician
1	Auditor-Controller Division Chief	1	Auditor-Controller Manager	1	Chief Collections Supervisor
54	Collections Officer I	4	Collections Officer II	3	Fiscal Assistant
3	Fiscal Specialist	8	Office Assistant II	9	Office Assistant III
1	Secretary II	1	Supervising Fiscal Specialist	1	Supvsg Accountant II
5	Supvsg Collections Officer				

Controller Division
29 Positions

4	Accountant II	7	Accountant III	2	Accounting Technician
1	Auditor-Controller Division Chief	2	Auditor-Controller Manager	2	Fiscal Specialist
1	Secretary II	2	Supervising Accountant III	1	Systems Accountant I
5	Systems Accountant II	2	Systems Accountant III		

Disbursements Division
48 Positions

1	Accountant II	4	Accountant III	1	Accounting Technician
5	ATC Payroll Technician	1	Auditor-Controller Division Chief	2	Auditor-Controller Manager
7	Fiscal Assistant	3	Fiscal Specialist	2	Office Assistant II
11	Office Assistant III	4	Public Service Employee	1	Secretary I
1	Supervising Accountant III	1	Supervising Fiscal Specialist	1	Supvsg Accountant II
3	Supvsg ATC Payroll Technician				

Information Technology Division
23 Positions

3	Automated Systems Analyst I	3	Automated Systems Analyst II	3	Automated Systems Technician
2	Business Applications Manager	2	Business Systems Analyst III	2	Department Systems Engineer
1	Departmental IS Administrator	6	Programmer Analyst III	1	Secretary I

Management
6 Positions

2	Asst Auditor/Controller/Treasure Tax Collector	1	ATC Executive Assistant	1	Elected AuditorCntrlrTrsTxColl
2	Executive Secretary III				

Fiscal

CLASSIFICATION AND POSITION COUNT

Auditor/Controller/Treasurer/Tax Collector— Continued

Property Tax Division
20 Positions

2	Accountant II	4	Accountant III	2	Accounting Technician
1	Auditor-Controller Division Chief	2	Auditor-Controller Manager	1	Cont Systems Accountant II
1	Fiscal Assistant	2	Fiscal Specialist	1	Office Assistant IV
1	Public Service Employee	1	Supervising Accountant III	1	Supvsg Accountant II
1	Systems Accountant II				

SAP Financial Team
12 Positions

1	SAP Chief	4	SAP Functional Analyst II	2	SAP Functional Analyst I
2	SAP Team Leader	1	SAP Technical Analyst I	2	SAP Technical Analyst II

Tax Collector Division
59 Positions

1	Accountant II	6	Accounting Technician	1	Auditor-Controller Division Chief
7	Collections Officer I	1	Collections Officer II	2	Fiscal Assistant
10	Fiscal Specialist	2	Office Assistant II	20	Office Assistant III
1	Secretary II	2	Supervising Office Assistant	2	Supvsg Accounting Technician
1	Supvsg Collections Officer	1	Tax Collection Billing Manager	1	Tax Payer Services Manager
1	Tax Sales Services Manager				

Treasurer Division
8 Positions

1	Accounting Technician	1	Assistant Investment Officer	1	Banking&Settlmt Compliance Mgr
1	Chief Deputy Treasurer	1	Fiscal Assistant	2	Investment Analyst
1	Investment Officer				

HUMAN SERVICES

CLASSIFICATION AND POSITION COUNT

Behavioral Health

24 Hour and Emergency Services
30 Positions

1	Alcohol & Drug Counselor	1	Behavior Health Sr. Prog Manager	4	Clinical Therapist I
2	Clinical Therapist II	2	Clinical Therapist I-Psychologist	1	Deputy Director BH Prog Svcs
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
2	Mental Health 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	1	Staff Analyst II

Children, Transitional Age Youth and MHSA
17 Positions

1	Behavior Health Sr. Prog Manager	3	Clinical Therapist I	1	Clinical Therapist II
2	Clinical Therapist I-Psychologist	1	Cont Automated System Analyst II	1	Cont Clinical Therapist I
1	Cont Office Assistant III	1	Deputy Director BH Prog Svcs	1	Mental Health Clinic Supervisor
2	Office Assistant III	1	Office Assistant IV	1	Secretary I
1	Social Worker II				

Director
8 Positions

1	Assistant Director of Behavior Health	1	Deputy Director BH Prog Svcs	1	Director of Behavioral Health
1	Executive Secretary II	1	Office Assistant III	1	Office Specialist
1	Secretary II	1	Staff Analyst II		

Medical Services
85 Positions

1	Behavioral Health Med Director	9	Child Psychiatrist	5	Clinic Assistant
1	Cont Advanced Practice RN	5	Cont Child Psychiatrist	2	Cont Clinic Assistant
7	Cont Licensed Physician	5	Cont Psychiatrist I	4	Cont Psychiatrist II
1	Cont RN Case/Care Manager	1	Licensed Vocational Nurse II	5	Mental Health Nurse II
1	Mental Health Nurse Mgr-ARMC	2	Nurse Practitioner II	4	Nurse Supervisor
1	Office Specialist	1	Program Specialist II	6	Psychiatrist I
16	Psychiatrist II	5	Psychiatrist III	2	Psychiatrist IV
1	Secretary II				

Office of Compliance
19 Positions

2	Social Worker II	1	Behavioral Health Med Rec Supv	1	BH Ethics & Compliance Coord
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 Emergency Planning Spec
1	Medical Records Coder II	1	Mental Health Program Mgr I	2	Office Specialist
2	Public Service Employee				

Program Support Services
52 Positions

2	Supervising Office Assistant	1	Administrative Supervisor II	9	Clinical Therapist I
3	Clinical Therapist II	1	Cont Business System Analyst II	1	Deputy Director Behavior Health Qual Mgmt
7	Mental Health Nurse II	1	Mental Health Program Mgr I	1	Mental Health Program Mgr II
2	Mental Health Clinic Supervisor	1	Nurse Supervisor	18	Office Assistant III
1	Office Assistant IV	1	Research & Planning Psychologist	2	Secretary I
1	Secretary II				

HUMAN SERVICES

CLASSIFICATION AND POSITION COUNT

Behavioral Health—Continued

Community Behavioral Health & Recovery

192 Positions

3	Clinical Therapist I-Psychologist	41	Clinical Therapist I	11	Clinical Therapist II
1	Deputy Director BH Prog Svcs	2	Employment Services Specialist	1	Public Service Employee
3	General Services Worker II	2	Licensed Vocational Nurse II	10	Mental Health Nurse II
1	Mental Health Program Manger I	4	Mental Health Program Manger II	14	Mental Health Specialist
12	Mental Health Clinic Supervisor	26	Office Assistant II	23	Office Assistant III
7	Office Assistant IV	8	Psychiatric Technician I	11	Social Worker II
4	Secretary I	1	Secretary II	4	Supervising Office Specialist
3	Supervising Office Assistant				

Criminal Justice & Substance Use Disorder

126 Positions

9	Alcohol & Drug Counselor	2	Clinic Assistant	22	Clinical Therapist I
9	Clinical Therapist II	1	Clinical Therapist I-Psychologist	1	Correctional Mental Health Svcs Mgr
4	General Services Worker II	1	Licensed Vocational Nurse II	1	Mental Health Education Consul
1	Mental Health Nurse II	2	Mental Health Program Mgr I	2	Mental Health Program Mgr II
12	Mental Health Specialist	8	Mental Health Clinic Supervisor	1	Occupational Therapist II
4	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	17	Social Worker II	2	Staff Analyst II
3	Supervising Office Assistant				

Administration

60 Positions

5	Accountant III	1	Accounting Technician	1	Accountant II
1	Administrative Supervisor I	2	Automated Systems Analyst I	6	Automated Systems Technician
1	Business Applications Manager	1	Cont Automated System Analyst II	1	Deputy Director BH Admin Srvcs
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	Supvsg Auto Systems Analyst I	1	Administrative Manager

HUMAN SERVICES

CLASSIFICATION AND POSITION COUNT

Behavioral Health - Substance Use Disorder & Recovery Services

Administration

7 Positions

2	Accountant II	1	Administrative Supervisor II	1	Fiscal Specialist
1	Mental Health Auditor	2	Staff Analyst II		

Community Behavioral Health & Recovery

1 Position

1	Office Assistant III

Criminal Justice & Substance Use Disorder

105 Positions

40	Alcohol & Drug Counselor	1	Clinic Assistant	4	Clinical Therapist I
1	Clinical Therapist II	1	Cont Accountant III	1	Cont Accounting Technician
1	Cont Clinical Therapist II	2	Cont Mental Health Specialist	2	Cont MH Staff Physician
1	Cont Nurse Practitioner II	1	Cont Program Specialist I	1	Cont Psychiatrist II
4	Cont Social Worker II	1	Cont Supv Office Assistant	1	General Services Worker II
1	Mental Health Program Mgr I	1	Mental Health Program Mgr II	5	Mental Health Specialist
1	Mental Health 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
20	Social Worker II	1	Staff Analyst II	2	Supervising Social Worker

Office of Compliance

1 Position

1	Program Specialist I

Program Support Services

1 Positions

1	Staff Analyst II

HUMAN SERVICES

CLASSIFICATION AND POSITION COUNT

Behavioral Health - Mental Health Services Act

24 Hour and Emergency Services

193 Positions

4	Alcohol & Drug Counselor	47	Clinical Therapist I	15	Clinical Therapist II
1	Clinical Therapist I-Psychologist	3	General Services Worker II	1	Media Specialist II
1	Mental Health Education Consul	4	Mental Health Program Mgr I	2	Mental Health Program Mgr II
24	Mental Health Specialist	8	Mental Health Clinic Supervisor	1	Occupational Therapist II
5	Office Assistant II	13	Office Assistant III	1	Office Assistant IV
1	Peer & Family Advocate II	5	Peer & Family Advocate III	1	Program Specialist I
1	Program Specialist II	1	Psychiatric Technician I	2	Secretary I
1	Secretary II	45	Social Worker II	2	Staff Analyst II
3	Staff Training Instructor	1	Supervising Office Assistant		

Administration

72 Positions

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	1	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	2	Secretary I
2	Staff Analyst I	11	Staff Analyst II	1	Supervising Accountant III
1	Supervising Fiscal Specialist				

Children, Transitional Age Youth and MHSA

117 Positions

1	Administrative Manager	3	Alcohol & Drug Counselor	1	Ambulatory Clinic Manager
29	Clinical Therapist I	6	Clinical Therapist II	2	Clinical Therapist II-Psychologist
4	Clinical Therapist I-Psychologist	1	Cont Clinical Therapist I	2	Cont Project Manager
1	Cont Social Worker II	2	Employment Services Specialist	2	General Services Worker II
2	Licensed Vocational Nurse II	2	Mental Health Nurse II	2	Mental Health Program Mgr I
1	Mental Health Program Mgr II	5	Mental Health Specialist	6	Mental Health Clinic Supervisor
4	Office Assistant II	9	Office Assistant III	1	Peer & Family Advocate II
6	Peer & Family Advocate III	8	Program Specialist I	5	Program Specialist II
2	Secretary I	5	Social Worker II	1	Staff Aide
4	Staff Analyst II				

Community Behavioral Health & Recovery Services

130 Positions

1	Alcohol & Drug Counselor	1	Behavior Health Sr. Prog Manager	26	Clinical Therapist I
5	Clinical Therapist II	1	Clinical Therapist I-Psychologist	1	Employment Services Specialist
3	General Services Worker II	1	Licensed Vocational Nurse II	2	Mental Health Education Consul
7	Mental Health Nurse II	2	Mental Health Program Mgr I	15	Mental Health Specialist
3	Mental Health Clinic Supervisor	4	Office Assistant II	15	Office Assistant III
2	Office Assistant IV	3	Peer & Family Advocate I	9	Peer & Family Advocate II
2	Peer & Family Advocate III	2	Program Specialist I	3	Psychiatric Technician I
19	Social Worker II	1	Staff Analyst II	2	Supervising Office Assistant

HUMAN SERVICES

CLASSIFICATION AND POSITION COUNT

Behavioral Health - Mental Health Services Act— Continued

Criminal Justice & Substance Use Disorder & Recovery Services

46 Positions

3	Alcohol & Drug Counselor	7	Clinical Therapist I	3	Clinical Therapist II
1	Clinical Therapist II-Psychologist	2	Clinical Therapist I-Psychologist	3	General Services Worker II
1	Mental Health Nurse II	1	Mental Health Program Mgr I	3	Mental Health Specialist
1	Mental Health Clinic Supervisor	1	Occupational Therapist II	1	Office Assistant II
4	Office Assistant III	1	Peer & Family Advocate I	1	Peer & Family Advocate II
2	Peer & Family Advocate III	2	Program Specialist I	8	Social Worker II
1	Staff Analyst II				

Director

1 Position

1	Cont Project Manager

Office of Compliance

7 Positions

2	Case Review Specialist	1	Health Info Mgmt Assistant III	2	Office Assistant III
1	Peer & Family Advocate III	1	Staff Analyst II		

Office of Cultural Competency

19 Positions

1	Cultural Competency Officer	4	Mental Health Education Consul	3	Mental Health Specialist
1	Office Assistant III	1	Peer & Family Advocate I	2	Peer & Family Advocate II
2	Peer & Family Advocate III	1	Program Specialist I	1	Program Specialist II
1	Secretary I	1	Social Worker II	1	Staff Analyst I

Program Support Services

70 Positions

1	Administrative Manager	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 Behavioral Informatics	1	Clinical Therapist I	2	Clinical Therapist II
1	Cont Business Systems Analyst I	1	Cont Project Manager	1	Cont Staff Analyst II
19	Graduate Student Intern	3	Mental Health Intern Prog Supv	2	Mental Health Nurse II
1	Office Assistant II	6	Office Assistant III	1	Office Assistant IV
2	Program Specialist I	1	Secretary I	1	Staff Aide
1	Staff Analyst I	6	Staff Analyst II	6	Student Intern
3	Training & Development Specialist	1	Volunteer Services Coordinator		



HUMAN SERVICES

CLASSIFICATION AND POSITION COUNT

Public Health

Director
3 Positions

1	Health Education Specialist II	1	Executive Secretary II	1	Public Health Director

Health Officer
3 Positions

1	Health Officer	1	Executive Secretary II	1	Public Health Medical Director

Assistant Director
3 Positions

1	Asst Director of Public Health	1	Office Specialist	1	Public Health Project Coordinator

Animal Care and Control
67 Positions

28	Animal Control Officer	2	Animal Health Investigator	9	Animal License Checker I
1	Chief of Animal Care & Control	1	Fiscal Assistant	4	General Services Worker II
8	Office Assistant II	3	Office Assistant III	2	Office Assistant IV
1	PH Program Manager Animal Care	1	Registered Veterinary Tech	3	Supvsg Animal Control Ofcr II
4	Supvsg Animal Control Officer I				

Community Health and Preventative Services
129 Positions

1	Administrative Supervisor I	19	Care Assistant	3	Clinic Operations Supervisor
3	Clinical Therapist I	1	Clinical Therapist II	2	Cont Physician Assistant
1	Cont Public Health Physician	1	Deputy Chief of Comm Health Srvs	1	Fiscal Assistant
1	Fiscal Specialist	2	Health Services Assistant I	1	Laboratory Assistant
15	Licensed Vocational Nurse II	2	Medical Records Coder I	2	Nurse Educator
8	Nurse Practitioner II	25	Office Assistant II	5	Office Assistant III
2	PH Program Manager	1	Psychiatrist III	3	Public Health Dental Assistant
1	Public Health Dental Hygienist	1	Public Health Dentist	1	Public Health Division Chief
1	Public Health Nurse Manager	2	Public Health Physician II	2	Public Health Program Coordinator
1	Radiologic Technologist I	12	Registered Nurse II - PH	3	Secretary I
1	Secretary II	1	Staff Analyst II	3	Supervising Office Assistant
1	Supervising Office Specialist				

Community Outreach and Innovation
21 Positions

1	Cont SRTS Project Coordinator	1	Geographic Info Sys Tech III	1	Office Assistant III
1	PH Program Manager	4	Public Health Epidemiologist	1	Public Health Program Coordinator
1	Public Health Project Coordinator	1	Public Service Employee	1	Secretary I
1	Senior Statistical Analyst	1	Staff Analyst I	6	Statistical Analyst
1	Data Manager				

HUMAN SERVICES

CLASSIFICATION AND POSITION COUNT

Public Health—Continued

Disease Control and Prevention
277 Positions

2	Administrative Supervisor I	1	Clinic Supervisor-PH	1	Fiscal Assistant
3	Fiscal Specialist	7	Health Education Assistant	16	Health Education Specialist I
14	Health Education Specialist II	90	Health Services Assistant I	9	Health Services Assistant II
1	Media Specialist I	25	Nutritionist	13	Office Assistant II
3	Office Assistant III	1	Office Specialist	2	PH Program Manager
1	Public Health Division Chief	43	Public Health Nurse II	3	Public Health Nurse II-Per Diem
1	Public Health Nurse Manager	5	Public Health Program Coordinator	6	Registered Nurse II - PH
2	Secretary I	5	Social Service Practitioner IV	2	Supervising Office Assistant
5	Supvg Public Health Nurse	6	Supvg Public Health Nutritionist	1	Supvsg Health Ed Specialist
9	Supvsg Health Services Asst				

Environmental Health
121 Positions

1	Chief Environmental Health Services	1	Cont Vector Control Tech I	1	Cont Wellness Coordinator
50	Environmental Health Spec II	7	Environmental Health Spec III	8	Environmental Technician I
1	Environmental Technician II	3	Fiscal Assistant	1	Fiscal Specialist
3	Office Assistant II	7	Office Assistant III	2	PH Program Manger Enviro Health
2	Public Health Program Coordinator	15	Public Service Employee	1	Secretary I
1	Supervising Office Assistant	1	Supervising Office Specialist	7	Supvsg Environmental Health Specialist
8	Vector Control Technician I	1	Vector Control Technician II		

Fiscal and Administrative Services
82 Positions

5	Accountant II	7	Accountant III	1	Accounting Technician
1	Administrative Manager	1	Administrative Supervisor II	11	Automated Systems Analyst I
3	Automated Systems Analyst II	1	Automated Systems Technician	2	Business Applications Manager
1	Business Systems Analyst I	3	Business Systems Analyst II	1	Department Systems Engineer
3	Fiscal Assistant	4	Fiscal Specialist	4	Office Assistant II
7	Office Assistant III	1	Office Assistant IV	1	Office Specialist
2	Payroll Specialist	1	Public Health Chief Financial Officer	1	Public Health Program Coordinator
10	Public Service Employee	1	Secretary I	1	Staff Analyst II
2	Storekeeper	1	Stores Specialist	3	Supervising Accountant III
1	Supvsg Accountant II	1	Supvsg Auto Systems Analyst II	1	Systems Accountant II

Preparedness and Response
12 Positions

5	Medical Emergency Planning Spec	1	Office Assistant III	1	Office Specialist
1	Public Health Program Coordinator	1	Public Service Employee	1	Registered Nurse II - PH
1	Stores Specialist	1	Supvsg Med Emergency Planning Spec		

Public Health Laboratory
13 Positions

1	Cont PH Program Mgr Lab	1	Fiscal Assistant	3	Laboratory Assistant
1	PH Program Manager Laboratory	4	Public Health Microbiologist II	2	Public Health Microbiologist III
1	Supvsg Public Health Microbiologist				

HUMAN SERVICES

CLASSIFICATION AND POSITION COUNT

Public Health—Continued

Quality and Compliance
15 Positions

1	Medical Records Supervisor	6	Program Specialist I	3	Program Specialist II
1	Public Health Program Coordinator	1	Quality & Compliance Officer	1	Secretary I
1	Staff Analyst II	1	Supervising Program Specialist		

Communicable Disease
32 Positions

1	Clinic Supervisor-PH	10	Communicable Disease Investigator I	2	Communicable Disease Investigator II
1	Licensed Vocational Nurse II	3	Office Assistant II	6	Health Services Assistant I
1	Office Assistant III	1	PH Program Manager	1	Public Health Program Coordinator
4	Registered Nurse II - PH	1	Supervising Office Assistant	1	Office Specialist

Public Health - California Children's Services

California Children's Services
193 Positions

1	CCS Physician Consultant I	1	CCS Physician Consultant II	1	Fiscal Assistant
1	Fiscal Specialist	3	Medical Therapy Specialist	2	Occupational Therapy Assistant
18	Office Assistant II	19	Office Assistant III	33	Office Specialist
41	Pediatric Rehab Therapist	1	PH Program Manager	4	Physical Therapist Assistant
35	Public Health Nurse II	1	Public Health Program Coordinator	6	Rehabilitation Services Aide
1	Secretary I	5	Social Service Practitioner IV	1	Social Worker II
2	Supervising Office Assistant	3	Supervising Office Specialist	3	Supvg Public Health Nurse
10	Supervising Pedtrc Rehab Therapist I	1	Supervising Social Service Practitioner		

HUMAN SERVICES

CLASSIFICATION AND POSITION COUNT

Human Services - Administrative Claim

Administration

547 Positions

1	Accountant III	6	Accounting Technician	4	Administrative Analyst III
1	Administrative Manager	1	Administrative Supervisor I	3	Administrative Supervisor II
21	Appeals Specialist	6	Applications Specialist	1	Associate Children's Network Officer
1	Asst Executive Officer- Human Services	16	Automated Systems Analyst I	6	Automated Systems Analyst II
26	Automated Systems Technician	4	Business Applications Manager	1	Business Systems Analyst I
6	Business Systems Analyst II	6	Business Systems Analyst III	1	CalSAWs Regional Manager
4	Case Review Specialist	1	Chief Learning Officer	1	Children's Network Comm&Events Coordinator
1	Children's Network Officer	2	Cont Business Analyst	1	Cont Business Analyst Supv
1	Cont CalACES Executive Director	1	Cont Case Coordinator	1	Cont Child Abuse Prevention Coord
1	Cont Staff Analyst II	1	Cont. C-IV Tech/Site Prep Coord	3	Department Systems Engineer
1	Departmental IS Administrator	1	Deputy Director of Program Development	1	Deputy Director of Transitional Assistance
2	Deputy Executive Officer	1	Executive Secretary II	1	Executive Secretary III -Unclass
26	Fiscal Assistant	11	Fiscal Specialist	23	Fraud Investigator
1	HS Administrative Manager	1	HS Communications Officer	1	HS Emergency Services Supervisor
1	HSS Prog Integrity Division Chief	83	HSS Quality Review Specialist	8	HSS Quality Review Supervisor I
2	HSS Quality Review Supervisor III	1	Human Services Auditing Chief	2	Human Services Auditing Manager
1	Internal Review Accountant II	8	Internal Review Accountant III	2	Internal Review Accountant IV
1	IT Technical Assistant I	2	IT Technical Assistant II	2	Media Specialist I
1	Media Specialist II	16	Office Assistant II	25	Office Assistant III
13	Payroll Specialist	2	PDD Program Manager	2	Personnel Technician
28	Program Specialist I	11	Program Specialist II	7	Programmer Analyst III
1	Programmer II	7	Programmer III	1	Public Service Employee
7	Secretary I	1	Secretary II	2	Social Service Practitioner IV
1	Social Worker II	6	Staff Analyst I	24	Staff Analyst II
11	Staff Training Instructor	6	Statistical Analyst	10	Storekeeper
6	Stores Specialist	2	Stores Supervisor II	1	Supervising Accountant III
5	Supervising Fiscal Specialist	3	Supervising Office Assistant	1	Supervising Office Specialist
4	Supervising Program Specialist	3	Supvg Fraud Investigator I	1	Supvg Fraud Investigator II
2	Supvsg Accountant II	2	Supvsg Appeals Specialist I	1	Supvsg Appeals Specialist II
2	Supvsg Auto Systems Analyst II	1	Supvsg Case Review Specialist	1	Supvsg Social Service Practitioner
5	Systems Accountant II	1	Training & Development Manager	8	Training & Development Specialist
3	Training & Development Supervisor	1	Volunteer Services Coordinator		

Children and Family Services

1,196 Positions

1	Administrative Manager	1	Administrative Supervisor II	1	Asst Director of Children & Family Services
1	CFS Project Coordinator	19	Child Welfare Services Manager	1	Childcare Provider
7	Director of Children & Family Services	1	Director of Children & Family Services	12	Educational Liaison
2	Eligibility Worker II	1	Executive Secretary III -Class	10	Fiscal Assistant
10	Fiscal Specialist	42	Intake Specialist	22	Office Assistant II
182	Office Assistant III	20	Peer & Family Assistant II	4	Peer & Family Assistant II- Unclass
1	Program Specialist I	1	Program Specialist II	2	Public Service Employee
8	Secretary I	55	Social Service Aide	77	Social Service Practitioner V
464	Social Service Practitioner IV	115	Social Worker II	8	Staff Analyst II
1	Supervising Fiscal Specialist	20	Supervising Office Assistant	7	Supervising Office Specialist
100	Supvsg Social Service Practitioner				



HUMAN SERVICES

CLASSIFICATION AND POSITION COUNT

Human Services - Administrative Claim—Continued

Department of Aging and Adult Services

243 Positions

3	DAAS District Manager	3	Deputy Director DAAS	1	Director of Aging and Adult Services
1	Executive Secretary II	19	Office Assistant II	27	Office Assistant III
1	Office Specialist	1	Public Health Nurse II	3	Registered Nurse II - PH
3	Secretary I	33	Social Service Practitioner IV	120	Social Worker II
2	Staff Analyst II	5	Supervising Office Assistant	13	Supervising Social Worker
1	Supvg Public Health Nurse	7	Supvsg Social Service Practitioner		

Transition Assistance Department

2,549 Positions

1	Asst Director of Transitional Assistance	34	Childcare Provider	7	Deputy Director of Transitional Assistance
1	Director of Transitional Assistance	1,491	Eligibility Worker II	196	Eligibility Worker III
188	Eligibility Worker Supv I	8	Employment Services Manager	236	Employment Services Specialist
3	Employment Services Technician	1	Executive Secretary II	26	Interpreter/Translator
225	Office Assistant II	14	Office Assistant III	1	Program Specialist I
1	Program Specialist II	8	Secretary I	4	Staff Analyst II
27	Supervising Office Assistant	38	Supvsg Employment Srvcs Specialist I	35	TAD District Manager
4	TAD Regional Manager				

HS- Aging and Adult Services

Administration

8 Positions

3	Accounting Technician	1	Administrative Supervisor II	4	Staff Analyst II

MSSP

9 Positions

2	Public Health Nurse II	6	Social Worker II	1	Fiscal Assistant

Ombudsman

6 Positions

1	Cont Ombudsman Program Ofcr Mgr	4	Cont Ombudsman Field Coord	1	DAAS Program Supervisor

SCSEP

2 Positions

2	Cont SCS Employ Prog Admin Aide				

SIA

16 Positions

2	DAAS Program Supervisor	7	Social Service Aide	7	Sr. Information & Referral Area

HUMAN SERVICES

CLASSIFICATION AND POSITION COUNT

HS - Aging and Adult Services - Public Guardian Conservator

Public Guardian
27 Positions

1	Clinical Therapist I	1	Deputy Director DAAS	10	Deputy Public Guardian
2	Estate Property Specialist	1	Fiscal Assistant	1	Fiscal Specialist
1	Office Assistant II	3	Office Assistant III	1	Secretary I
1	Social Service Aide	1	Social Service Practitioner IV	1	Staff Analyst II
1	Supervising Office Assistant	2	Supvsg Deputy Public Guardian		



HUMAN SERVICES

CLASSIFICATION AND POSITION COUNT

HS - Child Support Services

Administrative Support Staff
1 Position

1	Executive Secretary II

Assistant Director
3 Positions

1	Asst Director of Child Support	1	Media Specialist I	1	Secretary II

Child Support Enforcement
127 Positions

19	Child Support Assistant	1	Child Support Asst Operations Manager	75	Child Support Officer I
11	Child Support Officer II	3	Child Support Operations Manager	1	Deputy Director of Child Support
4	Office Assistant II	1	Office Assistant III	1	Secretary I
11	Supvsg Child Support Officer				

Child Support Establishment
125 Positions

13	Child Support Assistant	81	Child Support Officer I	11	Child Support Officer II
3	Child Support Operations Manager	1	Deputy Director of Child Support	4	Office Assistant II
1	Office Assistant III	11	Supvsg Child Support Officer		

Director
1 Position

1	Director of Child Support

Legal Services/Special Enforcement
69 Positions

7	Child Support Assistant	1	Child Support Attorney III	12	Child Support Attorney IV
1	Child Support Chief Attorney	27	Child Support Officer I	11	Child Support Officer II
1	Child Support Operations Manager	1	Office Assistant III	1	Secretary II
2	Supervising Child Support Attorney	5	Supvsg Child Support Officer		

Program/Staff Development/Ombudsman
17 Positions

2	Child Support Officer I	4	Child Support Officer II	3	Child Support Operations Manager
4	Program Specialist I	3	Staff Training Instructor	1	Statistical Analyst

Technical/Administrative Services
56 Positions

1	Accountant II	1	Accountant III	2	Accounting Technician
1	Administrative Manager	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 Supervisor	13	Child Support Assistant
1	Child Support Asst Operations Manager	2	Child Support Officer II	1	Department Systems Engineer
1	Deputy Director of Child Support	3	Fiscal Assistant	1	Fiscal Specialist
9	Office Assistant II	1	Office Specialist	1	Payroll Specialist
3	Staff Analyst II	2	Storekeeper	1	Supvsg Auto Systems Analyst II
1	Supvsg Child Support Officer				

HUMAN SERVICES

CLASSIFICATION AND POSITION COUNT

HS - Preschool Services

Administration
53 Positions

1	Accountant II	1	Accountant III	6	Accounting Technician
1	Administrative Manager	2	Administrative Supervisor I	1	Administrative Supervisor II
1	Automated Systems Analyst I	1	Automated Systems Technician	8	Cont PSD General Maint Worker 12 mos
2	Fiscal Assistant	1	Fiscal Specialist	2	General Maintenance Mechanic
1	General Maintenance Worker	1	Maintenance Supervisor	9	Office Assistant II
3	Office Assistant III	2	Staff Analyst I	4	Staff Analyst II
2	Storekeeper	1	Stores Specialist	1	Supervising Fiscal Specialist
1	Supervising Office Assistant	1	Supvsg Accountant II		

Executive Unit
4 Positions

1	Asst Director of Preschool Services	1	Director of Preschool Services	1	Executive Secretary II
1	Secretary II				

Operations
722 Positions

3	Cont Preschool Site Supvsr I 12 mos	8	Cont Preschool Site Supvsr I 9 mo	15	Cont Preschool Site Supvsr II 12 mo
5	Cont Preschool Site Supvsr II 9 mo	27	Cont Preschool Teacher 12 mos	49	Cont Preschool Teacher Aide II 12 mos
101	Cont Preschool Teacher Aide II 9 mos	93	Cont Preschool Teacher II 12 mo	155	Cont Preschool Teacher II 9 mo
20	Cont PSD Center Clerk 12 mos	18	Cont PSD Center Clerk 9 mos	18	Cont PSD Custodian 12 mos
18	Cont PSD Custodian 9 months	14	Cont PSD Food Services Worker 9 mos	15	Cont PSD Food Svc Worker 12mos
2	Cont PSD Health Ed Specialist	17	Cont PSD Prog Generalist 9 mos	1	Cont PSD Prog Quality Spec 12 mos
1	Cont PSD Prog Quality Spec 9 mos	68	Cont PSD Program General 12 mos	3	Cont PSD Registered Nurse
35	Cont PSD Teacher III 12 mo	2	Deputy Director of Preschool Services	8	Graduate Student Intern
1	Nutritionist	3	Office Assistant III	3	Program Specialist I
3	PSD Behavioral Specialist	1	PSD Disabilities Services Mgr	6	PSD Program Manager
6	PSD Program Supervisor	1	Secretary I	2	Special Education Specialist

Quality Assurance
9 Positions

1	Program Specialist II	3	PSD Quality Assurance Tech I	4	PSD Quality Assurance Tech II
1	Supervising Program Specialist				

Veterans Affairs

Administration
3 Positions

1	Director of Veterans Affairs	1	Executive Secretary II	1	Administrative Supervisor II

Veterans Affairs
22 Positions

7	Office Assistant III	3	Supvsg Veterans Service Officer	12	Veterans Service Officer II



LAW AND JUSTICE

CLASSIFICATION AND POSITION COUNT

District Attorney

Management
8 Positions

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				

Bureau of Administration
8 Positions

1	Chief of District Attorney Administration	1	Administrative Supervisor	2	Staff Analyst II
1	Fiscal Specialist	1	Fiscal Assistant	2	Payroll Specialist

Bureau of Victim Services
65 Positions

1	Victim Services Chief	1	Victim Services Assistant Chief	6	Supervising Victim Advocate
27	Victim Advocate I	18	Victim Advocate II	2	Office Assistant
2	Paralegal	5	Victim/Witness Claims Tech I	2	Victim/Witness Claims Tech II
1	Secretary II				

Bureau of Information Technology
16 Positions

4	Automated Systems Analyst I	2	Automated Systems Analyst II	1	Automated Systems Technician
2	Business Systems Analyst I	1	Business Systems Analyst II	1	Department Systems Engineer
1	Departmental IS Administrator	2	Programmer Analyst II	1	Programmer III
1	Supvsg Auto Systems Analyst II				

Special Units
71 Positions

1	Chief Deputy District Attorney	2	Supervising Deputy District Attorney	36	Deputy District Attorney
1	Grand Jury Advisor	6	Legal Research Attorney	2	Secretary II
8	Secretary I	3	Paralegal	1	Supervising Office Specialist
2	Accountants	8	Office Assistant III	1	Office Assistant II

Bureau of Investigation
93 Positions

1	District Attorney Chief Investigator	1	Executive Secretary II	2	District Attorney Asst Chief Investigator
8	Supv District Attorney Investigator	50	Senior Investigator	14	Investigative Technician II
5	Investigative Technician III	12	Office Assistant IV		

Criminal Prosecution - West End
108 Positions

1	Chief Deputy District Attorney	4	Supervising Deputy District Attorney	59	Deputy District Attorney
6	Secretary I	2	Secretary II	1	Supervising Office Specialist
1	Office Assistant II	32	Office Assistant III	1	Supervising Office Assistant
1	Public Service Employee				

LAW AND JUSTICE

CLASSIFICATION AND POSITION COUNT

District Attorney – Continued

Criminal Prosecution - Central
120 Positions

1	Chief Deputy District Attorney	5	Supervising Deputy District Attorney	58	Deputy District Attorney
5	Secretary I	2	Secretary II	1	Supervising Office Specialist
3	Office Assistant II	31	Office Assistant III	1	Office Assistant IV
1	Supervising Office Assistant	2	Public Service Employee	10	Law Clerk

Criminal Prosecution - Desert
78 Positions

1	Chief Deputy District Attorney	4	Supervising Deputy District Attorney	41	Deputy District Attorney
4	Secretary I	1	Secretary II	1	Supervising Office Specialist
22	Office Assistant II	2	Supervising Office Assistant	2	Public Service Employee

Law and Justice Group Administration

Administration
2 Positions

1	Administrative Analyst II	1	Law and Justice Data Analyst

Probation

Administrative Services Bureau
136 Positions

5	Accounting Technician	1	Administrative Manager	1	Administrative Supervisor I
1	Administrative Supervisor II	1	Crime Analyst	1	Deputy Chief Probation Officer
2	Fiscal Assistant	12	Fiscal Specialist	5	General Maintenance Mechanic
1	Mail Processor II	3	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	1	Probation Office Ops Manager
1	Probation Officer II	2	Program Specialist I	2	Public Service Employee
1	Secretary I	5	Staff Analyst II	3	Statistical Analyst
2	Supervising Fiscal Specialist	7	Supervising Office Assistant	2	Supvsg Accounting Technician
1	Supvsg Probation Officer				

Community Corrections Bureau – Adult
245 Positions

1	Deputy Chief Probation Officer	2	Domestic Violence Prog Coord	29	Office Assistant III
3	Probation Division Director I	4	Probation Division Director II	21	Probation Officer I
130	Probation Officer II	27	Probation Officer III	23	Supervising Probation Officer
2	Secretary I	3	Secretary II		

LAW AND JUSTICE

CLASSIFICATION AND POSITION COUNT

Probation – Continued

Community Corrections Bureau – Juvenile

252 Positions

1	Deputy Chief Probation Officer	26	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	29	Probation Officer I	131	Probation Officer II
27	Probation Officer III	1	Secretary I	1	Secretary II
24	Supvsg Probation Officer				

Detention Corrections Bureau

520 Positions

7	Clinical Therapist I	1	Clinical Therapist II	1	Clinical Therapist I-Psychologist
3	Correctional Nurse - Per Diem	20	Correctional Nurse II	4	Custodian I
1	Deputy Chief Probation Officer	3	Health Services Assistant I	9	Licensed Vocational Nurse II- Corrections
1	Maintenance Supervisor	1	Mental Health Clinic Supervisor	6	Office Assistant III
10	Probation Cook I	4	Probation Cook II	355	Probation Corrections Officer
31	Probation Corrections Sup I	17	Probation Corrections Sup II	2	Probation Division Director I
3	Probation Division Director II	1	Probation Food & Beverage Ops Mgr	3	Probation Food Service Supv
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	Supvsg Correctional Nurse I
3	Supvsg Correctional Nurse II				

Office of the Chief Probation Officer

36 Positions

1	Assistant Chief Probation Officer	11	Background Investigator	1	Chief Probation Officer
2	Crime Analyst	1	Executive Secretary III -Unclass	2	Office Assistant III
1	Office Specialist	1	Probation Corrections Officer	1	Probation Division Director II
2	Probation Officer II	10	Probation Officer III	1	Secretary I
2	Supervising Probation Officer				

Specialized Services Bureau

104 Positions

3	Applications Specialist	3	Automated Systems Analyst I	1	Automated Systems Analyst II
7	Automated Systems Technician	1	Business Systems Analyst I	1	Business Systems Analyst II
2	Correctional Nurse II	1	Departmental IS Administrator	1	Deputy Chief Probation Officer
1	IT Technical Assistant I	1	Licensed Vocational Nurse II- Corrections	2	Media Specialist II
13	Office Assistant III	7	Probation Corrections Officer	2	Probation Corrections Sup I
4	Probation Corrections Sup 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 Spv	1	Public Service Employee	1	Secretary I
1	Secretary II	1	Stores Specialist	1	Supvsg Auto Systems Analyst II
4	Supvsg Probation Officer				

Probation - Juvenile Justice Grant Program

Juvenile Justice Grant Program

49 Positions

3	Office Assistant III	11	Probation Corrections Officer	1	Probation Division Director II
30	Probation Officer II	1	Probation Officer III	3	Supvsg Probation Officer

LAW AND JUSTICE
CLASSIFICATION AND POSITION COUNT

Public Defender

Administration
25 Positions

1	Accounting Technician	1	Assistant Public Defender	2	Automated Systems Analyst I
1	Automated Systems Analyst II	2	Automated Systems Technician	1	Chief of Public Defender's Adm
1	Executive Secretary II	1	Fiscal Specialist	1	Office Assistant II
1	Payroll Specialist	1	Public Defender	10	Public Service Employee
1	Secretary II	1	Staff Analyst II		

Central Division
58 Positions

1	Chief Deputy Public Defender	30	Deputy Public Defender IV	2	Investigative Technician II
2	Law Clerk II	1	Office Assistant II	10	Office Assistant III
6	Public Defender Investigator	1	Secretary II	1	Supervising Office Assistant
3	Supvsg Deputy Public Defender	1	Supvsg Public Defender Investigator		

Desert Division
55 Positions

1	Chief Deputy Public Defender	26	Deputy Public Defender IV	2	Investigative Technician II
2	Law Clerk II	1	Office Assistant II	10	Office Assistant III
7	Public Defender Investigator	1	Secretary II	1	Supervising Office Assistant
3	Supvsg Deputy Public Defender	1	Supvsg Public Defender Investigator		

Human Services
72 Positions

1	Chief Deputy Public Defender	1	Cont Office Assistant III	34	Deputy Public Defender IV
1	Investigative Technician II	2	Law Clerk II	5	Office Assistant III
2	Paralegal	8	Public Defender Investigator	1	Secretary II
12	Social Service Practitioner IV	4	Supvsg Deputy Public Defender	1	Supvsg Social Service Practitioner

West Valley
62 Positions

1	Chief Deputy Public Defender	29	Deputy Public Defender IV	2	Investigative Technician II
2	Law Clerk II	2	Office Assistant II	10	Office Assistant III
10	Public Defender Investigator	1	Secretary II	1	Supervising Office Assistant
3	Supvsg Deputy Public Defender	1	Supvsg Public Defender Investigator		



LAW AND JUSTICE

CLASSIFICATION AND POSITION COUNT

Sheriff Operations

Assistant Sheriff - Operations
24 Positions

1	Assistant Sheriff	1	Office Assistant II	2	Office Assistant III
3	Office Specialist	2	Safety Unit Extra Help	1	Secretary I
1	Secretary II	1	Sheriffs Civil Investigator	2	Sheriffs Lieutenant
10	Sheriffs Sergeant				

Assistant Sheriff - Support
21 Positions

1	Assistant Sheriff	1	Automated Systems Technician	1	Crime Prevention Program Coordinator
4	Deputy Sheriff	1	Graphic Designer I	1	Multimedia Coordinator
1	Multimedia Supervisor	1	Office Assistant II	1	Secretary I
1	Sheriffs Community Relations Officer	1	Sheriffs Detective Corporal	1	Sheriffs Lieutenant
2	Sheriffs Public Info Officer	2	Sheriffs Sergeant	1	Student Intern
1	Supvsg Deputy Public Administrator				

Personnel Services
298 Positions

1	Communications Installer	1	Cont Lead Motorcycle Instructor	12	Cont Motorcycle Instructor
1	Cont Range Safety Officer	1	Cont Sheriff Training Program	1	Cont Sheriff's Armorer
1	Criminalist I	1	Departmental IS Administrator	63	Deputy Sheriff
1	Executive Secretary III -Class	1	Fiscal Assistant	1	Fiscal Specialist
3	Motor Pool Services Assistant	5	Office Assistant II	7	Office Assistant III
1	Office Specialist	6	Payroll Specialist	3	Personnel Technician
5	Public Service Employee	15	Safety Unit Extra Help	2	Secretary I
22	Sheriff Training Specialist I	3	Sheriffs Captain	3	Sheriffs Deputy Chief
25	Sheriffs Detective Corporal	1	Sheriffs Facilities Coordinator	5	Sheriffs Lieutenant
1	Sheriffs Maintenance Mechanic	1	Sheriff's Public Info Officer I	1	Sheriffs Research Analyst
7	Sheriffs Sergeant	1	Sheriffs Service Specialist	90	Sheriffs Trainee
3	Sheriffs Training Specialist II	2	Sheriffs Training Supervisor	1	Supervising Fiscal Specialist

Sheriff
2 Positions

1	Director of County Safety&Security	1	Sheriff/Coroner/Public Admin

Special Operations
234 Positions

2	Automated Systems Analyst I	7	Crime Analyst	39	Deputy Sheriff
2	Fiscal Specialist	1	Lead Sheriff's Aviation Mechanic	3	Office Assistant II
5	Office Assistant III	7	Office Specialist	2	Polygraph Examiner
1	Public Service Employee	13	Safety Unit Extra Help	5	Secretary I
1	Secretary II	1	Sheriff Training Specialist I	6	Sheriffs Aviation Mechanic
1	Sheriffs Aviation Mechanic Supervisor	4	Sheriffs Captain	1	Sheriffs Deputy Chief
90	Sheriffs Detective Corporal	1	Sheriff's Emergency Svcs Coord	7	Sheriffs Lieutenant
2	Sheriffs Pilot	26	Sheriffs Sergeant	2	Sheriffs Service Specialist
2	Specialized Enforcement Specialist	1	Supervising Crime Analyst	1	Supervising Polygraph Examiner
1	Systems Support Analyst III				

LAW AND JUSTICE

CLASSIFICATION AND POSITION COUNT

Sheriff Operations – Continued

Support Services/Court Services

695 Positions

1	Accountant II	1	Accountant III	1	Accounting Technician
18	Automated Systems Analyst I	7	Automated Systems Technician	8	Autopsy Assistant
1	Business Systems Analyst III	1	Communications Tech I	1	Cont Chief Forensic Pathologist
6	Cont Forensic Pathologist	1	Crime Laboratory Director	1	Crime Scene Specialist II
30	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	7	Fingerprint Examiner II	1	Fiscal Assistant
1	Fiscal Specialist	1	Forensic Specialist II (DC)	2	Help Desk Technician II
1	Indigent Burial Specialist	1	Laboratory Aid	8	Latent Fingerprint Examiner
9	Office Assistant II	8	Office Assistant III	7	Office Assistant IV
9	Office Specialist	1	Programmer Analyst II	2	Programmer Analyst III
19	Public Service Employee	3	Safety Unit Extra Help	6	Secretary I
1	Secretary II	4	Sheriffs Captain	10	Sheriffs Civil Technician
66	Sheriffs Comm Dispatcher I	99	Sheriffs Comm Dispatcher II	18	Sheriff's Comm Dispatcher III
1	Sheriffs Communication Admin	2	Sheriffs Communications Mgr	3	Sheriffs Custody Specialist
7	Sheriffs Detective Corporal	2	Sheriffs Lead Crime Scene Specialist	10	Sheriffs Lieutenant
29	Sheriffs Records Clerk	1	Sheriffs Records Manager	11	Sheriffs Sergeant
10	Sheriffs Service Specialist	18	Sheriffs Supv Comm Dispatcher	1	Sheriffs Supvsg Crime Scene Specialist
10	Sheriffs Crime Scene Specialist III	3	Student Intern	3	Supervising Criminalist
10	Supervising Office Assistant	5	Supvsg Deputy Coroner Investgr I	1	Supvsg Deputy Coroner Investgr II
2	Supvsg Fingerprint Examiner	4	Systems Development Team Leader	4	Systems Support Analyst II
8	Systems Support Analyst III				

Undersheriff

63 Positions

2	Accountant II	5	Accountant III	2	Accounting Technician
2	Administrative Supervisor II	1	Automated Systems Technician	1	Communications Installer
1	Communications Tech I	2	Executive Secretary I	1	Executive Secretary III -Unclass
1	Facilities Project Manager	2	Fiscal Assistant	6	Fiscal Specialist
1	Mechanics Assistant	2	Motor Pool Services Assistant	3	Office Assistant II
2	Office Assistant III	1	Office Specialist	2	Public Service Employee
1	Secretary I	1	Sheriff Deputy Director Admin Svcs	1	Sheriffs Administrative Mgr
1	Sheriffs Captain	1	Sheriffs Custody Specialist	1	Sheriffs Financial Manager
1	Sheriffs Fleet Supervisor	2	Sheriffs Lieutenant	2	Sheriffs Maintenance Mechanic
2	Sheriffs Special Assistant	5	Staff Analyst I	3	Staff Analyst II
2	Student Intern	1	Supervising Accountant III	1	Supervising Fiscal Specialist
1	Undersheriff				

Desert Patrol

306 Positions

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	Sheriffs Captain	16	Sheriffs Custody Specialist	1	Sheriffs Custody Assistant
1	Sheriffs Deputy Chief	20	Sheriffs Detective Corporal	4	Sheriffs Lieutenant
25	Sheriffs Sergeant	11	Sheriffs Service Specialist	8	Sheriffs Station Officer

LAW AND JUSTICE

CLASSIFICATION AND POSITION COUNT

Sheriff Operations – Continued

Valley/Mountain Patrol
230 Positions

1	Deputy Sheriff Resident	1	Motor Pool Services Assistant	6	Office Assistant II
14	Office Specialist	4	Secretary I	4	Sheriffs Captain
3	Sheriffs Custody Specialist	1	Sheriffs Deputy Chief	14	Sheriffs Detective Corporal
4	Sheriffs Lieutenant	26	Sheriffs Sergeant	10	Sheriffs Service Specialist
138	Deputy Sheriff	4	Sheriffs Station Officer		

Sheriff - Detentions

Detentions
1,469 Positions

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 Occupation Instructor	2	Supvsg Sheriff's Custody Specialist
2	Cont Culinary Instructor	1	Cont Dentist	1	Cont Inmate Applications Admin
1	Cont Print Shop Supervisor	1	Cont Sheriff Chaplain H Rng	1	Cont Sheriff Chaplain H Rng W/RTM
1	Cont Sheriff Chaplain L Rng	1	Cont Sheriff Chaplain L Rng W/RTM	4	Cont Sheriff Dentist
1	Cont Sheriff Instructional Landscape Spec	1	Cont Sheriff Psychiatrist	1	Cont Sheriff Psychologist
1	Cont Sheriff's Registered Dietitian	20	Correctional Nurse - Per Diem	67	Correctional Nurse II
2	Correctional Nurse III	2	Dental Assistant- Corrections	575	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	1	Inmate Services Manager
47	Licensed Vocational Nurse II- Corrections	10	Licensed Vocational Nurse- Per Diem	5	Maintenance Supervisor
1	Motor Pool Services Assistant	2	Office Assistant II	3	Office Assistant III
1	Office Specialist	2	Painter I	1	Radiologic Technologist II
2	Safety Unit Extra Help	6	Secretary I	3	Sheriff Training Specialist I
5	Sheriffs Captain	60	Sheriffs Cook II	297	Sheriffs Custody Specialist
107	Sheriffs Custody Assistant	1	Sheriffs Deputy Chief	8	Sheriffs Detective Corporal
3	Sheriffs Facilities Coordinator	2	Sheriffs Food Service Manager	8	Sheriffs Food Service Sup
1	Sheriffs Food Srvcs Director	1	Sheriffs Health Services Mgr	12	Sheriffs Lieutenant
1	Sheriffs Maintenance Manager	31	Sheriffs Maintenance Mechanic	3	Sheriffs Medical Stores Specialist
5	Sheriffs Nurse Supervisor I	8	Sheriffs Nurse Supervisor II	1	Sheriffs Research Analyst
53	Sheriffs Sergeant	8	Sheriffs Training Specialist II	1	Social Service Aide
6	Social Worker II	1	Staff Analyst II	4	Stores Specialist
1	Supervising Fiscal Specialist	1	Supervising Office Specialist	1	Supvsg Accountant II

Undersheriff
3 Positions

2	Accountant II	1	Supervising Accountant III

LAW AND JUSTICE

CLASSIFICATION AND POSITION COUNT

Sheriff- Law Enforcement Contracts

Desert Patrol

262 Positions

155	Deputy Sheriff	29	Office Specialist	3	Secretary I
3	Sheriffs Captain	19	Sheriffs Detective Corporal	3	Sheriffs Lieutenant
24	Sheriffs Sergeant	25	Sheriffs Service Specialist	1	Supervising Office Specialist

Valley/Mountain Patrol

333 Positions

1	Crime Analyst	192	Deputy Sheriff	2	Motor Pool Services Assistant
1	Office Assistant III	34	Office Specialist	5	Secretary I
4	Sheriffs Captain	25	Sheriffs Detective Corporal	5	Sheriffs Lieutenant
32	Sheriffs Sergeant	32	Sheriffs Service Specialist		

OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION AND POSITION COUNT

Community Services Administration

Community Services Administration

4 Positions

1	Comm Svcs Communications Officer	1	Comm Svcs Finance&Ops Chief	1	Community Services Analyst
1	Deputy Executive Officer				

Agriculture/Weights & Measures

Administration

3 Positions

1	Agricultural Commissioner	1	Assistant Agricultural Comm/Sealer	1	Special Projects Coordinator/Trainer

Consumer Protection

22 Positions

20	Agricultural Standards Officer IV	1	Deputy Agricultural Comm/Seale	1	Supvsg Agriculture/Standards Officer

Environmental Protection

6 Positions

3	Agricultural Standards Officer IV	1	Deputy Agricultural Comm/Seale	2	Supvsg Agriculture/Standards Officer

Office Support

7 Positions

1	Executive Secretary II	1	Fiscal Assistant	4	Office Assistant III
1	Staff Analyst II				

Pest Prevention

29 Positions

15	Agricultural Field Aide I	1	Agricultural Field Aide II	1	Agricultural Pest Exclusion Officer
5	Agricultural Standards Officer IV	3	Agricultural/Standards Tech	1	Canine Assistant
1	Deputy Agricultural Comm/Seale	2	Supvsg Agriculture/Standards Of		

OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION AND POSITION COUNT

Airports

Administration
5 Positions

1	Assistant Director of Airports	1	Director of Airports	1	Fiscal Assistant
1	Fiscal Specialist	1	Staff Analyst II		

Apple Valley Airport
6 Positions

1	Airport Maintenance Supervisor	2	Airport Maintenance Worker I	1	Airport Maintenance Worker II
1	Airport Manager	1	Secretary I		

Barstow-Daggett Airport
3 Positions

1	Airport Maintenance Supervisor	2	Airport Maintenance Worker I

Chino Airport
8 Positions

1	Airport Maintenance Supervisor	5	Airport Maintenance Worker I	1	Airport Manager
1	Secretary I				

OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION AND POSITION COUNT

County Library

Branch Administration
23 Positions

1	Automated Systems Analyst I	5	Automated Systems Technician	1	County Librarian
1	Fiscal Specialist	1	Graphic Designer I	3	Librarian I
2	Librarian II	5	Library Assistant	1	Library Assistant II
1	Office Assistant I	1	Payroll Specialist	1	Staff Analyst II

Library Region 1
58 Positions

2	Librarian I	1	Librarian II	25	Library Assistant
21	Library Page	1	Library Regional Manager	5	Public Service Employee
3	Student Intern				

Library Region 2
71 Positions

6	Librarian I	2	Librarian II	33	Library Assistant
24	Library Page	1	Library Regional Manager	5	Public Service Employee

Library Region 3
103 Positions

8	Librarian I	1	Librarian II	45	Library Assistant
40	Library Page	1	Library Regional Manager	5	Public Service Employee
3	Student Intern				

Library Region 4
62 Positions

3	Librarian I	1	Librarian II	31	Library Assistant
15	Library Page	1	Library Regional Manager	5	Public Service Employee
6	Student Intern				

OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION AND POSITION COUNT

County Museum

Administration
3 Positions

1	Accounting Technician	1	Director County Museum	1	Fiscal Assistant

Curator/Exhibits
7 Positions

6	Museum Curator	1	Museum Exhibit Fabricator

Education
2 Positions

1	Museum Educator	1	General Services Worker II

Support Staff
2 Positions

1	General Maintenance Worker	1	Media Specialist I

Victor Valley & Historic Sites
4 Positions

2	Historic Site Manager	1	Secretary I	1	Public Service Employee

County Museum - Museum Store

Museum Store
4 Positions

2	General Services Worker II	2	Public Service Employee

Land Use Services - Administration

Administration
41 Positions

1	Accounting Technician	1	Administrative Manager	2	Administrative Supervisor I
1	Asst Director of Land Use Srvcs	1	Director of Land Use Services	1	Executive Secretary II
3	Fiscal Specialist	1	Land Use Services Coordinator	1	Office Assistant II
1	Payroll Specialist	3	Public Service Employee	2	Staff Analyst II
1	Systems Accountant II	11	Land Use Technician	2	Land Use Technician Supervisor
7	Office Assistant III	2	Senior Land Use Technician		

Land Use Services - Planning

Planning
30 Positions

1	Cont General Plan Coordinator	2	Engineering Geologist	4	Planner I
2	Planner II	7	Planner III	1	Planning Director
1	Planning Manager	6	Public Service Employee	1	Secretary I
1	Land Use Technician	4	Supervising Planner		

OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION AND POSITION COUNT

Land Use Services- Building and Safety

Building and Safety
23 Positions

4	Building and Safety Engineer	10	Building Inspector II	2	Building Inspector III
1	Building Official	1	Engineering Technician V	1	Public Works Engineer II
2	Regional Building Inspection Supv	1	Secretary I	1	Supsvg Building & Safety Engineer

Land Use Services- Code Enforcement

Code Enforcement
40 Positions

1	Code Enforcement Chief	16	Code Enforcement Officer II	7	Code Enforcement Officer III
4	Code Enforcement Supervisor	3	Cont Code Enforcement Officer II	3	Land Use Technician
1	Land Use Technician Supervisor	3	Office Assistant III	1	Program Manager- Code Enforcement
1	Secretary I				

Land Use Services - Fire Hazard Abatement

Fire Hazard Abatement
17 Positions

2	Code Enforcement Officer II	1	Code Enforcement Officer III	1	Code Enforcement Supervisor
7	Fire Hazard Abatement Officer	4	Office Assistant III	2	Public Service Employee

Land Use Services - Land Development

Land Development
8 Positions

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

OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION AND POSITION COUNT

Public Works - Surveyor

Administrative Services
2 Positions

1	Accounting Technician	1	Fiscal Assistant

Field Selection
9 Positions

3	Engineering Technician III	1	Engineering Technician IV	1	Engineering Technician V
1	Supvsg Land Surveyor	3	Survey Party Chief		

Office Section
10 Positions

1	Engineering Technician III	4	Engineering Technician IV	1	Engineering Technician V
1	Land Surveyor	1	Secretary I	1	Supvsg Land Surveyor
1	Survey Division Chief				

Surveyor Administration
1 Position

1	County Surveyor

OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION AND POSITION COUNT

Public Works - Transportation Special Revenue Funds

Administration
6 Positions

1	Director of Public Works	1	Executive Secretary II	1	Office Assistant III
2	Payroll Specialist	1	Staff Analyst II		

Administrative Services
15 Positions

2	Accountant II	1	Accountant III	1	Accounting Technician
1	Administrative Manager	2	Fiscal Assistant	1	Fiscal Specialist
1	Public Service Employee	1	Public Works Chief Financial Officer	1	Supervising Accountant III
1	Supvsg Accountant II	1	Supvsg Accounting Technician	1	Systems Accountant I
1	Systems Accountant II				

Budget/Revenue Claiming
5 Positions

2	Accountant III	1	Budget Officer	1	Fiscal Assistant
1	Staff Analyst II				

Computer Services
9 Positions

1	Automated Systems Analyst II	1	Automated Systems Technician	1	Business Applications Manager
1	Business Systems Analyst II	1	Business Systems Analyst III	1	Department Systems Engineer
2	Public Service Employee	1	Reproduction Equipment Operator I		

Contracts/Inspection
17 Positions

3	Engineering Technician III	3	Engineering Technician IV	4	Engineering Technician V
1	Office Assistant II	1	Public Works Engineer II	3	Public Works Engineer III
1	Public Works Engineer IV	1	Secretary I		

Design
27 Positions

3	Engineering Technician III	5	Engineering Technician IV	6	Engineering Technician V
1	Office Assistant III	2	Public Service Employee	5	Public Works Engineer II
3	Public Works Engineer III	1	Public Works Engineer IV	1	Secretary II

Environmental Management
1 Position

1	Cont PSG Trans Planner

Operations
190 Positions

35	Equipment Operator I	69	Equipment Operator II	24	Equipment Operator III
4	Maintenance and Const Spv I	12	Maintenance and Const Supv II	13	Maintenance and Const Worker I
16	Maintenance and Const Worker II	2	Office Assistant III	2	Public Service Employee
2	Public Works Operations Supt	10	Public Works Operations Supv	1	Secretary II

OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION AND POSITION COUNT

Public Works - Transportation Special Revenue Funds— Continued

Permits

9 Positions

1	Engineering Technician III	4	Engineering Technician IV	1	Engineering Technician V
1	Office Assistant III	1	Public Works Engineer II	1	Public Works Engineer III

Planning

22 Positions

1	Chief Public Works Engineer	2	Engineering Technician III	3	Engineering Technician IV
1	Engineering Technician V	1	Geographic Info Sys Tech III	2	Public Service Employee
3	Public Works Engineer II	3	Public Works Engineer III	1	Public Works Engineer IV
1	Secretary I	1	Supvsg Transportation Analyst	3	Transportation Analyst II

Traffic

24 Positions

4	Engineering Technician II	3	Engineering Technician III	7	Engineering Technician IV
1	Engineering Technician V	1	Incident Reconstruction Spec	1	Office Assistant II
1	Office Assistant IV	2	Public Works Engineer II	2	Public Works Engineer III
1	Public Works Engineer IV	1	Secretary I		

Traffic Operations Services

21 Positions

1	Equipment Operator II	1	Equipment Operator III	2	Maintenance and Const Spv II
2	Maintenance and Const Worker I	14	Maintenance and Const Worker II	1	Public Works Operations Supv

OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION AND POSITION COUNT

Public Works - Solid Waste Enterprise Funds - Consolidated

Administration
6 Positions

1	Chief Public Works Engineer	2	Office Assistant III	1	Secretary II
1	Solid Waste Analyst	1	Staff Aide		

Administration Services
12 Positions

2	Accountant II	1	Accountant III	1	Administrative Supervisor II
1	Budget Officer	5	Fiscal Assistant	1	Staff Analyst II
1	Supvsg Accounting Technician				

Engineering
22 Positions

5	Engineering Technician III	5	Engineering Technician IV	1	Engineering Technician V
5	Public Works Engineer II	3	Public Works Engineer III	1	Public Works Engineer IV
1	Secretary I	1	Staff Analyst I		

Information Technology Services
3 Positions

1	Automated Systems Analyst I	1	Automated Systems Analyst II	1	Automated Systems Technician

Operations and Scales
40 Positions

5	Landfill Operations Inspector	1	Office Specialist	1	Public Works Operations Supt
1	Public Works Operations Supv	3	Scale Operations Supervisor I	1	Scale Operations Supervisor II
28	Scale Operator				

Solid Waste Programs
7 Positions

1	Cont Recycling Specialist	1	Office Assistant II	2	Recycling Specialist
1	Solid Waste Program Administrator	1	Staff Analyst I	1	Staff Analyst II

OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION AND POSITION COUNT

Flood Control District

Administration
3 Positions

1	Office Assistant III	1	Personnel Technician	1	Secretary I

Administrative Services
4 Positions

1	Accountant II	1	Accountant III	1	Accounting Technician
1	Secretary II				

Budget/Revenue Claiming
3 Positions

1	Budget Officer	1	Principal Budget Officer	1	Staff Analyst II

Environmental Management/NPDES
30 Positions

1	Cultural Resources Specialist	5	Ecological Resource Specialist	2	Engineering Technician IV
1	Engineering Technician V	1	Office Assistant II	1	Office Assistant III
2	Planner II	5	Planner III	2	Public Service Employee
2	Public Works Engineer II	1	Public Works Engineer III	1	Public Works Engineer IV
2	Public Works Engineer I	1	Secretary I	1	Staff Analyst II
2	Supervising Planner				

Flood Design
22 Positions

4	Engineering Technician III	4	Engineering Technician IV	4	Engineering Technician V
1	Land Surveyor	4	Public Works Engineer II	2	Public Works Engineer III
1	Public Works Engineer IV	1	Secretary I	1	Supvsg Land Surveyor

Flood Planning
13 Positions

1	Chief Public Works Engineer	2	Engineering Technician III	2	Engineering Technician IV
1	Engineering Technician V	1	Public Service Employee	2	Public Works Engineer II
2	Public Works Engineer III	1	Public Works Engineer IV	1	Secretary I

Information Technology
5 Positions

1	Automated Systems Analyst I	1	Automated Systems Technician	2	Business Systems Analyst II
1	Cont GIS Analyst				

Operations
68 Positions

1	Chief Public Works Engineer	8	Equipment Operator I	8	Equipment Operator II
9	Equipment Operator III	1	Equipment Parts Specialist I	3	Maintenance and Const Spv I
5	Maintenance and Const Spv II	10	Maintenance and Const Worker I	9	Maintenance and Const Worker II
2	Office Assistant II	2	Office Assistant III	1	Pesticide Applicator
2	Public Service Employee	1	Public Works Arborist	1	Public Works Engineer II
1	Public Works Equip Superintend	1	Public Works Operations Supt	2	Public Works Operations Supv
1	Staff Analyst II				

OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION AND POSITION COUNT

Flood Control District— Continued

Permits
14 Positions

1	Engineering Technician III	6	Engineering Technician IV	2	Engineering Technician V
1	Public Service Employee	2	Public Works Engineer III	1	Public Works Engineer IV
1	Secretary I				

Seven Oaks Dam
2 Positions

2	Equipment Operator III

Water Resources
11 Positions

1	Engineering Technician III	2	Engineering Technician IV	3	Engineering Technician V
1	Office Assistant III	2	Public Works Engineer II	2	Public Works Engineer III

Real Estate Services- Administration and Finance

Administration
6 Positions

1	Applications Specialist	1	Asset Management Analyst	1	Asst Director of Real Estate Srvcs
1	Business Systems Analyst I	1	Cont Director of Real Estate	1	Executive Secretary II

Finance
13 Positions

1	Accountant III	1	Accounting Technician	1	Administrative Manager
1	Administrative Supervisor I	4	Fiscal Specialist	1	Office Assistant II
1	Payroll Specialist	3	Staff Analyst II		

Real Estate Services - Leasing and Acquisition

Administration
2 Positions

1	Deputy Director of RES LAD	1	Secretary II

Leasing
7 Positions

1	Real Estate Services Manager	4	Real Property Agent III	2	Real Property Agent II

Acquisition
9 Positions

1	Real Estate Services Manager	1	Real Property Agent I	5	Real Property Agent II
2	Real Property Agent III				

OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION AND POSITION COUNT

Real Estate Services- Facilities Management

Administration
6 Positions

1	Deputy Director of RES FMD	3	Parts Specialist	1	Safety & Code Compliance Tech
1	Secretary II				

Custodial
35 Positions

1	Custodial Services Chief	26	Custodian I	4	Custodian II
1	General Services Worker II	3	Supvsg Custodian		

Grounds
5 Positions

1	FM Operations Supervisor	4	Sprinkler System Worker

Maintenance
71 Positions

12	Air Conditioning Mechanic	1	Applications Specialist	9	Building Plant Operator
1	Building Services Superintendent	5	Electrician	2	Facilities Management Dispatcher
1	Facilities Project Manager	22	General Maintenance Mechanic	4	General Maintenance Worker
2	General Services Worker II	1	Locksmith	5	Maintenance Supervisor
1	Office Assistant III	4	Plumber	1	Supvsg Building Plant Operator

Real Estate Services- Project Management

Administration
7 Positions

2	Capital Improvement Supvsg Project Mngr	1	Deputy Director of RES PMD	2	Office Assistant III
1	Secretary II	1	Staff Analyst II		

Project Inspection
4 Positions

4	Building Construction Inspector

Project Management
13 Positions

1	A/E Project Development Analyst	3	Capital Improvement Project Manager I	5	Capital Improvement Project Manager II
4	Capital Improvement Project Manager III				

Real Estate Services - Utilities

Utilities
2 Positions

1	Fiscal Specialist	1	Staff Analyst II

OPERATIONS AND COMMUNITY SERVICES

CLASSIFICATION AND POSITION COUNT

Regional Parks

Administration
11 Positions

1	Administrative Supervisor I	1	Automated Systems Technician	1	Director of Regional Parks
1	Executive Secretary II	1	Fiscal Assistant	1	Fiscal Specialist
1	Office Assistant III	1	Park Planner I	1	Recreation Coordinator
1	Regional Parks Operations Chief	1	Staff Analyst II		

Park Operations
194 Positions

3	Asst Park Superintendent	1	Fiscal Assistant	34	General Services Worker II
14	Park Ranger II	2	Park Ranger III	3	Park Superintendent
137	Public Service Employee				

Registrar of Voters

Administration Division
23 Positions

1	Chief Deputy Registrar of Voters	1	Office Specialist	2	Education Specialist
4	Elections Technician	1	Media Specialist I	1	Office Assistant IV
4	Office Specialist	1	Executive Secretary II	1	Registrar of Voters
1	Elections Analyst	2	Office Specialist	1	Personnel Technician
1	Staff Analyst II	1	Fiscal Specialist	1	Staff Aide

Information Technology Division
13 Positions

1	Business Systems Analyst III	1	Automated Systems Analyst I	1	Automated Systems Technician
2	Programmer Analyst II	2	Applications Specialist	2	Elections Services Assistant
1	Elections Technician	1	Geographic Info Systems Tech I	1	Geographic Info Systems Tech II
1	Office Specialist				

Operations Division
22 Positions

9	Elections Services Assistant	4	Elections Technician	1	Office Assistant III
1	Chief Deputy Registrar of Voters	1	Office Assistant III	3	Office Assistant IV
3	Office Specialist				

SPECIAL DISTRICTS DEPARTMENT

CLASSIFICATION AND POSITION COUNT

Special Districts

Administration/General Operations

35 Positions

1	Budget Officer	1	Assessment Technician	2	Automated Systems Analyst I
1	Automated Systems Technician	1	Division Manager, Engineering	3	Building Construction Engineer III
1	Communications Engineering Tech	2	Construction Inspector	1	Director of Special Districts
3	District Planner	1	District Services Coordinator	1	Div Manager, Fiscal & Adm Svcs
1	Division Manager, Operations	1	Engineering Technician III	1	Executive Assistant
1	Fiscal Assistant	1	Fiscal Specialist	1	MIS Supervisor
2	Office Assistant II	1	Payroll Specialist	1	Programmer Analyst III
6	Public Service Employee	1	Staff Analyst II		

Road Operations

3 Positions

1	Assistant Regional Manager	2	District Coordinator

Water/Sanitation Operations

68 Positions

1	Administrative Secretary II	1	Administrative Supervisor I	1	Applications Specialist
1	Electrical Technician	1	Chief Plant Operator	1	Division Manager, WAS
1	Electrical Specialist	3	Fiscal Specialist	1	Maintenance Asst, SPD
14	Maintenance Worker I	8	Maintenance Worker II	5	Maintenance Worker III
2	Office Assistant II	11	Public Service Employee	1	Regulatory Compliance Specialist
1	Sampling Technician	1	Staff Analyst II	1	Storekeeper
1	Treatment Plant Operator II	2	Treatment Plant Operator III	1	Treatment Plant Operator IV
6	Utility Services Associate	3	Water & Sanitation Supervisor		

Special Districts - Parks

Park Operations

15 Positions

1	P&R Maint Worker II	1	Park Maintenance Worker I	1	Park Maintenance Worker III
1	Recreation Assistant	1	Recreation Coordinator	9	Public Service Employee
1	District Services Coordinator				

Special Districts - Big Bear Recreation and Park District

Big Bear Valley Recreation and Park Operations

60 Positions

4	Animal Keeper I	1	Assistant Regional Manager	1	Office Assistant III
40	Public Service Employee	2	Lead Animal Keeper	2	P&R Maint Worker II
4	P&R Maint Worker I	1	Zoo Curator	2	Recreation Program Coordinator
2	Recreation Superintendent	1	Registered Veterinary Tech		Zoo Curator

SPECIAL DISTRICTS DEPARTMENT

CLASSIFICATION AND POSITION COUNT

Special Districts – Bloomington Recreation and Park District

Bloomington Recreation and Park Operations
2 Positions

1 Public Service Employee
1 Park Maintenance Worker I

Special Districts - Roads

Road Operations
1 Position

1 Equipment Operator II

FIRE PROTECTION DISTRICT

CLASSIFICATION AND POSITION COUNT

Fire Protection District

Administration
4 Positions

2	Deputy Fire Chief	1	Fire Agency Division Chief	1	County Fire Chief

Administrative Support/PIO
6 Positions

1	Office Assistant III	1	CFD Public Info Officer	1	Media Specialist
1	Executive Assistant	1	Office Specialist	1	Public Service Employee

Budget and Fiscal Services
31 Positions

2	Accounting Technician	2	Administrative Supervisor I	1	Budget Officer
5	Fiscal Assistant	2	Fiscal Specialist	1	Principal Budget Officer
4	Public Service Employee	3	Staff Analyst II	1	Supervising Fiscal Specialist
2	Accounts Representative	6	Collection Officer	1	Senior Collections Officer
1	Finance Manager				

Human Resources
8 Positions

1	Administrative Supervisor I	3	Payroll Specialist	1	Public Service Employee
2	Human Resources Assistant	1	Personnel Services Supervisor		

Office of the Fire Marshal: Fire Prevention
46 Positions

4	Office Assistant II	4	Office Assistant III	16	Fire Prevention Officer
6	Fire Prevention Specialist	3	Fire Prev Officer/Arson	1	Administrative Secretary II
1	Deputy Fire Marshal	2	Fire Prevention Supv/Arson	2	Fire Prevention Spec/Arson
4	Front Counter Technician	1	Senior Plans Examiner	2	Fire Prevention Supervisor

Special Operations: Training/Safety/EMS
94 Positions

1	Office Assistant III	1	Public Service Employee	1	Staff Analyst II
1	Firefighter Paramedic	5	Captain I	7	Engineer
1	Assistant Fire Chief	1	County Fire Dept Battalion Chief	1	EMS Training Officer
30	Firefighter Trainee	1	EMS Training Supervisor	20	Fire Suppression Aide I (PSE)
4	Fire Suppression Aide II	8	Fire Suppression Aide III	3	EMS Flight Paramedic
1	Cont Wildland Program Coordinator	5	EMS Flight Nurse	3	EMS Nurse Educator

Support Services and Warehouse
14 Positions

2	Fiscal Assistant	1	Staff Analyst II	1	Maintenance Specialist
1	Fire Equipment Technician I	5	Fire Equipment Technician II	1	Service Center Supervisor
1	Fire Equipment Specialist	2	SCBA Technician		

Vehicle Services/Parts
27 Positions

1	Vehicle Services Supervisor	20	Fire Agency Mechanic	3	Lead Mechanic
2	Vehicle Parts Specialist	1	Equipment Parts Chaser		



FIRE PROTECTION DISTRICT

CLASSIFICATION AND POSITION COUNT

Fire Protection District - Mountain Regional Service Zone

Mountain Regional Service Zone
97 Positions

1	Office Assistant I	1	Office Assistant II	1	Office Assistant III
1	Public Service Employee	1	Staff Analyst II	18	Firefighter Paramedic
18	Captain I	19	Engineer	1	Assistant Fire Chief
7	Firefighter	3	County Fire Dept Battalion Chief	6	Firefighter Trainee
1	Administrative Captain	1	Captain	9	Ambulance Operator - EMT
9	Ambulance Operator - Paramedic				

Fire Protection District - North Desert Regional Service Zone

North Desert Regional Service Zone
228 Positions

1	Office Assistant I	2	Office Assistant III	2	Public Service Employee
2	Staff Analyst II	54	Firefighter Paramedic	48	Captain I
48	Engineer	2	Assistant Fire Chief	7	Firefighter
6	County Fire Dept Battalion Chief	2	Collection Officer	6	Firefighter Trainee
24	Ambulance Operator - EMT	24	Ambulance Operator - Paramedic		

Fire Protection District - South Desert Regional Service Zone

South Desert Regional Service Zone
80 Positions

1	Office Assistant III	1	Staff Analyst II	18	Firefighter Paramedic
18	Captain I	15	Engineer	1	Assistant Fire Chief
2	Firefighter	3	County Fire Dept Battalion Chief	3	Firefighter Trainee
9	Ambulance Operator - EMT	9	Ambulance Operator - Paramedic		

Fire Protection District - Valley Regional Service Zone

Valley Regional Service Zone
335 Positions

1	Office Assistant I	4	Office Assistant III	2	Public Service Employee
2	Staff Analyst II	108	Firefighter Paramedic	90	Captain I
90	Engineer	2	Assistant Fire Chief	24	Firefighter
12	County Fire Dept Battalion Chief				

Fire Protection District - Hazardous Materials

Hazardous Materials Operations
46 Positions

1	Administrative Supervisor I	2	Office Assistant II	3	Office Assistant III
1	Office Specialist	1	Public Service Employee	1	Staff Analyst II
2	CFD Accounts Representative	1	Administrative Secretary II	2	Administrative Secretary I
4	HM Specialist II/HM Resp Team	3	HM Specialist III	15	HM Specialist II
1	HM Specialist/HM Resp Team	3	HM Specialist IV	2	Supvg HM Specialist
1	Deputy Fire Marshal	1	HM Specialist IV/HMRT	1	Front Counter Technician
1	Fire Marshall				

FIRE PROTECTION DISTRICT

CLASSIFICATION AND POSITION COUNT

Fire Protection District - Household Hazardous Materials

Household Hazardous Materials
34 Positions

1	Office Assistant II	1	Office Assistant III	1	HH Waste Event Coordinator
5	CFD Environmental Tech II	1	HM Specialist III	2	CFD Environmental Tech III
1	Supvg HM Specialist	14	Household Haz Mat	6	Environmental Tech I
2	CDF Environmental Spec III				

Fire Protection District - Office of Emergency Services

Budget and Fiscal Services
3 Positions

2	Staff Analyst II	1	Fire Equipment Technician 1

Office of Emergency Services
18 Positions

1	Administrative Supervisor I	3	Office Assistant III	8	County Fire Dept Emer Svcs Officer
1	Administrative Secretary II	1	Emergency Services Manager	1	Asst Emergency Srvcs Manager
1	Computerized Mapping Analyst	2	County Fire Dept Sup Emer Svcs Ofcr		

OTHER AGENCIES

CLASSIFICATION AND POSITION COUNT

In-Home Supportive Services Public Authority

Administration
8 Positions

1	Cont IHSS PA Accounting Tech	1	Cont IHSS PA Admin Supv II	1	Cont IHSS PA Office Assistant III
1	Cont IHSS PA Secretary I	1	Cont IHSS PA Staff Analyst II	1	Cont IHSS PA Supvsg Office Asst
1	Cont IHSS PA Supvsg Social Worker	1	Cont Executive Director IHSS PA		

Payroll Services Unit
13 Positions

1	Cont IHSS PA Office Assistant III	10	Cont IHSS PA Office Asst II	1	Cont IHSS PA Office Asst IV
1	Cont IHSS PA Office Specialist				

Registry Services
11 Positions

5	Cont IHSS PA Office Assistant III	1	Cont IHSS PA Office Specialist	5	Cont IHSS PA Social Worker II

Support and Development
6 Positions

2	Cont IHSS PA Office Assistant III	2	Cont IHSS PA Office Asst II	2	Cont IHSS PA Office Asst IV

Inland Counties Emergency Medical Agency

Administration
10 Positions

1	Administrative Supervisor I	1	Cont Emer Medical Srvcs Admin	2	Emergency Medical Srvcs Specialist
1	Fiscal Specialist	2	Office Assistant III	1	Secretary II
1	Staff Analyst II	1	Supervising EMS Specialist		

Medical Disaster Preparedness Program
2 Positions

1	Emergency Medical Srvcs Specialist	1	Sr Emergency Medical Srvcs Specialist

Performance Based Contracts
5 Positions

1	Cont EMS Technical Consultant	1	Office Assistant III	1	Public Health Program Coordinator
1	Public Service Employee	1	Statistical Analyst		

Pre-Hospital and Trauma Programs
2 Positions

1	Cont EMS Coordinator	1	Cont EMS Specialty Care Coord

OTHER AGENCIES

CLASSIFICATION AND POSITION COUNT

Housing Authority of the County of San Bernardino

Administration

108 Positions

1	Accountant I	2	Accountant II	2	Accounting Supervisor
2	Accounting Technician I	2	Accounting Technician II	1	Administrative Assistant
18	Administrative Services Specialist	1	Administrative Services Supervisor	2	Affordable Housing Specialist
1	Application and Database Admin	1	Asset Management Analyst	1	Career Readiness Coordinator I
1	Career Readiness Coordinator II	1	Community Manager	1	Deputy Executive Officer
1	Director of Asset & Property	1	Director of Career Dev Initiatives	1	Director of Human Resources
1	Director of Policy & Comm Relations	1	Executive Assistant	1	Executive Director
1	Finance Manager	1	FSS Services Coordinator I	1	FSS Services Coordinator II
1	Help Desk Technician	1	Homeownership Specialist	1	Housing Services Manager
18	Housing Services Specialist	3	Housing Services Supervisor	1	Human Resources Generalist
1	Information Systems Support Analyst	1	IT Systems Infrastructure Administrator	6	Lead Housing Services Specialist
1	Leasing Consultant	3	Management Analyst	1	PI Specialist
1	Procurement & Contracts Supervisor	2	Procurement Officer	1	Program Compliance Inspector
1	Project Manager	1	Property Compliance Manager	4	Property Manager
1	Real Estate Development Manager	1	Recruiter	8	Resident Manager On Site
1	Resident Services Coordinator	1	Special Programs Manager	1	Senior Regional Comm Manager
1	Sr Management Analyst				

Maintenance

29 Positions

1	Maintenance Manager	4	Maintenance Supervisor	18	Maintenance Technician
6	Porter				

1991 Realignment: In 1991-92, the state approved the Health and Welfare Realignment Program that involves a shift of program responsibilities from the state to the counties. This shift is funded through a corresponding shift of dedicated Sales Tax and Vehicle License Fee revenue.

2011 Realignment: In 2011-12, the state approved AB 109, the Public Safety Realignment Act, which shifted custodial responsibility of non-violent, non-sex, and non-sex-against-children ('Triple-Nons') offenders to local jails. In addition, the parole function of the state was delegated to County Probation departments. In conjunction with Public Safety Realignment, the state also shifted full financial burden of many social service and mental health programs to the County. While the state no longer shares in the cost, it has dedicated a portion of the state sales tax (1.0625%) revenue along with a portion of vehicle license fees for these realigned programs.

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

AB 109: Assembly Bill 109, the Public Safety Realignment Act, signed April 4, 2011, transfers responsibility for housing/supervising inmate and parolee populations classified as "low-level" offenders from the California Department of Corrections and Rehabilitation (CDCR) to counties effective October 1, 2011.

AB 233: The Lockyer – Isenberg Trial Court Funding Act of 1997 went into effect January 1, 1998 and fundamentally changed how the trial courts are funded by transferring primary responsibility for funding the courts to the state, including sole responsibility for funding future growth in court operations costs.

AB 885: Assembly Bill 885 was passed to promulgate consistent, statewide standards for the regulation of onsite water treatment systems.

AB 900: Assembly Bill 900, Public Safety and Offender Rehabilitation Services Act, signed May 3, 2007, provides that the State Public Works Board (SPWB) and the California Department of Corrections and Rehabilitation (CDCR) are authorized to enter into agreements with participating counties for the acquisition, design and construction of local jail facilities for projects approved by the State Corrections Standards Authority (CSA). Up to $1.2 billion is authorized by the legislation for county jail construction. Funds are being distributed in two phases.

AB 1805: Effective July 1, 2007, Assembly Bill 1805 preserved county authority to charge booking fees under Government Code Section 29550 et seq; and created a new statutory structure whereby counties - subject to an appropriation by the state – receive funding directly in local detention facility revenue accounts. Under this alternative to booking fees, revenues received are to be used exclusively for the purpose of operation, renovation, remodeling or constructing local detention facilities and related equipment.

ABx1 26: Assembly Bill x1 26, the Dissolution Act, signed June 29, 2011, mandates the elimination of every redevelopment agency in California effective February 1, 2012, and mandates all unobligated funds be distributed to the appropriate taxing entities.

Accrual: An accrual is an accounting entry that recognizes revenue when earned and expenses when incurred. An accrual is made at the end of the fiscal year to ensure revenue and expenses are recorded in the appropriate fiscal year.

Activity: A component within a fund; usually a specific line of work performed to accomplish a function for which a governmental unit is responsible.

Adopted Budget: The original spending plan at the beginning of the fiscal year, typically adopted by the Board of Supervisors in June for the upcoming fiscal year. It may vary from the Recommended Budget.

Affordable Care Act (ACA): In March 2010, President Obama signed comprehensive health reform, the Patient Protection and Affordable Care Act into law. The legislation includes a long list of health-related provisions that began taking effect in 2010. Key provisions are intended to extend coverage to millions of uninsured Americans, to implement measures that will lower health care costs and improve system efficiency, and to eliminate industry practices that include rescission and denial of coverage due to pre-existing conditions. The most significant part of this Federal Healthcare Reform legislation extended coverage to an expanded population effective January 1, 2014 through new eligibility processes for Medi-cal and the implementation of insurance exchanges.

Amortization: The process of gradually extinguishing an asset on the books.

Appropriation: An appropriation is the amount of authority to spend less reimbursements. It represents the authorization for the County to make expenditures/incur obligations for a specified purpose and period of time.

Available Reserves: Available amounts that are not budgeted, but are set-aside for future use. Applies to governmental funds.

Balanced Budget: Total sources, including carry-over fund balances, equals the total requirements and reserves.

Budgeted Staffing: The number of positions (headcount) funded in a budget unit.

Budget Unit: An organizational component that is represented by the combination of a fund and department into one unit for purposes of budgeting.

CalFresh: The CalFresh Program, federally known as the Supplemental Nutritional Assistance Program, is a federally funded program that helps low-income people buy the food they need for good health. The CalFresh program helps to improve the health and well-being of qualifying households and individuals by providing them a means to meet their nutritional needs.

Capital Expenditures: An asset of a long-term character such as land, buildings, furniture, and other equipment costing $5,000 or more and having a useful life of one year or more. Additionally, computer software is capitalized if the value is $100,000 or greater.

Capital Improvement Project: The acquisition, construction, reconstruction, initial fixtures and equipment, renovation, rehabilitation or replacement of facilities or equipment with a life expectancy of at least five years and capital costs in excess of $5,000.

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

Central Services: The Central Services expense category allocates both the Information Services Department and Real Estate Services – Facilities Management Division's associated charges.

- Information Services Department computer charges are countywide costs for computer infrastructure such as email, wide area network, payroll processing, and software/hardware staff support.
- Real Estate Services – Facilities Management Division charges are for basic services provided to departments including grounds, custodial, and maintenance. Each department's budget amount for grounds, custodial, and maintenance is based on an annual average cost per square foot.

Contingencies: An amount set aside within a budget for unforeseen expenditure requirements. Board action must be taken to spend contingency funds and a 4/5 vote is required for approval.

County Fire: San Bernardino County Fire Protection District

COWCAP: COWCAP is an acronym for County Wide Cost Allocation Plan. It is the method by which indirect costs for support services such as Human Resources, Payroll, Purchasing, etc. are allocated to departments. It is prepared annually by the County Auditor-Controller/Treasurer/Tax Collector in accordance with Code of Federal Regulations (2 CFR Part 225), which is the guideline for state and federal reimbursements for indirect costs.

Department: An organizational unit used by County management to group programs of a like nature. In terms of financial structure, departments may have multiple funding sources, e.g., general fund, special revenue fund, 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.

Encumbrance: An encumbrance is not an expenditure or a liability but merely a reserve of appropriation in a given fiscal year for a specific expenditure.

Enterprise Funds: Enterprise Funds are established to account for operations that are funded and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be funded or recovered primarily through operational revenues.

Expenditure: Decreases in net financial resources. An expenditure includes current operating expenses that require the present or future use of resources.

Fees: Include the following types of revenues: licenses, permits, fines, forfeitures, penalties and other services. Departments receive fee revenue from providing services to the public and outside agencies.

Final Budget: A budget unit's adopted spending plan and financing, including all mid-year adjustments through the fourth quarter.

Fiscal Year: The County's twelve-month accounting period (July 1 through the following June 30), is different from the calendar year and the federal fiscal year.

Function: A group of related activities aimed at accomplishing a major service for which a governmental unit is responsible. This designation is specified by the State Controller. For example: "Public Protection" is the function of the Sheriff/Coroner/Public Administrator Department.

Fund: A legal unit that provides for the segregation of moneys or other resources in the County treasury for specific activities or obligations in accordance with specific restrictions or limitations. A separate set of accounts must be maintained for each fund to show its assets, liabilities, reserves, and fund balance, as well as its income and expenditures. The assets of a fund may also be placed into separate accounts to provide for limitations on specific fund income or expenditures.

Fund Balance: An amount comprised of accumulated excess or deficiency of revenues less expenditures of a fund, including the cancellation of prior year encumbrances. This is measured at the end of each fiscal year. Fund balance may be used in the budget unit for the upcoming year as a funding source for one-time projects or services.

Fund Balance Classifications: Beginning in 2010-11, GASB 54 requires that financial statements for governmental funds classify fund balance in one of the following five components:

- Nonspendable fund balance – assets that will never convert to cash, or will not convert soon enough to affect the current period, or resources that must be maintained intact pursuant to legal or contractual requirements;
- Restricted fund balance – resources that are subject to externally enforceable limitations imposed by creditors, grantors, contributors, or laws and regulations of other governments, constitutional provision, or enabling legislation;
- Committed fund balance – resources that are constrained by self-imposed limitations set in place prior to the end of the period by the highest level of decision making, and remain binding unless removed in the same manner;
- Assigned fund balance – resources that are limited resulting from an intended use established by either the highest level of decision making, or the official or body designated for that purpose;
- Unassigned fund balance – residual net resources that cannot be classified in one of the other four categories.

GASB 34: Governmental Accounting Standards Board (GASB), Statement 34 establishes requirements for the annual financial reports of state and local governments. The goal is to make annual reports easier to understand and more useful to people who use governmental financial information to make decisions. There are many components of GASB 34, but as it relates to the budget, it is primarily composed of how services provided between County budget units are accounted for. GASB 34 specifies how payments for services should be accounted for (either as reimbursements or as departmental revenues). All transactions between departments within the same fund (e.g., general fund) are budgeted as reimbursements. While the net impact is zero, reclassifications between these two categories cause inconsistencies when comparing year-to-year budgets by specific expense or revenue categories.

GASB 51: Governmental Accounting Standards Board (GASB), Statement 51 establishes requirements for the annual financial reports of state and local governments. The objective of this statement is to enhance the comparability of the accounting and financial reporting of intangible assets among state and local governments, and requires that all intangible assets not specifically excluded by its scope provisions be classified as capital assets.

GASB 54: Governmental Accounting Standards Board (GASB), Statement 54 establishes requirements for the annual financial reports of state and local governments to be implemented for periods beginning after June 15, 2010. The objective of this statement is to enhance the usefulness of fund balance information by providing clearer fund balance classifications that can be more consistently applied and by clarifying the existing governmental fund type definitions. The main components of GASB 54 and how they relate to budget primarily consists of replacing existing fund balance classifications (reserved and unreserved) with new classifications (nonspendable, restricted, committed, assigned, and unassigned) that observe the constraints imposed upon the use of the resources reported in governmental funds. In addition, the special revenue fund type was clarified and affects the activities required to be reported in that fund type.

General Fund: The General Fund is the predominate fund for funding County programs.

Geographic Information System: A geographic information system integrates hardware, software, and data for capturing, managing, analyzing, and displaying all forms of geographically referenced information.

Governmental Funds: Governmental funds consist of the general fund, special revenue funds, capital projects funds, debt service funds, and permanent funds.

Grants: A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital.

Headcount: Actual number of positions carried in a budget unit's payroll, as opposed to the equivalent number computed from wages budgeted.

Housing Successor: ABx1 26, the Dissolution Act, mandates the elimination of every redevelopment agency in California effective February 1, 2012. The Housing Successor retained the housing functions of the former Redevelopment Agency (RDA) and has all rights, power, duties, and obligations related to building, preserving, and rehabilitating affordable housing for low to moderate income households.

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

Limited Term: A position designation for non-regular positions, consisting of contract, extra-help, or recurrent position types.

Mandate: A program that meets constitutional, statutory, or court-ordered requirements from either federal or state entities.

Memorandum of Understanding (MOU): For budget purposes, the MOU refers to a negotiated and approved labor agreement between the County and an employee labor organization or group that details the salary, benefits, and other conditions of employment.

Mid-Year Adjustments: Board approved budget changes subsequent to adoption.

Mission: A clear, concise statement of purpose for the entire department. The mission focuses on the broad, yet distinct, results the department will achieve for its customers.

Modified Budget: A budget unit's adopted requirements and sources, including any mid-year adjustments.

Net County Cost: Net County Cost (or Discretionary General Funding) is the amount contributed to County general fund departments from discretionary revenue sources to fund the activities of a department.

Net Position: An indicator of financial position. A portion of net position is available to meet current obligations (see Unrestricted Net Position).

Operating Expenses: A category of expenditures within a budget unit for all standard costs of daily operations, including such items as office supplies, training, contractual services, and travel.

Operating Transfers In/Out: A method of providing financing from one budget unit to another for the implementation of a project or program.

Performance Measure: An ongoing, quantitative indicator of resources consumed, workload, productivity, efficiency, and effectiveness. Performance measures should relate to objectives and allow for measurement of the same thing over time.

Position: A specific employment, whether occupied or vacant, involving duties requiring the services of one person. A position whether full or part-time is reflected as 1 in budgeted staffing amounts.

Proposition 30: A ballot measure approved by California voters on November 6, 2012, that increased taxes on earnings over $250,000 for seven years (2012-2018) and increased sales taxes by ¼ cent for four years (2013-

2016) to fund schools. The measure is expected to generate an average of $6 billion annually, and also guarantees Public Safety Realignment funding.

Proposition 47: A ballot measure approved by California voters on November 4, 2014, reduced the classification and sentencing of most non-serious/nonviolent property and drug crimes from felonies to misdemeanors.

Proposition 63: On November 2, 2004, voters passed Proposition 63, which established a state personal income tax surcharge of one percent on the portion of taxpayers' annual taxable income that exceeds $1 million. The proposition was enacted into law as the Mental Health Services Act (MHSA) effective January 1, 2005. The overall purpose and intent is "to reduce the long term adverse impact on individuals, families, and state and local budgets resulting from untreated serious mental illness to insure that all funds are expended in the most cost effective manner and to ensure accountability to taxpayers and to the public."

Proposition 70: Proposition 70, the Wildlife, Coastal, and Park Land Conservation Act of 1988, authorized a $776 million general obligation bond to provide funds for the "acquisition, development, rehabilitation, protection, or restoration of park, wildlife, coastal, and natural lands in California including lands supporting unique or endangered plants or animals."

Proposition 172 (Prop 172): A permanent extension of a half-cent Local Public Safety Sales Tax approved by California voters on November 2, 1993. Proceeds of this sales tax must be dedicated to public safety.

Proprietary Funds: Classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds).

Public Service Employee (PSE): PSEs are employees assigned to entry-level positions in a variety of fields and occupations for a limited duration. They are not full-time, regular County employees. PSEs are subject to an expedited recruiting process to accommodate additional workload or to manage one-time special projects. They do not receive the full range of benefits or have the civil service status of regular County employees.

Rates: Includes revenue for the following types of services: risk management, information technology services, garage and fleet management, and real estate services. Departments receive rate revenue for providing direct services to other County departments.

Recommended Budget: A recommended budget is the working document of the fiscal year under discussion.

Recurrent: Recurrent appointments are those made for an indefinite period of time to provide for seasonal or on-call staffing needs. All recurrent positions are in the Unclassified Service and employees do not gain regular status. Recurrent status positions are authorized by the Director of Human Resources.

Redevelopment Agency: In 1951, the California Redevelopment Law (CRL) was enacted, which gave California cities and counties the authority to create redevelopment agencies. The CRL provided the local redevelopment agencies powerful local tools to eliminate urban decay, apply for grants, create jobs, build community facilities and infrastructure, and attract economic reinvestment. Eventually, the CRL was expanded to assist in the creation of low and moderate income housing. A redevelopment agency, a separate legal entity, was responsible for the implementation of the CRL for the local communities. A redevelopment agency had the ability to create project areas, to purchase and assemble development sites, build infrastructure, construct deed-restricted affordable housing, and issue debt. An agency paid for these improvements through the utilization of tax increment financing. Redevelopment agencies and tax increment financing were eliminated by the state effective February 1, 2012.

Reimbursements: Amount received as payment for the cost of work, or service performed, or of other expenditures made, for or on behalf of another governmental unit or department. Reimbursements represent the recovery of expenditures and are considered a source.

Requirements: A department's appropriation or authority to spend plus department's budgeted operating transfers out.

Restricted Funds: Restricted funds consist of three restricted funding sources – Prop 172, 1991 Realignment and 2011 Realignment. Prop 172 revenue assists in funding the Sheriff/Coroner/Public Administrator, District Attorney, and Probation departments. 1991 Realignment assists in funding mental health, social services, and health programs within the County. 2011 Realignment assists in funding public safety, mental health, social services, and health programs within the County.

Revenue: The addition of cash or other current assets to governmental funds (receipts) that do not increase any liability or reserve and do not represent the recovery of an expenditure, i.e., reimbursements. Generally, revenue is derived from taxes, licenses and fees, or investment earnings. Revenues are deposited in a budget unit for future appropriation.

SB 1: Senate Bill 1 was passed in April 2017 to enhance funding for road projects.

SB 2: Senate Bill 2 requires the collection and remittance of a fee on certain real estate documents recorded. This fee supports a new state mandated program to provide permanent funding for the development of affordable housing.

SB 82: Senate Bill 82, the Investment in Mental Health Wellness Act of 2013, was passed to increase capacity for client assistance and services in crisis intervention, crisis stabilization, crisis residential treatment, rehabilitative mental health services, and mobile crisis support teams.

SB 90 State-Mandated Local Program: State reimbursements to local governments for the cost of activities required by state legislative and executive acts.

SB 163: Wraparound Services Program is an intensive, community-based and family-centered process designed to allow children with serious behavior and/or emotional difficulties to remain in their community at the lowest level of care possible instead of being placed in a group home setting. This bill allows counties to accumulate savings realized from a wraparound program and requires that the savings be reinvested in a Child Welfare Services program.

SB 190: Senate Bill 190 is legislation that repealed the County's authority to assess and collect fees from youth involved in the juvenile delinquency system.

SB 443: On January 1, 2017, California Senate Bill 443 went into effect, which significantly curtailed the ability of local agencies to participate in asset forfeitures adopted by federal agencies under Health & Safety Code sections 11470.1, 11471.2, 11488.4, 11488.5 and 11495.

SB 676: Effective July 1, 2010, this California Senate Bill increased the maximum fee collected from indigent defendants from $25 to $50.

SB 678: Also known as the Community Corrections Performance Incentives Act of 2009, provides funding from the state for county probation departments to implement evidence-based practices for the purposes of reducing parolee recidivism.

SB 920: Medi-Cal Program that is administered by the State Department of Health Care Services for qualified low-income persons to receive health care services. The program is, in part, governed and funded by federal Medicaid Program provisions.

SB 921: Senate Bill 921, passed on September 24, 1996, requires persons convicted of an offense involving a controlled substance to pay a drug program fee in an amount not to exceed $100 for each separate offense.

SB 1246: Implemented in 1980, is a fee on issued marriage licenses targeted "for the purpose of aiding victims of domestic violence by providing them a place to escape from the destructive environment in an undisclosed and secured location." To qualify for these funds, an agency must provide services to victims of domestic violence and their children that include shelter on a 24-hour, seven days a week basis, a 24-hour crisis line, temporary housing and food facilities, psychological support and peer counseling, referrals to existing services in the community, a drop-in center to assist victims who have not yet made the decision to leave their homes, arrangements for school age children to continue their education during their stay at the shelter, emergency transportation to the shelter, and arrangements for assistance from local law enforcement where appropriate.

SB 1732: Trial Court Facilities Act of 2002, requires the transfer of responsibility for funding and operation of trial court facilities from the counties to the State of California.

Set-Aside Contingency: A contingency made up from available balances materializing throughout one or more fiscal years, which are not required to support disbursements of a legal or emergency nature, and are held (set-aside) for future funding requirements.

Sources: Amount of funding available to departments such as revenue, reimbursements, operating transfers in, fund balance and reserves.

Special Revenue Funds: Special Revenue Funds are used to account for the proceeds of specific sources of revenue whereby the use of such revenue is restricted by law for particular functions or activities of government. State Government Code Section 29009 requires that the entire unreserved fund balance must be appropriated each year. The amount not expended is carried over to the subsequent year's budget.

Staffing Expenses: A category of expenditures within a budget unit for all costs related to employees including salary, retirement, employee benefits, and workers compensation insurance.

Step Increases: An employee, based upon the completion of the required service hours in their classification, satisfactory work performance, and appointing authority recommendation, may receive step advancements. Step advancements within the base salary range shall be based on one (1) or two (2) step increments depending on hire date and bargaining unit. Each increment is 2.5%.

Structurally Balanced Budget: The annual operating budget will be structurally balanced upon adoption of the Board of Supervisors. One-time sources will not be spent on ongoing expenditures.

Successor Agency: A separate public entity from the public agency that had formed the former redevelopment agency. Its purpose is to expeditiously wind down the affairs of the former redevelopment agency pursuant to ABx1 26 in accordance with the direction of the oversight board. The primary task of the Agency is to continue to make payments due from its enforceable obligations.

Three Strikes Reform Act: Passed by the California voters in November 2012, this initiative redefined the parameters leading to mandatory 25-year to life sentences for previously twice-convicted felons.

Total Expenditure Authority: The authorized expenditure limit for a budget unit for the current fiscal year.

Transfers: The movement of resources from one budget unit to another usually for payment of services received.

Trend: A documented recurrence of a measurable event or circumstance over time that is increasing, decreasing, or even staying the same.

Unrestricted Net Position: That portion of net position that is neither restricted nor invested in capital assets (net of related debt). Unrestricted Net Position represents resources that can be used to meet current obligations. Applies to Enterprise funds and Internal Service Funds.

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
AOA: American Osteopathic Association
APS: Adult Protective Services
AQMD: Air Quality Management District
ARC: Approved Relative Caregiver
ARC: Assessor-Recorder-Clerk
ARMC: Arrowhead Regional Medical Center
ATC: Auditor-Controller/Treasurer/Tax Collector
AWM: Agriculture/Weights and 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
BOS: Board of Supervisors
Cal OES: California Office of Emergency Services
Cal/OSHA: California Division of Occupational Safety and Health
Caltrans: California Department of Transportation
CalWORKs: California Work Opportunities and Responsibilities to Kids
CAO: County Administrative Office
CCP: Community Corrections Partnership
CCS: California Children's Services
CDA: California Department of Aging
CDBG: Community Development Block Grant
CDE: Community Development Entity
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
COB: Clerk of the Board
COC: Continuum of Care
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
CRT: Crisis Residential Treatment
CSA: County Service Area
CSAC: California State Association of Counties
CSC: Customer Service Center
CSU: Crisis Stabilization Units
CUPA: Certified Unified Program Agency
CVS: Community Vital Signs
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
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
EFMS: Enterprise Financial Management System
EFT: Electronic Funds Transfer
EHR: Electronic Health Records
EHS-CCP: Early Head Start - Child Care Partnership
EHS: Environmental Health Services
EIA: Excess Insurance Authority

EMACS: Employee Management and Compensation System
e-mail: Electronic mail
EMPG: Emergency Management Performance Grant
EMS: Emergency Medical Services
ePCR: Electronic Patient Care Record
ePro: Electronic Procurement
EPSDT: Early and Periodic Screening, Diagnosis and Treatment
e-reader: Electronic reader
ESG: Emergency Solutions Grant
FAA: Federal Aviation Administration
FCSP: Family Caregiver Support Program
FEMA: Federal Emergency Management Agency
FLSA: Fair Labor Standards Act
FMD: Facilities Management Division
FPD: Fire Protection District
FPRRS: Foster and Relative Caregiver Recruitment, Retention, and Support
FQHC: Federally Qualified Health Centers
F/T: Full Time
FTE: Full Time Equivalent
GAAP: Generally Accepted Accounting Principles
GASB: Governmental Accounting Standards Board
GED: General Equivalency Diploma
GEMT: Ground Emergency Medical Transport
GFOA: Government Finance Officers Association
GIS: Geographic Information System
GPP: Global Payment Program
HazMat: Hazardous Materials
HCAHPS: Hospital Consumer Assessment of Health Care Providers and Systems
HCR: Health Care Reform
HHW: Household Hazardous Waste
HICAP: Health Insurance Counseling and Advocacy Program
HIV: Human Immunodeficiency Virus
HMIS: Homeless Management Information System
HMRT: Hazardous Materials Response Team
HOME: HOME Investment Partnership Act Grant
HR: Human Resources
HS: Human Services
HSGP: Homeland Security Grant Program
HUD: Housing and Urban Development
ICEMA: Inland Counties Emergency Medical Agency
IGT: Intergovernmental Transfers
IHSS: In-Home Supportive Services
IRNET: Inland Regional Narcotics Enforcement Team
ISD: Information Services Department
ISF: Internal Service Fund
IT: Information Technology
IVDA: Inland Valley Development Agency
JCC: Judicial Council of California
JPA: Joint Powers Agreement
JPA: Joint Powers Authority
Kin-Gap: Kinship Guardianship Assistance Program
LAFCO: Local Agency Formation Commission
LET: Let's End Truancy
LIFT: Low-Income First-Time Mothers
MDAQMD: Mojave Desert Air Quality Management District
MHSA: Mental Health Services Act
MHz: Megahertz
MOE: Maintenance of Effort
MOU: Memorandum of Understanding
MSA: Master Settlement Agreement
MSSP: Multipurpose Senior Services Program
N/A: Not Applicable
NACo: National Association of Counties
NEMSIS: National Emergency Medical Services Information Systems
NICU: Neonatal Intensive Care Unit
NPDES: National Pollutant Discharge Elimination System
NSP: Neighborhood Stabilization Program
OA: Operational Area
OB-GYN: Obstetrics Gynecology
OES: Office of Emergency Services
OHS: Office of Homeless Services
OHV: Off-Highway Vehicle
OM&M: Operations Maintenance and Monitoring
OMB: Office of Management and Budget
OMB: Ombudsman
ORG: Organization
OSHA: Occupational Safety and Health Administration
OTLICP: Optional Targeted Low Income Children's Program
PA: Public Authority
PC: Penal Code
PCF: Paid Call Firefighter
PCI: Pavement Condition Index
PEI: Prevention and Early Intervention
PERC: Performance, Education and Resource Center
PH: Public Health
PHAB: Public Health Accreditation Board
PIO: Public Information Office
PJAC: Procedural Justice Informed Alternatives to Contempt
PM: Paramedic Service Zone
PMD: Real Estate Services - Project Management Division

POS: Point of Sale
PRIME: Public Hospital Redesign and Incentives in Medi-Cal
Prop: Proposition
PSD: Preschool Services Department
PSE: Public Service Employee
P/T: Part Time
RDA: Redevelopment Agency
RFH: Resource Family Homes
RFP: Request for Proposal
RGP: Rescue Group Partners
RIAC: Range Improvement Advisory Committee
ROV: Registrar of Voters
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
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
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
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 2019

Fund Name	TOTAL FINANCING SOURCES				TOTAL FINANCING USES		
	Fund Balance Available June 30, 2018	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	547,681,318	56,555,856	2,718,693,568	3,322,930,742	3,288,506,861	34,423,881	3,322,930,742
Special Revenue Funds	119,497,471	20,430,311	546,542,889	686,470,671	661,439,619	25,031,052	686,470,671
Capital Project Funds	261,950,405	0	74,562,128	336,512,533	336,512,533	0	336,512,533
Total All Funds	**929,129,194**	**76,986,167**	**3,339,798,585**	**4,345,913,946**	**4,286,459,013**	**59,454,933**	**4,345,913,946**

State Controller Schedules
County Budget Act

Schedule 2

County of San Bernardino
Governmental Funds Summary
Fiscal Year 2019

Fund Name	TOTAL FINANCING SOURCES				TOTAL FINANCING USES		
	Fund Balance Available June 30, 2018	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	101,852,514	56,555,856	3,122,044,698	3,280,453,068	3,246,029,187	34,423,881	3,280,453,068
Restricted General Fund	445,828,804	0	(403,351,130)	42,477,674	42,477,674	0	42,477,674
Total General Fund	**547,681,318**	**56,555,856**	**2,718,693,568**	**3,322,930,742**	**3,288,506,861**	**34,423,881**	**3,322,930,742**
Special Revenue Funds							
Agricultural, Weights & Measures - California Grazing Fees	147,404	0	2,500	149,904	147,865	2,039	149,904
Airports - Special Aviation	3,376,713	349,319	8,653,943	12,379,975	12,379,975	0	12,379,975
Assessor - Recording Fees	2,231,970	0	8,088,000	10,319,970	9,143,662	1,176,308	10,319,970
Auditor-Controller/Treasurer/Tax Collector - Redemption Maintenan	244,779	0	238,000	482,779	200,000	282,779	482,779
Behavioral Health - Block Grant Carryover	915,239	0	10,457,887	11,373,126	10,457,887	915,239	11,373,126
Behavioral Health - Driving Under the Influence Programs	7,911	0	178,760	186,671	178,761	7,910	186,671
Behavioral Health - Mental Health Services Act	20,197,277	5,343,769	195,235,179	220,776,225	220,776,225	0	220,776,225
Community Development and Housing	18,647,434	0	14,720,705	33,368,139	33,368,139	0	33,368,139
County Library	4,147,979	0	17,732,816	21,880,795	20,031,064	1,849,731	21,880,795
County Trial Courts - Alternate Dispute Resolution Program	82,130	0	360,200	442,330	360,000	82,330	442,330
County Trial Courts - Court Alcohol and Drug Program	450,513	0	416,108	866,621	788,040	78,581	866,621
County Trial Courts - Courthouse Seismic Surcharge	132	0	1,932,806	1,932,938	1,932,931	7	1,932,938
County Trial Courts - Registration Fees	3,258	0	4,000	7,258	0	7,258	7,258
Courthouse Temporary Construction	1,615,579	0	0	1,615,579	0	1,615,579	1,615,579
Criminal Justice Facility Temporary Construction	1,716,644	0	0	1,716,644	0	1,716,644	1,716,644
District Attorney Special Projects	1,180,707	20,614	8,038,848	9,240,169	9,240,169	0	9,240,169
Domestic Violence AB 2405	(1,680)	0	13,200	11,520	0	11,520	11,520
Finance and Administration - Disaster Recovery Fund	1,189,429	0	1,035,000	2,224,429	0	2,224,429	2,224,429
Human Resources - Commuter Services	286,540	0	535,772	822,312	736,232	86,080	822,312
Human Resources - Employee Benefits and Services	180,105	0	3,639,081	3,819,186	3,752,013	67,173	3,819,186
Human Services - Domestic Violence/Child Abuse Surcharges	252,653	0	523,000	775,653	553,000	222,653	775,653
Human Services - Marriage License Fees Surcharge	(80,886)	19,386	380,000	318,500	318,500	0	318,500
Human Services - Wraparound Reinvestment Fund	499,197	2,765,332	5,025,000	8,289,529	8,289,529	0	8,289,529
Local Law Enforcement Block Grant	530,072	0	611,642	1,141,714	1,112,123	29,591	1,141,714
Master Settlement Agreement	4,963,682	0	17,904,939	22,868,621	17,000,000	5,868,621	22,868,621
Preschool Services	(1,557,106)	0	58,260,490	56,703,384	56,703,384	0	56,703,384
Probation - Asset Forfeiture	77,911	0	1,930	79,841	79,841	0	79,841
Probation - Criminal Recidivism SB 678	817,396	219,826	4,219,124	5,256,346	5,256,346	0	5,256,346
Probation - Juvenile Justice Grant Program	1,554,342	0	9,329,308	10,883,650	9,269,366	1,614,284	10,883,650
Probation - Juvenile Re-Entry Program AB 1628	(10,173)	0	145,000	134,827	15,000	119,827	134,827
Public Health - Bio-Terrorism Preparedness	11,579	0	2,055,536	2,067,115	2,053,453	13,662	2,067,115
Public Health - Vector Control Assessments	160,652	0	1,807,094	1,967,746	1,779,340	188,406	1,967,746
Public Health - Vital Statistics State Fees	23,753	0	189,732	213,485	142,980	70,505	213,485
Public Works - Special Transportation	7,395,877	7,730,983	10,633,425	25,760,285	25,760,285	0	25,760,285
Public Works - Surveyor - Survey Monument Preservation	71,861	0	80,000	151,861	80,000	71,861	151,861
Public Works - Transportation - Road Operations	36,120,443	0	114,766,186	150,886,629	145,944,079	4,942,550	150,886,629
Real Estate Services - Chino Agricultural Preserve	5,200,592	0	765,936	5,966,528	5,214,940	751,588	5,966,528
Regional Parks - Calico Ghost Town Marketing Services	113,373	0	479,937	593,310	479,937	113,373	593,310
Regional Parks - County Trail System	(92,067)	139,494	3,427,000	3,474,427	3,474,427	0	3,474,427
Regional Parks - Off-Highway Vehicle License Fees	479,226	0	301,000	780,226	390,062	390,164	780,226
Regional Parks - Park Maintenance and Development	291,032	0	661,913	952,945	513,200	439,745	952,945
Regional Parks - San Manuel Amphitheater	390,276	161,637	1,461,000	2,012,913	2,012,913	0	2,012,913
Regional Parks - San Manuel Amphitheater Improvements	5,162	0	58,000	63,162	0	63,162	63,162
Sheriff's Special Projects	8,615,464	1,834,677	11,941,949	22,392,090	22,392,090	0	22,392,090
Special Districts - Fish and Game Commission	10,983	0	7,200	18,183	10,730	7,453	18,183
Workforce Development	(2,967,886)	1,845,274	30,223,743	29,101,131	29,101,131	0	29,101,131
Total Special Revenue Funds	**119,497,471**	**20,430,311**	**546,542,889**	**686,470,671**	**661,439,619**	**25,031,052**	**686,470,671**

State Controller Schedules
County Budget Act

Schedule 2

County of San Bernardino
Governmental Funds Summary
Fiscal Year 2019

Fund Name	TOTAL FINANCING SOURCES				TOTAL FINANCING USES		
	Fund Balance Available June 30, 2018	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	241,932,970	0	74,364,028	316,296,998	316,296,998	0	316,296,998
Redevelopment Agency (Housing Successor)	20,017,435	0	198,100	20,215,535	20,215,535	0	20,215,535
Total Capital Project Funds	**261,950,405**	**0**	**74,562,128**	**336,512,533**	**336,512,533**	**0**	**336,512,533**
Total Governmental Funds	**929,129,194**	**76,986,167**	**3,339,798,585**	**4,345,913,946**	**4,286,459,013**	**59,454,933**	**4,345,913,946**

State Controller Schedules **Schedule 3**
County Budget Act

County of San Bernardino
Fund Balance - Governmental Funds
Fiscal Year 2019

Fund Name	Total Fund Balance June 30, 2018	Less: Obligated Fund Balances			Fund Balances Available (GAAP Basis) June 30, 2018	Minus GASB 31 Adjustment	Fund Balances Available (Budgetary Basis) June 30, 2018
		Encumbrances	Nonspendable, Restricted and Committed	Assigned			
1	2	3	4	5	6	7	8
General Fund							
General Fund	583,051,073	(70,341,630)	(418,351,692)	(545,495)	93,812,256	8,040,258	101,852,514
Restricted General Fund	445,985,759	(445,967)	0	0	445,539,792	289,012	445,828,804
Total General Fund	**1,029,036,832**	**(70,787,597)**	**(418,351,692)**	**(545,495)**	**539,352,048**	**8,329,270**	**547,681,318**
Special Revenue Funds							
Agricultural, Weights & Measures - California Grazing Fees	154,589	0	(7,185)	0	147,404	0	147,404
Airports - Special Aviation	6,935,054	(338,205)	(3,251,646)	0	3,345,203	31,510	3,376,713
Assessor - Recording Fees	16,843,721	(182,078)	(14,468,483)	0	2,193,160	38,810	2,231,970
Auditor-Controller/Treasurer/Tax Collector - Redemption Maintenance	2,303,886	0	(2,071,027)	0	232,859	11,920	244,779
Behavioral Health - Block Grant Carryover	6,709,564	0	(5,875,641)	0	833,923	81,316	915,239
Behavioral Health - Driving Under the Influence Programs	610,127	0	(606,002)	0	4,125	3,786	7,911
Behavioral Health - Mental Health Services Act	177,445,842	(67,192,375)	(91,050,936)	0	19,202,531	994,746	20,197,277
Community Development and Housing	21,537,990	(1,134,425)	(1,863,329)	0	18,540,236	107,198	18,647,434
County Library	10,098,987	(419,164)	(5,524,254)	(9,175)	4,146,394	1,585	4,147,979
County Trial Courts - Alternate Dispute Resolution Program	148,892	0	(67,346)	0	81,546	584	82,130
County Trial Courts - Court Alcohol and Drug Program	3,004,626	0	(2,570,802)	0	433,824	16,689	450,513
County Trial Courts - Courthouse Seismic Surcharge	(88)	0	(125)	0	(213)	345	132
County Trial Courts - Registration Fees	183,027	0	(180,825)	0	2,202	1,056	3,258
Courthouse Temporary Construction	4,526,684	0	(2,931,817)	0	1,594,867	20,712	1,615,579
Criminal Justice Facility Temporary Construction	5,125,762	0	(3,432,367)	0	1,693,395	23,249	1,716,644
District Attorney Special Projects	9,673,228	0	(8,532,124)	0	1,141,104	39,603	1,180,707
Domestic Violence AB 2405	34,323	0	(36,169)	0	(1,846)	166	(1,680)
Finance and Administration - Disaster Recovery Fund	4,436,060	0	(3,266,112)	0	1,169,948	19,481	1,189,429
Human Resources - Commuter Services	1,224,100	(6,476)	(937,269)	0	280,355	6,185	286,540
Human Resources - Employee Benefits and Services	1,600,991	(41,097)	(1,389,300)	0	170,594	9,511	180,105
Human Services - Domestic Violence/Child Abuse Surcharges	250,131	0	0	0	250,131	2,522	252,653
Human Services - Marriage License Fees Surcharge	608,262	0	(689,148)	0	(80,886)	0	(80,886)
Human Services - Wraparound Reinvestment Fund	3,711,091	(83,004)	(3,170,143)	0	457,944	41,253	499,197
Local Law Enforcement Block Grant	2,287,429	0	(1,770,951)	0	516,478	13,594	530,072
Master Settlement Agreement	8,669,350	0	(3,743,430)	0	4,925,920	37,762	4,963,682
Preschool Services	575,353	(2,128,744)	0	(9,500)	(1,562,891)	5,785	(1,557,106)
Probation - Asset Forfeiture	77,456	0	0	0	77,456	455	77,911
Probation - Criminal Recidivism SB 678	14,218,792	0	(13,482,720)	0	736,072	81,324	817,396
Probation - Juvenile Justice Grant Program	9,436,835	0	(7,961,749)	0	1,475,086	79,256	1,554,342
Probation - Juvenile Re-Entry Program AB 1628	795,954	0	(806,127)	0	(10,173)	0	(10,173)
Public Health - Bio-Terrorism Preparedness	13,478	0	(4,083)	0	9,395	2,184	11,579
Public Health - Vector Control Assessments	3,974,062	0	(3,836,627)	0	137,435	23,217	160,652
Public Health - Vital Statistics State Fees	985,996	0	(967,967)	0	18,029	5,724	23,753
Public Works - Special Transportation	46,101,523	(1,493,575)	(37,500,395)	0	7,107,553	288,324	7,395,877
Public Works - Surveyor - Survey Monument Preservation	349,564	0	(277,703)	0	71,861	0	71,861
Public Works - Transportation - Road Operations	74,481,418	(6,814,637)	(31,916,862)	(2,500)	35,747,419	373,024	36,120,443
Real Estate Services - Chino Agricultural Preserve	29,234,773	(7,800)	(24,197,511)	0	5,029,462	171,130	5,200,592
Regional Parks - Calico Ghost Town Marketing Services	431,384	(33,204)	(286,932)	0	111,248	2,125	113,373
Regional Parks - County Trail System	620,489	(6,438)	(710,889)	0	(96,838)	4,771	(92,067)
Regional Parks - Off-Highway Vehicle License Fees	935,896	0	(461,938)	0	473,958	5,268	479,226
Regional Parks - Park Maintenance and Development	1,789,911	(88,971)	(1,418,243)	0	282,697	8,335	291,032
Regional Parks - San Manuel Amphitheater	860,382	0	(481,143)	0	379,239	11,037	390,276
Regional Parks - San Manuel Amphitheater Improvements	727,268	0	(726,206)	0	1,062	4,100	5,162
Sheriff's Special Projects	12,770,177	(389,338)	(3,846,998)	(6,000)	8,527,841	87,623	8,615,464
Special Districts - Fish and Game Commission	26,451	0	(15,468)	0	10,983	0	10,983
Workforce Development	(542,802)	(329,039)	(2,102,611)	(1,000)	(2,975,452)	7,566	(2,967,886)
Total Special Revenue Funds	**485,987,988**	**(80,688,570)**	**(288,438,603)**	**(28,175)**	**116,832,640**	**2,664,831**	**119,497,471**
Capital Project Funds							
Capital Improvements Fund	313,947,042	(24,192,969)	(47,826,930)	0	241,927,143	5,827	241,932,970
Redevelopment Agency (Housing Successor)	19,907,232	0	0	0	19,907,232	110,203	20,017,435
Total Capital Project Funds	**333,854,274**	**(24,192,969)**	**(47,826,930)**	**0**	**261,834,375**	**116,030**	**261,950,405**
Total Governmental Funds	**1,848,879,094**	**(175,669,136)**	**(754,617,225)**	**(573,670)**	**918,019,063**	**11,110,131**	**929,129,194**

State Controller Schedules
County Budget Act

Schedule 4

County of San Bernardino
Obligated Fund Balances - By Governmental Funds
Fiscal Year 2019

Fund Name and Fund Balance Descriptions	Obligated Fund Balances June 30, 2018	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	107,804,054			11,403,798	11,403,798	119,207,852
Restricted - Teeter	14,204,526					14,204,526
Nonspendable - Prepaid Items	4,757,635					4,757,635
Nonspendable - Loans Receivable	5,636,080					5,636,080
Nonspendable - Land Held For Resale	548,622					548,622
Nonspendable - Inventory	1,507,321					1,507,321
Committed - New Property Tax System	3,000,000					3,000,000
Committed - Medical Center Debt Service	32,074,905					32,074,905
Committed - New Financial Accounting System	3,504,126	2,296,343	2,296,343			1,207,783
Committed - Permit Systems Upgrade	823,469	743,283	743,283			80,186
Committed - West Valley Detention Center	6,597,500					6,597,500
Committed - Land Use Services General Plan	1,695,604	295,723	295,723			1,399,881
Committed - Rim Forest Drainage	3,175,902	400,000	400,000			2,775,902
Committed - Glen Helen Rehabilitation Center	74,500					74,500
Committed - Adelanto Detention Center	4,781,111					4,781,111
Committed - Animal Shelter	10,000,000					10,000,000
Committed - Trans. Glen Helen Parkway Bridge	1,665,501					1,665,501
Committed - Trans. Rock Springs Bridge	2,037,000					2,037,000
Committed - Trans. National Trails Highway	3,919,912					3,919,912
Committed - Labor	7,843,706					7,843,706
Committed - Asset Replacement	23,643,874	12,254,052	12,254,052	15,803,251	15,803,251	27,193,073
Committed - Retirement	19,864,244	2,712,756	2,712,756			17,151,488
Committed - Earned Leave	22,495,562	10,000,000	10,000,000	5,142,548	5,142,548	17,638,110
Committed - CSA Revolving Loan	2,000,000					2,000,000
Committed - County Fire Training Center	820,000					820,000
Committed - Litigation Expenses	17,000,000	370,000	370,000			16,630,000
Committed - Trans. Cedar Ave. Interchange	6,723,000					6,723,000
Committed - Trans. Stanfield Road	405,000					405,000
Committed - ARMC Jail Ward	19,000,000	19,000,000	19,000,000			0
Committed - Chino Airport Development Plan Reserve	250,000					250,000
Committed - Assessor Enterprise System	4,875,000	4,875,000	4,875,000			0
Committed - GIS Enterprise License Agreement	839,295	839,295	839,295			0
Committed - Valley Dispatch Center	36,842,898					36,842,898
Committed - Big Bear Alpine Zoo	1,700,000					1,700,000
Committed - Strategic Initatives	438,241	130,568	130,568			307,673
Committed - Archives Acquisition	4,300,000					4,300,000
Committed - CGC Board Chambers	1,250,000					1,250,000
Committed - ISD Building Acquisition	23,000,000					23,000,000
Committed - Juvenile Dependency Court Building	1,650,000					1,650,000
Committed - Agenda Management Systems	1,762,732	1,334,836	1,334,836			427,896
Committed - RESD Construction Management System	229,000	229,000	229,000			0
Committed - Countywide Crime Sweep	114,079					114,079
Committed - December 2nd Memorial	900,000	75,000	75,000			825,000
Committed - EFMS Post Implementation Costs	3,852,778					3,852,778
Committed - IHSS MOE Discontinuances	2,617,000					2,617,000
Committed - Indigent Defense Costs	500,000					500,000
Committed - MOU-Cal. University of Science/Medicine	5,000,000	1,000,000	1,000,000			4,000,000
Committed - Available Reserves	627,515			0	74,284	701,799
Assigned - Countywide Crime Suppression and Pilot Prgm.	0			2,000,000	2,000,000	2,000,000
Assigned - Revolving Funds	398,000					398,000
Assigned - Imprest Cash	112,960					112,960
Assigned - Change Funds	34,535					34,535
Total General Fund	**418,897,187**	**56,555,856**	**56,555,856**	**34,349,597**	**34,423,881**	**396,765,212**



State Controller Schedules **Schedule 4**
County Budget Act

County of San Bernardino
Obligated Fund Balances - By Governmental Funds
Fiscal Year 2019

Fund Name and Fund Balance Descriptions	Obligated Fund Balances June 30, 2018	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						
Agricultural, Weights & Measures - California Grazing Fees						
Committed - Available Reserves	7,185			2,500	2,039	9,224
Airports - Special Aviation						
Committed - Available Reserves	3,251,646	445,767	349,319			2,902,327
Assessor - Recording Fees						
Committed - Available Reserves	14,468,483	270,324			1,176,308	15,644,791
Auditor-Controller/Treasurer/Tax Collector - Redemption Maintenance						
Committed - Available Reserves	2,071,027			209,027	282,779	2,353,806
Behavioral Health - Block Grant Carryover						
Committed - Available Reserves	5,875,641			1,719,762	915,239	6,790,880
Behavioral Health - Driving Under the Influence Programs						
Committed - Available Reserves	606,002	29,197			7,910	613,912
Behavioral Health - Mental Health Services Act						
Committed - Available Reserves	68,898,573		5,343,769	26,359,477		63,554,804
Committed - General Purpose	22,152,363					22,152,363
Community Development and Housing						
Restricted - Land Held For Resale	1,863,329					1,863,329
County Library						
Committed - Available Reserves	5,524,254			659,705	1,849,731	7,373,985
Assigned - Imprest Cash	2,500					2,500
Assigned - Change Funds	6,675					6,675
County Trial Courts - Alternate Dispute Resolution Program						
Committed - Available Reserves	67,346			55,046	82,330	149,676
County Trial Courts - Court Alcohol and Drug Program						
Committed - Available Reserves	2,570,802			102,550	78,581	2,649,383
County Trial Courts - Courthouse Seismic Surcharge						
Committed - Available Reserves	125	125			7	132
County Trial Courts - Registration Fees						
Committed - Available Reserves	180,825			5,670	7,258	188,083
Courthouse Temporary Construction						
Committed - Available Reserves	2,931,817			1,391,906	1,615,579	4,547,396
Criminal Justice Temporary Construction						
Committed - Available Reserves	3,432,367			1,376,253	1,716,644	5,149,011

State Controller Schedules
County Budget Act

Schedule 4

County of San Bernardino
Obligated Fund Balances - By Governmental Funds
Fiscal Year 2019

Fund Name and Fund Balance Descriptions	Obligated Fund Balances June 30, 2018	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						
District Attorney Special Projects						
Committed - Available Reserves	8,532,124	532,932	20,614			8,511,510
Domestic Violence AB 2405						
Committed - Available Reserves	36,169			16,300	11,520	47,689
Finance and Administration - Disaster Recovery Fund						
Committed - Available Reserves	3,266,112			1,285,224	2,224,429	5,490,541
Human Resources - Commuter Services						
Committed - Available Reserves	937,269			36,395	86,080	1,023,349
Human Resources - Employee Benefits and Services						
Committed - Available Reserves	1,389,300			0	67,173	1,456,473
Human Services - Domestic Violence/Child Abuse						
Committed - Available Reserves	0			0	222,653	222,653
Human Services - Marriage License Fees Surcharge						
Committed - Available Reserves	689,148		19,386	61,500		669,762
Human Services - Wraparound Reinvestment Fund						
Committed - Available Reserves	3,170,143		2,765,332	859,500		404,811
Local Law Enforcement Block Grant						
Committed - Available Reserves	1,770,951			29,349	29,591	1,800,542
Master Settlement Agreement						
Committed - Available Reserves	3,743,430			1,615,329	5,868,621	9,612,051
Preschool Services						
Assigned - Imprest Cash	9,500					9,500
Probation - Criminal Recidivism SB 678						
Committed - Available Reserves	13,482,720	940,995	219,826			13,262,894
Probation - Juvenile Justice Grant Program						
Committed - Available Reserves	7,961,749			1,918,767	1,614,284	9,576,033
Probation - Juvenile Re-Entry Program AB 1628						
Committed - Available Reserves	806,127			145,000	119,827	925,954
Public Health - Bio-Terrorism Preparedness						
Committed - Available Reserves	4,083			3,588	13,662	17,745
Public Health - Vector Control Assessments						
Committed - Available Reserves	3,836,627	69,555			188,406	4,025,033



State Controller Schedules
County Budget Act

Schedule 4

County of San Bernardino
Obligated Fund Balances - By Governmental Funds
Fiscal Year 2019

Fund Name and Fund Balance Descriptions	Obligated Fund Balances June 30, 2018	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						
Public Health - Vital Statistics State Fees						
Committed - Available Reserves	967,967			68,472	70,505	1,038,472
Public Works - Special Transportation						
Committed - Available Reserves	37,500,395	11,256,082	7,730,983			29,769,412
Public Works - Surveyor - Survey Monument Preservation						
Committed - Available Reserves	277,703			80,151	71,861	349,564
Public Works - Transportation - Road Operations						
Nonspendable - Inventory	91,928					91,928
Restricted - Financial Asssurance	132,789					132,789
Committed - Available Reserves	31,692,145	7,241,285			4,942,550	36,634,695
Assigned - Imprest Cash	2,500					2,500
Real Estate Services - Chino Agricultural Preserve						
Committed - Available Reserves	24,197,511			775,359	751,588	24,949,099
Regional Parks - Calico Ghost Town Marketing Services						
Committed - Available Reserves	286,932			45,473	113,373	400,305
Regional Parks - County Trail System						
Committed - Available Reserves	710,889	84,401	139,494			571,395
Regional Parks - Off-Highway Vehicle License Fees						
Committed - Available Reserves	461,938			306,875	390,164	852,102
Regional Parks - Park Maintenance and Development						
Committed - Available Reserves	1,418,243			305,324	439,745	1,857,988
Regional Parks - San Manuel Amphitheater						
Committed - Available Reserves	481,143	481,143	161,637			319,506
Regional Parks - San Manuel Amphitheater Improvements						
Committed - Available Reserves	726,206			62,176	63,162	789,368
Sheriff's Special Projects						
Committed - Available Reserves	3,846,998	3,417,183	1,834,677			2,012,321
Assigned - Imprest Cash	1,000					1,000
Assigned - Revolving Funds	5,000					5,000
Special Districts - Fish and Game Commission						
Committed - Available Reserves	15,468			6,945	7,453	22,921
Workforce Development						
Committed - Available Reserves	2,102,611	490,702	1,845,274			257,337
Assigned - Imprest Cash	1,000					1,000
Total Special Revenue Funds	**288,466,778**	**25,259,691**	**20,430,311**	**39,503,623**	**25,031,052**	**293,067,519**

State Controller Schedules
County Budget Act

Schedule 4

County of San Bernardino
Obligated Fund Balances - By Governmental Funds
Fiscal Year 2019

Fund Name and Fund Balance Descriptions	Obligated Fund Balances June 30, 2018	Decreases or Cancellations		Increases or New		Total Obligated Fund Balances for the Budget Year
		Recommended	Adopted by the Board of Supervisors	Recommended	Adopted by the Board of Supervisors	
1	2	3	4	5	6	7
Capital Projects Funds						
Capital Improvement Fund						
Nonspendable - Land Held For Resale	47,826,930					47,826,930
Total Capital Project Funds	**47,826,930**	**0**	**0**	**0**	**0**	**47,826,930**
Total Governmental Funds	**755,190,895**	**81,815,547**	**76,986,167**	**73,853,220**	**59,454,933**	**737,659,661**



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 2019

Description	TOTAL FINANCING SOURCES FY 2017 Actual	FY 2018 Actual	FY 2019 Recommended	FY 2019 Adopted by the Board of Supervisors
1	2	3	4	5
Summarization by Source				
Taxes	759,081,848	825,218,543	834,159,149	834,159,149
Licenses, Permits and Franchises	25,519,000	26,405,774	25,712,668	25,712,668
Fines, Forfeitures and Penalties	10,341,471	7,283,318	6,420,532	6,420,532
Revenue from Use of Money and Property	48,167,650	58,109,676	50,209,231	50,209,231
Intergovernmental Revenues	1,863,314,255	1,871,703,806	1,656,717,079	1,663,233,982
Charges for Current Services	462,203,814	505,641,367	538,273,963	538,273,963
Other Revenues	57,543,966	59,990,321	49,390,806	49,390,806
Other Financing Sources	271,336,772	225,283,870	166,871,776	172,398,254
Total Summarization by Source	**3,497,508,776**	**3,579,636,675**	**3,327,755,204**	**3,339,798,585**
Summarization by Fund				
General Fund	2,796,919,768	2,962,135,298	3,122,044,698	3,122,044,698
Restricted General Fund	47,173,784	20,603,476	(409,601,436)	(403,351,130)
Agricultural, Weights & Measures - California Grazing Fees	4,685	2,040	2,500	2,500
Airports - Special Aviation	1,859,030	3,349,817	8,653,943	8,653,943
Assessor - Recording Fees	3,922,437	3,491,722	8,088,000	8,088,000
Auditor-Controller/Treasurer/Tax Collector - Redemption Maintenanc	225,720	276,780	238,000	238,000
Behavioral Health - Block Grant Carryover	10,321,460	10,161,892	10,457,887	10,457,887
Behavioral Health - Driving Under the Influence Programs	204,341	176,874	178,760	178,760
Behavioral Health - Mental Health Services Act	170,808,570	157,832,073	195,235,179	195,235,179
Community Development and Housing	11,082,756	14,290,050	14,720,705	14,720,705
County Library	18,217,112	19,022,824	17,732,816	17,732,816
County Trial Courts - Alternate Dispute Resolution Program	407,700	442,230	360,200	360,200
County Trial Courts - Court Alcohol and Drug Program	516,856	337,280	416,108	416,108
County Trial Courts - Courthouse Seismic Surcharge	1,703,763	1,861,195	1,932,806	1,932,806
County Trial Courts - Registration Fees	7,331	6,459	4,000	4,000
District Attorney Special Projects	11,635,126	8,632,283	8,038,848	8,038,848
Domestic Violence AB 2405	11,303	8,421	13,200	13,200
Finance and Administration - Disaster Recovery Fund	229,208	1,196,959	1,035,000	1,035,000
Human Resources - Commuter Services	532,283	549,055	535,772	535,772
Human Resources - Employee Benefits and Services	3,112,610	2,958,236	3,639,081	3,639,081
Human Services - Domestic Violence/Child Abuse	490,354	523,679	523,000	523,000
Human Services - Marriage License Fees Surcharge	378,532	299,114	380,000	380,000
Human Services - Wraparound Reinvestment Fund	5,337,841	6,317,610	5,025,000	5,025,000

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 2019

Description	TOTAL FINANCING SOURCES FY 2017 Actual	FY 2018 Actual	FY 2019 Recommended	FY 2019 Adopted by the Board of Supervisors
1	2	3	4	5
Summarization by Fund Continued				
Local Law Enforcement Block Grant	648,163	28,720	611,642	611,642
Master Settlement Agreement	18,104,073	22,132,521	17,904,939	17,904,939
Preschool Services	53,396,343	56,467,920	57,591,230	58,260,490
Probation - Asset Forfeiture	3,873	947	1,930	1,930
Probation - Criminal Recidivism SB 678	7,549,242	7,189,078	4,219,124	4,219,124
Probation - Juvenile Justice Grant Program	8,161,835	8,613,596	9,329,308	9,329,308
Probation - Juvenile Re-Entry Program AB1628	145,000	119,827	145,000	145,000
Public Health - Bio-Terrorism Preparedness	1,882,092	3,052,583	2,055,536	2,055,536
Public Health - Vector Control Assessments	1,678,062	1,653,427	1,807,094	1,807,094
Public Health - Vital Statistics State Fees	180,810	189,389	189,732	189,732
Public Works - Special Transportation	11,929,431	14,797,783	10,633,425	10,633,425
Public Works - Surveyor - Survey Monument Preservation	73,670	71,710	80,000	80,000
Public Works - Transportation - Road Operations	78,543,170	73,048,854	114,766,186	114,766,186
Real Estate Services - Chino Agricultural Preserve	656,113	796,697	765,936	765,936
Regional Parks - Calico Ghost Town Marketing Services	449,675	460,158	479,937	479,937
Regional Parks - County Trail System	48,492	642,415	3,427,000	3,427,000
Regional Parks - Off-Highway Vehicle License Fees	303,152	303,981	301,000	301,000
Regional Parks - Park Maintenance and Development	136,084	1,629,607	661,913	661,913
Regional Parks - San Manuel Amphitheater	2,226,419	1,423,317	1,461,000	1,461,000
Regional Parks - San Manuel Amphitheater Improvements	9,050	33,663	58,000	58,000
Sheriff's Special Projects	19,427,632	12,572,498	11,941,949	11,941,949
Special Districts - Fish and Game Commission	14,145	12,259	7,200	7,200
Workforce Development	19,582,306	20,444,314	30,223,743	30,223,743
Capital Improvements Fund	187,096,435	139,243,214	69,240,213	74,364,028
Redevelopment Agency (Housing Successor)	160,939	232,830	198,100	198,100
Total Summarization by Fund	**3,497,508,776**	**3,579,636,675**	**3,327,755,204**	**3,339,798,585**

State Controller Schedules
County Budget Act

Schedule 6

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2019

TOTAL FINANCING SOURCES

Fund Name	Financing Source Category	Financing Source Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Recommended	FY 2019 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
GENERAL FUND						
General Fund						
	Taxes					
		Property Taxes - Current Secured 1%	187,302,556	198,182,531	207,263,614	207,263,614
		Property Taxes - Current Unsecured	7,421,405	6,939,546	8,016,095	8,016,095
		Property Taxes - Current Utility Unitary	18,159,893	17,819,195	17,800,000	17,800,000
		Property Taxes - Prior Secured	(64,470)	(102,102)	2,200,000	2,200,000
		Property Taxes - Prior Unsecured	292,450	313,563	0	0
		Property Taxes - Prior Utility Unitary	0	1,764,377	0	0
		Property Tax In Lieu of VLF	241,783,617	256,309,802	269,125,292	269,125,292
		Penalties, Interest and Costs	5,565,765	4,481,745	2,533,500	2,533,500
		Property Tax - RDA Successor Agency Liquidation of Asset	623,795	751,408	0	0
		Negotiated Pass Thru	41,506,305	43,007,342	49,328,872	49,328,872
		Residual Balance	22,369,245	30,076,166	24,920,457	24,920,457
		Statutory Pass Thru	2,772,562	3,433,719	0	0
		Other Taxes - Aircraft Tax	686,723	844,202	678,000	678,000
		Other Taxes - Delinquent Mobile Home	123	0	0	0
		Other Taxes - Racehorse	65	277	0	0
		Other Taxes - Supplemental Rolls	5,242,967	5,764,109	5,000,000	5,000,000
		Other Taxes - Property Transfer	9,273,725	12,649,403	10,000,000	10,000,000
		Other Taxes - Hotel/Motel	2,756,731	3,125,005	3,125,831	3,125,831
		Sales and Use Taxes	22,136,145	23,777,794	20,750,252	20,750,252
		1/2% Sales Tax - Public Safety	169,775,269	183,580,740	192,000,000	192,000,000
		Total Taxes	**737,604,871**	**792,718,822**	**812,741,913**	**812,741,913**
	Licenses, Permits and Franchises					
		Ambulance Licenses	0	424	0	0
		Animal Licenses	802,387	913,166	790,000	790,000
		Business Licenses	71,432	40,121	42,241	42,241
		Construction Permits	5,509,020	5,311,766	5,400,000	5,400,000
		Other Licenses and Permits	12,193,087	12,592,240	12,255,236	12,255,236
		Cable Television	1,789,846	1,576,011	1,500,000	1,500,000
		Gas	950,977	1,180,456	1,300,000	1,300,000
		Water	520,530	322,432	288,916	288,916
		Electricity	3,267,553	3,647,203	3,538,330	3,538,330
		Pipeline	56,692	58,497	60,000	60,000
		Telecommunications	0	354,562	0	0
		Total Licenses, Permits and Franchises	**25,161,524**	**25,996,878**	**25,174,723**	**25,174,723**

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 2019

TOTAL FINANCING SOURCES

Fund Name	Financing Source Category	Financing Source Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Recommended	FY 2019 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
General Fund Continued						
	Fines, Forfeitures and Penalties					
		Vehicle Code Fines	20,319	19,152	3,000	3,000
		Victim Restitution	0	523	0	0
		Parking Fines	110,318	110,936	110,500	110,500
		Other Court Fines	4,329,749	4,599,041	4,325,000	4,325,000
		Dog Citation Fines	29,310	50,268	33,000	33,000
		Court Administration Assessments	284	252	500	500
		Warrant Servicing	14	6	0	0
		Bond Forfeitures	113,780	257,225	115,000	115,000
		Other Forfeitures	515,830	483,562	510,000	510,000
		Penalties	185,447	54,766	131,000	131,000
		District Attorney Forfeitures	1,105	512	0	0
		Total Fines, Forfeitures and Penalties	**5,306,156**	**5,576,243**	**5,228,000**	**5,228,000**
	Revenue From Use of Money and Property					
		Interest	33,085,632	40,719,510	33,882,531	33,882,531
		SB90 Interest on Late Payments	0	1,747	0	0
		Rents and Concessions	5,293,769	5,602,103	6,547,529	6,547,529
		Rents and Concessions-Vending Machines	24,094	24,308	21,600	21,600
		Interest - Excess Proceeds	1,239,898	1,428,281	1,000,000	1,000,000
		Total Revenue From Use of Money and Property	**39,643,393**	**47,775,949**	**41,451,660**	**41,451,660**
	Intergovernmental Revenues					
		State				
		State Vehicle License Fees In Lieu	800,054	949,103	0	0
		State Other In Lieu Tax	3,633	504	0	0
		Welfare Administration	96,166,769	70,127,514	78,052,954	78,052,954
		Aid for Children	35,393,122	26,275,902	11,665,142	11,665,142
		Health Administration	43,457,652	45,828,605	45,347,722	45,347,722
		Realignment Revenue	250,232,626	300,291,676	316,766,474	316,766,474
		Aid to Crippled Children	6,777,618	6,334,021	6,135,414	6,135,414
		Aid for Health	340,101	262,922	125,858	125,858
		Realignment 2011	420,706,108	443,137,216	432,666,583	432,666,583
		Aid for Agriculture	2,599,663	2,637,732	2,468,770	2,468,770
		Aid for Disaster	93,569	191,860	0	0
		State Aid for Veterans Affairs	466,665	485,893	475,000	475,000
		Cops Program	2,177,791	2,351,187	1,911,094	1,911,094
		Homeowner's Tax Relief	2,310,483	2,182,855	2,180,879	2,180,879
		Other State Support	2,006,245	1,591,154	183,000	183,000
		Other State Aid	17,479,550	20,410,706	24,630,782	24,630,782
		Medi-Cal - Inpatient	66,756,985	68,469,641	91,848,005	91,848,005
		Medi-Cal - Outpatient	4,245,078	4,338,721	4,577,312	4,577,312
		State Rev-Managed Care Program	0	2,073,837	4,092,750	4,092,750
		STC 924 Program	1,090,195	801,510	867,700	867,700
		SB 90 Mandated Cost Reimbursement	1,697,405	5,220,042	1,582,560	1,582,560
		Assembly Bills and Senate Bills	673,208	764,813	680,000	680,000
		State - Unrestricted Grants	21,572,141	21,660,044	24,219,489	24,219,489
		Total State	**977,046,661**	**1,026,387,458**	**1,050,477,488**	**1,050,477,488**

State Controller Schedules
County Budget Act

Schedule 6

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2019

TOTAL FINANCING SOURCES

Fund Name	Financing Source Category	Financing Source Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Recommended	FY 2019 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
General Fund - Intergovernmental Revenues Continued						
	Federal					
		Welfare Administration	191,707,294	182,882,953	204,588,093	204,588,093
		Aid for Children	170,774,393	173,220,470	202,059,570	202,059,570
		Health Administration	67,681,291	71,394,114	94,942,474	94,942,474
		Medicare - Inpatient	(114)	0		
		Medicare - Outpatient	559,049	92,786	246,488	246,488
		Federal - Capital Grants	0	0	180,000	180,000
		Federal - Grants	42,439,096	43,543,498	43,892,083	43,892,083
		Aid for Disaster - FEMA	4	245,755	0	0
		Other In-Lieu Taxes	3,317,526	3,373,288	3,323,675	3,323,675
		Other Gov Agencies - Fed Only	4,807,972	12,291,353	8,022,625	8,022,625
		Other Federal Aid	7,651,126	9,509,356	22,378,328	22,378,328
		Federal - Pass Through	33,344,389	32,940,734	41,931,969	41,931,969
		Total Federal	**522,282,026**	**529,494,307**	**621,565,305**	**621,565,305**
	Other					
		Local Governmental Agencies	(60)	123,287	599,786	599,786
			(60)	**123,287**	**599,786**	**599,786**
		Total Intergovernmental Revenues	**1,499,328,627**	**1,556,005,052**	**1,672,642,579**	**1,672,642,579**

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 2019

TOTAL FINANCING SOURCES

Fund Name	Financing Source Category	Financing Source Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Recommended	FY 2019 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	235,327	266,825	285,000	285,000
		Special Assessments-Current Year	731,983	616,191	715,000	715,000
		Adoption Fees	40,666	45,408	40,000	40,000
		Agricultural Services	2,133,536	1,828,678	2,732,765	2,732,765
		Weed Abatement Contracts	289,349	1,035,206	306,573	306,573
		SB 813 Implementation Cost	2,561,747	3,877,008	1,507,896	1,507,896
		ABX1 26 ATC Admin Cost Reimbursement	1,115,389	1,242,307	1,320,198	1,320,198
		Assessment and Tax Collection Fees	3,480,375	3,742,897	3,366,594	3,366,594
		Tax Sale Fees	419,895	348,510	336,500	336,500
		Reimbursement Fee-Tax Deeded Property	1,267,221	1,072,385	1,089,000	1,089,000
		Auditing Fees	1,058,599	857,387	625,100	625,100
		Accounting Services	3,886,661	3,920,189	5,007,277	5,007,277
		Electronic Monitoring	470	0	0	0
		Change of Plea	6,917	1,827	12,000	12,000
		Probation Diversion Fees	4,830	5,140	15,000	15,000
		Sealing of Records	5,992	2,715	10,000	10,000
		Institutional Care and Services	3,735,502	3,590,356	5,178,302	5,178,302
		Adult Supervision Fees	620,220	622,917	485,000	485,000
		Civil Process Service	1,139,798	1,085,211	1,200,000	1,200,000
		Registration Fees	841,954	944,534	852,000	852,000
		Court Fees - Other	4,429,020	5,044,865	4,500,000	4,500,000
		Court Installment Fees	16,554	17,129	10,000	10,000
		Reimbursement Welfare Child Support Collections	1,775,160	2,087,352	1,793,011	1,793,011
		Health Fees	2,914,257	2,925,485	3,104,785	3,104,785
		Health Service Fees	119,389,032	150,740,101	160,432,583	160,432,583
		Private Pay - Inpatient	52,757	39,246	40,383	40,383
		Private Pay - Outpatient	48,199	41,997	49,750	49,750
		Commercial Ins Outpatient	106	0	0	0
		Coroner's Removal Fees	356,750	329,848	350,000	350,000
		Coroner's Report Fees	38,493	43,442	50,000	50,000
		Mental Health Services	46,692	182,286	30,000	30,000
		Humane Services	1,167,337	1,046,043	1,185,000	1,185,000
		Telephone & Telegraph	265,156	296,279	150,000	150,000
		Educational Services	398,482	421,677	374,088	374,088
		Election Services	2,862,174	1,770,933	2,301,642	2,301,642
		Estate Fees	448,124	494,098	430,000	430,000
		Legal Services	6,422,942	6,632,676	8,039,000	8,039,000
		Legal Services - Justice Courts	644,800	641,897	560,500	560,500
		Law Enforcement Services	146,263,233	153,254,446	165,990,526	165,990,526
		Substance Abuse Test Fee	21	34	100	100
		Park and Recreation Fees	6,151,553	6,401,250	6,350,000	6,350,000
		Museum Admission Fees	252,719	266,123	229,000	229,000
		Personnel Services	190,400	202,850	184,750	184,750
		Credit Card Service Fees	38,535	17,345	0	0
		Collection Fees	4,181,629	3,921,564	4,813,842	4,813,842

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 2019

TOTAL FINANCING SOURCES

Fund Name	Financing Source Category	Financing Source Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Recommended	FY 2019 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
General Fund Continued						
	Charges for Current Services Continued					
		Vital Records	1,324,860	1,322,260	1,500,000	1,500,000
		Sale of Public Information	692,197	623,642	380,000	380,000
		County Clerk	1,049,097	1,067,801	1,100,000	1,100,000
		Recording Fees	10,252,333	9,164,118	9,815,698	9,815,698
		Adult Investigations Fees	108,667	99,528	0	0
		Facilities Development Fees	0	178	0	0
		Planning Services	736,769	1,603,607	825,000	825,000
		Land Development Engineering Svcs	2,465,647	2,639,044	2,804,639	2,804,639
		EIR Consultant Fees	558,988	237,258	889,555	889,555
		Contract Transaction Charge	593	616	0	0
		Permit and Inspection Fees	15,750	12,110	16,000	16,000
		Map Automation Fees	5,386	1,898	4,258	4,258
		Fuel Flowage	130,398	144,530	160,000	160,000
		Landing Fees	14,336	13,330	12,220	12,220
		Subrogation For Departments	150,943	206,220	50,000	50,000
		Claim Cost Recoveries	0	200	0	0
		Reimbursement for Indirect Costs	62,067,874	67,813,279	73,218,224	73,218,224
		Other Services	36,482,857	36,788,370	40,363,577	40,363,577
		Reimbursement for Prior Excess Insurance	0	40,161	0	0
		Surplus Property Sales	1,292,166	1,134,000	0	0
		Surplus Property Other Revenue	(124)	0	0	0
		Operating Revenue From Outside Agencies	25,324	30,173	27,165	27,165
		Total Charges For Current Services	**439,304,617**	**484,866,980**	**517,219,501**	**517,219,501**
	Other Revenue					
		DDR - LMIHF Unencumbered Fund	166,674	0	0	0
		DDR - Other Unencumbered Fund	109,075	51,282	0	0
		Assessor Revenue/Municipal Court Suspense	35,608	28,692	35,000	35,000
		PIMS Access Fee	18,903	19,467	510	510
		Revenue Applicable to Prior Years	854,504	528,366	0	0
		State Unemployment Tax	0	33,543	0	0
		Taxable Sales to the Public	34,913	37,090	35,000	35,000
		Other Sales	310,132	144,112	250,000	250,000
		Contributions/Donations Private	125,368	88,846	1,000	1,000
		Litigation Settlement	216,886	859,977	600	600
		Other Revenues	17,098,611	16,936,120	16,727,260	16,727,260
		Total Other Revenue	**18,970,674**	**18,727,495**	**17,049,370**	**17,049,370**
	Other Financing Sources					
		Operating Transfers In	28,095,373	32,979,242	30,036,952	30,036,952
		Sale of Fixed Assets	2,030,483	1,236,871	500,000	500,000
		Residual Equity Transfers In	10,446,039	33,277	0	0
		Residual Equity Transfers Out	(8,971,990)	(3,781,512)	0	0
		Total Other Financing Sources	**31,599,905**	**30,467,878**	**30,536,952**	**30,536,952**
TOTAL General Fund Financing Sources			**2,796,919,768**	**2,962,135,297**	**3,122,044,698**	**3,122,044,698**

State Controller Schedules
County Budget Act

Schedule 6

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2019

TOTAL FINANCING SOURCES

Fund Name	Financing Source Category	Financing Source Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Recommended	FY 2019 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	(482,676)	9,067,134	0	0
		Total Taxes	**(482,676)**	**9,067,134**	**0**	**0**
	Revenue From Use of Money and Property					
		Interest	312,937	610,606	200,000	200,000
		Total Revenue From Use of Money and Property	**312,937**	**610,606**	**200,000**	**200,000**
	Intergovernmental Revenues					
		State				
		Realignment Revenue	(250,770,554)	(300,023,944)	(316,766,474)	(316,766,474)
		Realignment Reserve (Budget)	0	0	(411,635,516)	(405,385,210)
		Realignment 2011	(420,706,108)	(443,404,948)	(432,666,584)	(432,666,584)
		Social Services Realignment	102,777,645	113,054,461	122,758,787	122,758,787
		Family Support Realignment	58,822,835	62,794,028	60,837,803	60,837,803
		Realignment Revenue for Health	10,095,765	0	0	0
		CalWorks Realignment MOE	102,931,890	104,332,043	101,837,311	101,837,311
		Law and Justice Realignment	130,464,357	137,480,388	142,098,316	142,098,316
		Support Services Realignment	166,496,450	173,551,658	182,657,423	182,657,423
		Mental Health Realignment	55,040,193	55,040,193	55,040,193	55,040,193
		Vehicle License Fees Realignment	51,438,833	51,025,917	58,146,180	58,146,180
		Realignment Growth - Vlf	9,990,221	7,714,662	6,428,670	6,428,670
		Realignment Growth - Sales Tax	21,102,564	32,354,594	13,006,680	13,006,680
		Other State Aid	0	10,828	0	0
		SB 90 Mandated Cost Reimbursement	0	4,840,550	0	0
		Total State	**37,684,091**	**(1,229,570)**	**(418,257,211)**	**(412,006,905)**
		Total Intergovernmental Revenues	**37,684,091**	**(1,229,570)**	**(418,257,211)**	**(412,006,905)**
	Other Financing Sources					
		Operating Transfers In	9,659,432	12,155,306	8,455,775	8,455,775
		Total Other Financing Sources	**9,659,432**	**12,155,306**	**8,455,775**	**8,455,775**
TOTAL Restricted General Fund Financing Sources			**47,173,784**	**20,603,476**	**(409,601,436)**	**(403,351,130)**
TOTAL General Fund Financing Sources			**2,844,093,552**	**2,982,738,773**	**2,712,443,262**	**2,718,693,568**



State Controller Schedules
County Budget Act

Schedule 6

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2019

TOTAL FINANCING SOURCES

Fund Name	Financing Source Category	Financing Source Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Recommended	FY 2019 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	400	1,234	200	200
		Total Revenue From Use of Money and Property	**400**	**1,234**	**200**	**200**
	Intergovernmental Revenues					
		State				
		Other State Aid	8	8	0	0
		Total State	**8**	**8**	**0**	**0**
		Total Intergovernmental Revenues	**8**	**8**	**0**	**0**
	Charges For Current Services					
		Court Fees - Civil	407,205	440,948	360,000	360,000
		Total Charges For Current Services	**407,205**	**440,948**	**360,000**	**360,000**
	Other Revenue					
		Other Revenues	87	40	0	0
		Total Other Revenue	**87**	**40**	**0**	**0**
TOTAL County Trial Courts - Alternate Dispute Resolution Program Financing Sources			**407,700**	**442,230**	**360,200**	**360,200**
Public Health - Bio-Terrorism Preparedness						
	Revenue From Use of Money and Property					
		Interest	3,539	4,614	2,083	2,083
		Total Revenue From Use of Money and Property	**3,539**	**4,614**	**2,083**	**2,083**
	Intergovernmental Revenues					
		State				
		Aid for Health	102,648	115,843	129,742	129,742
		Total State	**102,648**	**115,843**	**129,742**	**129,742**
		Federal				
		Federal - Pass Through	1,775,905	2,932,126	1,923,711	1,923,711
		Total Federal	**1,775,905**	**2,932,126**	**1,923,711**	**1,923,711**
		Total Intergovernmental Revenues	**1,878,553**	**3,047,969**	**2,053,453**	**2,053,453**
TOTAL Public Health - Bio-Terrorism Preparedness Financing Sources			**1,882,092**	**3,052,583**	**2,055,536**	**2,055,536**

State Controller Schedules
County Budget Act

Schedule 6

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2019

TOTAL FINANCING SOURCES

Fund Name	Financing Source Category	Financing Source Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Recommended	FY 2019 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
SPECIAL REVENUE FUNDS CONTINUED						
Behavioral Health - Block Grant Carryover						
	Revenue From Use of Money and Property					
		Interest	70,795	171,799	90,588	90,588
		Total Revenue From Use of Money and Property	**70,795**	**171,799**	**90,588**	**90,588**
	Intergovernmental Revenues					
		Federal				
		Federal - Grants	10,250,665	9,990,094	10,367,299	10,367,299
		Total Federal	**10,250,665**	**9,990,094**	**10,367,299**	**10,367,299**
		Total Intergovernmental Revenues	**10,250,665**	**9,990,094**	**10,367,299**	**10,367,299**
TOTAL Behavioral Health - Block Grant Carryover Financing Sources			**10,321,460**	**10,161,893**	**10,457,887**	**10,457,887**
Regional Parks - Calico Marketing Services						
	Revenue From Use of Money and Property					
		Interest	2,796	4,490	2,300	2,300
		Rents and Concessions	91,045	100,272	98,000	98,000
		Total Revenue From Use of Money and Property	**93,841**	**104,762**	**100,300**	**100,300**
	Charges For Current Services					
		Park and Recreation Fees	355,892	348,718	378,000	378,000
		Total Charges For Current Services	**355,892**	**348,718**	**378,000**	**378,000**
	Other Revenue					
		Other Sales	(1,666)	0	0	0
		Other Revenues	1,608	6,678	1,637	1,637
		Total Other Revenue	**(58)**	**6,678**	**1,637**	**1,637**
TOTAL Regional Parks - Calico Marketing Services Financing Sources			**449,675**	**460,158**	**479,937**	**479,937**
Agricultural, Weights & Measures - California Grazing Fees						
	Intergovernmental Revenues					
		Federal				
		Grazing Fees	4,685	2,040	2,500	2,500
		Total Federal	**4,685**	**2,040**	**2,500**	**2,500**
		Total Intergovernmental Revenues	**4,685**	**2,040**	**2,500**	**2,500**
TOTAL Agricultural, Weights & Measures - California Grazing Fees Financing Sources			**4,685**	**2,040**	**2,500**	**2,500**



State Controller Schedules
County Budget Act

Schedule 6

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2019

TOTAL FINANCING SOURCES

Fund Name	Financing Source Category	Financing Source Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Recommended	FY 2019 Adopted by the Board of Supervisors
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	245,702	361,552	325,000	325,000
		Rents and Concessions	409,361	434,094	440,936	440,936
		Total Revenue From Use of Money and Property	**655,063**	**795,646**	**765,936**	**765,936**
	Charges For Current Services					
		Other Services	1,050	0	0	0
		Total Charges For Current Services	**1,050**	**0**	**0**	**0**
	Other Revenue					
		Other Revenues	0	1,050	0	0
		Total Other Revenue	**0**	**1,050**	**0**	**0**
TOTAL Real Estate Services - Chino Agriculture Preserve Financing Sources			**656,113**	**796,696**	**765,936**	**765,936**
Human Resources - Commuter Services						
	Revenue From Use of Money and Property					
		Interest	8,060	13,067	7,400	7,400
		Total Revenue From Use of Money and Property	**8,060**	**13,067**	**7,400**	**7,400**
	Intergovernmental Revenues					
		State				
		Other State Aid	0	311,747	402,022	402,022
		Total State	**0**	**311,747**	**402,022**	**402,022**
		Federal				
		Other Gov Agencies - Fed Only	416,867	85,235	0	0
		Total Federal	**416,867**	**85,235**	**0**	**0**
		Total Intergovernmental Revenues	**416,867**	**396,982**	**402,022**	**402,022**
	Charges For Current Services					
		Other Services	105,600	138,156	126,350	126,350
		Total Charges For Current Services	**105,600**	**138,156**	**126,350**	**126,350**
	Other Revenue					
		Other Revenues	1,757	851	0	0
		Total Other Revenue	**1,757**	**851**	**0**	**0**
TOTAL Human Resources - Commuter Services Financing Sources			**532,283**	**549,056**	**535,772**	**535,772**

State Controller Schedules
County Budget Act

Schedule 6

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2019

TOTAL FINANCING SOURCES

Fund Name	Financing Source Category	Financing Source Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Recommended	FY 2019 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
SPECIAL REVENUE FUNDS CONTINUED						
Special Districts - Fish And Game Commission						
	Fines, Forfeitures and Penalties					
		Other Court Fines	13,641	11,529	6,500	6,500
		Total Fines, Forfeitures and Penalties	**13,641**	**11,529**	**6,500**	**6,500**
	Charges For Current Services					
		Park and Recreation Fees	0	2	0	0
		Other Services	504	728	700	700
		Total Charges For Current Services	**504**	**730**	**700**	**700**
TOTAL Special Districts - Fish And Game Commission Financing Sources			**14,145**	**12,259**	**7,200**	**7,200**
County Library						
	Taxes					
		Property Taxes - Current Secured 1%	10,724,204	11,287,841	11,045,930	11,045,930
		Property Taxes - Current Unsecured	423,761	394,285	424,200	424,200
		Property Taxes - Current Utility Unitary	637,562	625,230	610,000	610,000
		Property Taxes - Prior Secured	(3,732)	(5,809)	0	0
		Property Taxes - Prior Unsecured	16,819	17,904	17,000	17,000
		Property Taxes - Prior Utility Unitary	0	100,537	0	0
		Penalties, Interest and Costs	10,674	9,160	10,000	10,000
		Property Taxes - Successor Agency Liquidation of Asset	42,571	42,480	0	0
		Negotiated Pass Thru	3,368,780	3,676,574	3,469,843	3,469,843
		Residual Balance	406,003	612,470	340,000	340,000
		Statutory Pass Thru	179,652	226,455	100,000	100,000
		5% Supplemental Administration Change	(17,686)	(17,822)	(8,000)	(8,000)
		Other Taxes - Supplemental Rolls	255,339	324,046	50,000	50,000
		Total Taxes	**16,043,947**	**17,293,351**	**16,058,973**	**16,058,973**
	Revenue From Use of Money and Property					
		Interest	1,785	3,348	3,000	3,000
		Total Revenue From Use of Money and Property	**1,785**	**3,348**	**3,000**	**3,000**
	Intergovernmental Revenues					
		State				
		Homeowner's Tax Relief	122,673	116,530	120,000	120,000
		SB 90 Mandated Cost Reimbursement	0	370	0	0
		State - Unrestricted Grants	97,762	100,793	100,793	100,793
		Total State	**220,435**	**217,693**	**220,793**	**220,793**
		Federal				
		Federal - Grants	12,365	49,249	10,000	10,000
		Total Federal	**12,365**	**49,249**	**10,000**	**10,000**
		Total Intergovernmental Revenues	**232,800**	**266,942**	**230,793**	**230,793**
	Charges For Current Services					
		Library Services	1,113,325	1,076,101	1,146,800	1,146,800
		Subrogation For Departments	1,061	0	0	0
		Total Charges For Current Services	**1,114,386**	**1,076,101**	**1,146,800**	**1,146,800**
	Other Revenue					
		DDR - Other Unencumbered Fund	10,562	4,966	0	0
		Prior Years Revenue	1,662	0	0	0
		Other Sales	121,866	17,746	0	0
		Other Revenues	690,105	347,870	193,250	193,250
		Total Other Revenue	**824,195**	**370,582**	**193,250**	**193,250**
	Other Financing Sources					
		Operating Transfers In	0	0	100,000	100,000
		Sale of Fixed Assets	0	12,500	0	0
		Total Other Financing Sources	**0**	**12,500**	**100,000**	**100,000**
TOTAL County Library Financing Sources			**18,217,112**	**19,022,824**	**17,732,816**	**17,732,816**

State Controller Schedules
County Budget Act

Schedule 6

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2019

TOTAL FINANCING SOURCES

Fund Name	Financing Source Category	Financing Source Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Recommended	FY 2019 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
SPECIAL REVENUE FUNDS CONTINUED						
Regional Parks - County Trail System						
	Revenue From Use of Money and Property					
		Interest	8,172	10,080	5,000	5,000
		Total Revenue From Use of Money and Property	**8,172**	**10,080**	**5,000**	**5,000**
	Intergovernmental Revenues					
		State				
		State - Capital Grants	0	0	3,322,000	3,322,000
		Total State	**0**	**0**	**3,322,000**	**3,322,000**
		Federal				
		Federal - Grants	0	27,287	0	0
		Total Federal	**0**	**27,287**	**0**	**0**
		Total Intergovernmental Revenues	**0**	**27,287**	**3,322,000**	**3,322,000**
	Other Revenue					
		Other Revenues	40,320	14,049	0	0
		Total Other Revenue	**40,320**	**14,049**	**0**	**0**
	Other Financing Sources					
		Operating Transfers In	0	591,000	100,000	100,000
		Total Other Financing Sources	**0**	**591,000**	**100,000**	**100,000**
TOTAL Regional Parks - County Trail System Financing Sources			**48,492**	**642,416**	**3,427,000**	**3,427,000**
County Trial Courts - Court Alcohol And Drug Program						
	Fines, Forfeitures and Penalties					
		Other Court Fines	495,246	302,021	386,032	386,032
		Total Fines, Forfeitures and Penalties	**495,246**	**302,021**	**386,032**	**386,032**
	Revenue From Use of Money and Property					
		Interest	21,610	35,259	30,076	30,076
		Total Revenue From Use of Money and Property	**21,610**	**35,259**	**30,076**	**30,076**
TOTAL County Trial Courts - Court Alcohol And Drug Program Financing Sources			**516,856**	**337,280**	**416,108**	**416,108**
County Trial Courts - Courthouse Seismic Surcharge						
	Revenue From Use of Money and Property					
		Interest	394	729	548	548
		Total Revenue From Use of Money and Property	**394**	**729**	**548**	**548**
	Charges For Current Services					
		Court Fees - Civil	1,703,369	1,860,466	1,932,258	1,932,258
		Total Charges For Current Services	**1,703,369**	**1,860,466**	**1,932,258**	**1,932,258**
TOTAL County Trial Courts - Courthouse Seismic Surcharge Financing Sources			**1,703,763**	**1,861,195**	**1,932,806**	**1,932,806**
Probation - Criminal Recidivism SB 678						
	Revenue From Use of Money and Property					
		Interest	137,926	171,817	19,124	19,124
		Total Revenue From Use of Money and Property	**137,926**	**171,817**	**19,124**	**19,124**
	Intergovernmental Revenues					
		State				
		Welfare Administration	7,411,316	7,017,261	4,200,000	4,200,000
		Total State	**7,411,316**	**7,017,261**	**4,200,000**	**4,200,000**
		Total Intergovernmental Revenues	**7,411,316**	**7,017,261**	**4,200,000**	**4,200,000**
TOTAL Probation - Criminal Recidivism SB 678 Financing Sources			**7,549,242**	**7,189,078**	**4,219,124**	**4,219,124**

State Controller Schedules
County Budget Act

Schedule 6

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2019

TOTAL FINANCING SOURCES

Fund Name	Financing Source Category	Financing Source Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Recommended	FY 2019 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
SPECIAL REVENUE FUNDS CONTINUED						
Finance and Administration - Disaster Recovery Fund						
	Revenue From Use of Money and Property					
		Interest	24,618	41,159	35,000	35,000
		Total Revenue From Use of Money and Property	**24,618**	**41,159**	**35,000**	**35,000**
	Intergovernmental Revenues					
		State				
		State - Pub Assistance Admin	0	711	0	0
		State Aid For Disaster	80,828	7,110	250,000	250,000
		Total State	**80,828**	**7,821**	**250,000**	**250,000**
		Federal				
		Aid for Disaster - FEMA	123,762	1,147,979	750,000	750,000
		Total State	**123,762**	**1,147,979**	**750,000**	**750,000**
TOTAL Finance and Administration - Disaster Recovery Fund Financing Sources			**229,208**	**1,196,959**	**1,035,000**	**1,035,000**
District Attorney Special Projects						
	Fines, Forfeitures and Penalties					
		Penalties	0	51,792	0	0
		Forfeitures - District Attorney	4,526,316	1,341,733	800,000	800,000
		Total Fines, Forfeitures and Penalties	**4,526,316**	**1,393,525**	**800,000**	**800,000**
	Revenue From Use of Money and Property					
		Interest	34,864	83,043	31,500	31,500
		Total Revenue From Use of Money and Property	**34,864**	**83,043**	**31,500**	**31,500**
	Intergovernmental Revenues					
		State				
		Other State Aid	1,532,106	1,817,999	1,550,000	1,550,000
		State - Unrestricted Grants	2,571,191	2,738,556	2,707,348	2,707,348
		Total State	**4,103,297**	**4,556,555**	**4,257,348**	**4,257,348**
		Total Intergovernmental Revenues	**4,103,297**	**4,556,555**	**4,257,348**	**4,257,348**
	Charges For Current Services					
		Coroner's Removal Fees	0	613	0	0
		Other Services	2,968,071	2,578,494	2,950,000	2,950,000
		Total Charges For Current Services	**2,968,071**	**2,579,107**	**2,950,000**	**2,950,000**
	Other Revenue					
		Other Revenues	2,578	20,054	0	0
		Total Other Revenue	**2,578**	**20,054**	**0**	**0**
TOTAL District Attorney Special Projects Financing Sources			**11,635,126**	**8,632,284**	**8,038,848**	**8,038,848**
Human Services - Domestic Violence/Child Abuse						
	Revenue From Use of Money and Property					
		Interest	3,244	5,328	3,000	3,000
		Total Revenue From Use of Money and Property	**3,244**	**5,328**	**3,000**	**3,000**
	Intergovernmental Revenues					
		State				
		Other State Aid	55,616	54,696	60,000	60,000
		Total State	**55,616**	**54,696**	**60,000**	**60,000**
		Total Intergovernmental Revenues	**55,616**	**54,696**	**60,000**	**60,000**
	Charges For Current Services					
		Other Services	431,494	463,655	460,000	460,000
		Total Charges For Current Services	**431,494**	**463,655**	**460,000**	**460,000**
TOTAL Human Services - Domestic Violence/Child Abuse Financing Sources			**490,354**	**523,679**	**523,000**	**523,000**

State Controller Schedules
County Budget Act

Schedule 6

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2019

TOTAL FINANCING SOURCES

Fund Name	Financing Source Category	Financing Source Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Recommended	FY 2019 Adopted by the Board of Supervisors
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	5,466	7,999	4,717	4,717
		Total Revenue From Use of Money and Property	**5,466**	**7,999**	**4,717**	**4,717**
	Charges For Current Services					
		Mental Health Services	198,875	168,875	174,043	174,043
		Total Charges For Current Services	**198,875**	**168,875**	**174,043**	**174,043**
TOTAL Behavioral Health - Driving Under The Influence Financing Sources			**204,341**	**176,874**	**178,760**	**178,760**
Community Development and Housing						
	Fines, Forfeitures and Penalties					
		Penalties	142	0	0	0
		Total Fines, Forfeitures and Penalties	**142**	**0**	**0**	**0**
	Revenue From Use of Money and Property					
		Interest	381,775	406,854	353,000	353,000
		Total Revenue From Use of Money and Property	**381,775**	**406,854**	**353,000**	**353,000**
	Intergovernmental Revenues					
		State				
		State Traffic Congestion	195	0	0	0
		Asm Bills And Senate Bills	90	0	0	0
		State - Grants	0	0	822,253	822,253
		Total State	**285**	**0**	**822,253**	**822,253**
		Federal				
		Federal - Grants	8,563,833	10,054,829	11,103,820	11,103,820
		Total Federal	**8,563,833**	**10,054,829**	**11,103,820**	**11,103,820**
		Total Intergovernmental Revenues	**8,564,118**	**10,054,829**	**11,926,073**	**11,926,073**
	Charges For Current Services					
		ABX1 26 ATC Admin Cost Reimbursement	0	0	105,827	105,827
		Recording Fees	0	191	0	0
		Sanitation Services	1,484	0	0	0
		Other Services	2,265	1,857	3,000	3,000
		Total Charges For Current Services	**3,749**	**2,048**	**108,827**	**108,827**
	Other Revenue					
		Revenue Applicable to Prior Years	3,382	(636)	0	0
		Other Revenues	1,338,710	3,326,955	1,532,805	1,532,805
		Total Other Revenue	**1,342,092**	**3,326,319**	**1,532,805**	**1,532,805**
	Other Financing Sources					
		Operating Transfers In	790,880	500,000	800,000	800,000
		Residual Equity Transfers In	30,548	0	0	0
		Residual Equity Transfers Out	(30,548)	0	0	0
		Total Other Financing Sources	**790,880**	**500,000**	**800,000**	**800,000**
TOTAL Community Development and Housing Financing Sources			**11,082,756**	**14,290,050**	**14,720,705**	**14,720,705**

State Controller Schedules
County Budget Act

Schedule 6

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2019

TOTAL FINANCING SOURCES

Fund Name	Financing Source Category	Financing Source Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Recommended	FY 2019 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
SPECIAL REVENUE FUNDS CONTINUED						
Human Resources - Employee Benefits and Services						
	Revenue From Use of Money and Property					
		Interest	11,303	20,095	20,000	20,000
		Total Revenue From Use of Money and Property	**11,303**	**20,095**	**20,000**	**20,000**
	Intergovernmental Revenues					
		State				
		Other State Aid	0	10,701		
		SB 90 Mandated Cost Reimbursement	32	32,349	0	0
		Total State	**32**	**43,050**	**0**	**0**
		Total Intergovernmental Revenues	**32**	**43,050**	**0**	**0**
	Charges For Current Services					
		Sanitation Services	10,897	(10,898)	0	0
		Other Services	2,917,290	2,753,709	3,239,081	3,239,081
		Total Charges For Current Services	**2,928,187**	**2,742,811**	**3,239,081**	**3,239,081**
	Other Revenue					
		Other Revenues	173,088	152,280	380,000	380,000
		Total Other Revenue	**173,088**	**152,280**	**380,000**	**380,000**
TOTAL Human Resources - Employee Benefits and Services Financing Sources			**3,112,610**	**2,958,236**	**3,639,081**	**3,639,081**
Probation - Juvenile Justice Grant Program						
	Revenue From Use of Money and Property					
		Interest	71,923	167,447	119,942	119,942
		Total Revenue From Use of Money and Property	**71,923**	**167,447**	**119,942**	**119,942**
	Intergovernmental Revenues					
		State				
		Juvenile Justice Program	7,580,055	8,154,652	8,556,068	8,556,068
		Total State	**7,580,055**	**8,154,652**	**8,556,068**	**8,556,068**
		Other				
		Local Governmental Agencies	509,857	291,497	653,298	653,298
		Total Other	**509,857**	**291,497**	**653,298**	**653,298**
		Total Intergovernmental Revenues	**8,089,912**	**8,446,149**	**9,209,366**	**9,209,366**
TOTAL Probation - Juvenile Justice Grant program Financing Sources			**8,161,835**	**8,613,596**	**9,329,308**	**9,329,308**
Probation - Juvenile Re-Entry Program AB 1628						
	Other Financing Sources	Operating Transfers In	145,000	119,827	145,000	145,000
		Total Other Financing Sources	**145,000**	**119,827**	**145,000**	**145,000**
TOTAL Probation - Juvenile Re-Entry Program AB 1628 Financing Sources			**145,000**	**119,827**	**145,000**	**145,000**
Local Law Enforcement Block Grant						
	Revenue From Use of Money and Property					
		Interest	22,138	28,720	0	0
		Total Revenue From Use of Money and Property	**22,138**	**28,720**	**0**	**0**
	Intergovernmental Revenues					
		Federal				
		Federal - Grants	626,025	0	611,642	611,642
		Total Federal	**626,025**	**0**	**611,642**	**611,642**
		Total Intergovernmental Revenues	**626,025**	**0**	**611,642**	**611,642**
TOTAL Local Enforcement Block Grant Financing Sources			**648,163**	**28,720**	**611,642**	**611,642**

State Controller Schedules
County Budget Act

Schedule 6

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2019

TOTAL FINANCING SOURCES

Fund Name	Financing Source Category	Financing Source Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Recommended	FY 2019 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
SPECIAL REVENUE FUNDS CONTINUED						
Human Services - Marriage License Fees Surcharge						
	Other Revenue					
		Other Revenues	378,532	299,114	380,000	380,000
		Total Other Revenue	**378,532**	**299,114**	**380,000**	**380,000**
TOTAL Human Services - Marriage License Fees Surcharge Financing Sources			**378,532**	**299,114**	**380,000**	**380,000**
Behavioral Health - Mental Health Services Act						
	Revenue From Use of Money and Property					
		Interest	1,321,526	2,101,638	1,762,034	1,762,034
		Rents and Concessions	119,196	378,710	1,655,184	1,655,184
		Total Revenue From Use of Money and Property	**1,440,722**	**2,480,348**	**3,417,218**	**3,417,218**
	Intergovernmental Revenues					
		State				
		Other State Support	111,343,342	95,409,570	103,113,171	103,113,171
		Other State Aid	0	1,667	0	0
		Medi-Cal - Inpatient	32,748,788	31,791,793	54,098,838	54,098,838
		Total Intergovernmental Revenues - State	**144,092,130**	**127,203,030**	**157,212,009**	**157,212,009**
		Federal				
		Medicare Outpatient	11,238	1,802	0	0
		Federal - Grants	1,304,126	1,217,171	926,123	926,123
		Other Federal Aid	0	658,750	0	0
		Total Intergovernmental Revenues - Federal	**1,315,364**	**1,877,723**	**926,123**	**926,123**
		Total Intergovernmental Revenues	**145,407,494**	**129,080,753**	**158,138,132**	**158,138,132**
	Charges For Current Services					
		Institutional Care and Services	1,268	191	0	0
		Private Pay Inpatient	(60)	0	0	0
		Total Charges For Current Services	**1,208**	**191**	**0**	**0**
	Other Revenue					
		Revenue Applicable to Prior Years	5,614	35	0	0
		Other Revenues	3,529,422	4,969,672	5,150,000	5,150,000
		Total Other Revenue	**3,535,036**	**4,969,707**	**5,150,000**	**5,150,000**
	Other Financing Sources					
		Operating Transfers In	20,424,111	21,301,073	28,529,829	28,529,829
		Total Other Financing Sources	**20,424,111**	**21,301,073**	**28,529,829**	**28,529,829**
TOTAL Behavioral Health - Mental Health Services Act Financing Sources			**170,808,570**	**157,832,072**	**195,235,179**	**195,235,179**
Assessor - Recording Fees						
	Revenue From Use of Money and Property					
		Interest	50,131	81,996	78,000	78,000
		Total Revenue From Use of Money and Property	**50,131**	**81,996**	**78,000**	**78,000**
	Charges For Current Services					
		Vitals and Health Statistic Fees	192,214	199,435	200,000	200,000
		Recorder Modernization	2,243,071	1,956,612	2,000,000	2,000,000
		Electronic Recording	443,504	407,211	430,000	430,000
		ACR Records Revenue	443,505	407,246	430,000	430,000
		Redaction Fee	474,558	239,114	0	0
		Other Services	29	0	0	0
		Total Charges For Current Services	**3,796,881**	**3,209,618**	**3,060,000**	**3,060,000**
	Other Revenue					
		Other Revenues	75,426	75,109	75,000	75,000
		Total Other Revenue	**75,426**	**75,109**	**75,000**	**75,000**
	Other Financing Sources					
		Operating Transfers In	0	125,000	4,875,000	4,875,000
		Total Other Financing Sources	**0**	**125,000**	**4,875,000**	**4,875,000**
TOTAL Assessor - Recording Fees Financing Sources			**3,922,437**	**3,491,723**	**8,088,000**	**8,088,000**

State Controller Schedules
County Budget Act

Schedule 6

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2019

TOTAL FINANCING SOURCES

Fund Name	Financing Source Category	Financing Source Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Recommended	FY 2019 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	7,805	11,131	8,000	8,000
		Total Revenue From Use of Money and Property	**7,805**	**11,131**	**8,000**	**8,000**
	Intergovernmental Revenues					
		State				
		Other State Aid	295,347	292,850	293,000	293,000
		Total State	**295,347**	**292,850**	**293,000**	**293,000**
		Total Intergovernmental Revenues	**295,347**	**292,850**	**293,000**	**293,000**
TOTAL Regional Parks - Off-Highway Vehicle License Fees Financing Sources			**303,152**	**303,981**	**301,000**	**301,000**
Regional Parks - Park Maintenance and Development						
	Revenue From Use of Money and Property					
		Interest	6,230	17,609	10,000	10,000
		Total Revenue From Use of Money and Property	**6,230**	**17,609**	**10,000**	**10,000**
	Intergovernmental Revenues					
		State				
		Aid for Disaster	1,257	0	0	0
		Total State	**1,257**	**0**	**0**	**0**
		Federal				
		Aid for Disaster - FEMA	0	7,960	0	0
		Total Federal	**0**	**7,960**	**0**	**0**
		Total Intergovernmental Revenues	**1,257**	**7,960**	**0**	**0**
	Charges For Current Services					
		Park and Recreation Fees	123,692	28,753	100,000	100,000
		Total Charges For Current Services	**123,692**	**28,753**	**100,000**	**100,000**
	Other Revenue					
		Contributions/Donations Privat	25	0	0	0
		Other Revenues	4,881	853,416	0	0
		Total Other Revenue	**4,906**	**853,416**	**0**	**0**
	Other Financing Sources					
		Operating Transfers In	0	685,475	551,913	551,913
		Residual Equity Transfers In	0	36,394	0	0
		Total Other Financing Sources	**0**	**721,869**	**551,913**	**551,913**
TOTAL Regional Parks - Park Maintenance and Development Financing Sources			**136,084**	**1,629,607**	**661,913**	**661,913**
Preschool Services						
	Revenue From Use of Money and Property					
		Interest	8,701	12,222	0	0
		Total Revenue From Use of Money and Property	**8,701**	**12,222**	**0**	**0**
	Intergovernmental Revenues					
		State				
		Aid for Children	3,673,578	4,402,035	4,375,172	4,375,172
		Aid for Agriculture	2,053,974	1,859,165	2,162,929	2,162,929
		Other State Aid	197,783	723,288	176,000	276,000
		SB 90 Mandated Cost Reimbursement	0	4,212	0	0
		State - Unrestricted Grants	14,993	10,211	15,000	15,000
		Total State	**5,940,328**	**6,998,911**	**6,729,101**	**6,829,101**
		Federal				
		Aid for Day Care	47,271,904	49,291,197	50,769,729	51,338,989
		Total Federal	**47,271,904**	**49,291,197**	**50,769,729**	**51,338,989**

State Controller Schedules
County Budget Act

Schedule 6

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2019

TOTAL FINANCING SOURCES

Fund Name	Financing Source Category	Financing Source Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Recommended	FY 2019 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
SPECIAL REVENUE FUNDS CONTINUED						
Preschool Services - Other Continued						
		Other				
		Aid From Other Governmental Agencies	79,800	82,600	86,400	86,400
		Total Other	**79,800**	**82,600**	**86,400**	**86,400**
		Total Intergovernmental Revenues	**53,292,031**	**56,372,708**	**57,585,230**	**58,254,490**
	Charges For Current Services					
		Other Services	15,385	698	0	0
		Total Charges For Current Services	**15,385**	**698**	**0**	**0**
	Other Revenue					
		Revenue Applicable to Prior Years	33,696	9,169	0	0
		Contributions/Donations Private	2,987	0	0	0
		Other Revenues	39,243	54,823	0	0
		Total Other Revenue	**75,926**	**63,992**	**0**	**0**
	Other Financing Sources					
		Sale of Fixed Assets	4,300	18,300	6,000	6,000
		Total Other Financing Sources	**4,300**	**18,300**	**6,000**	**6,000**
TOTAL Preschool Services Financing Sources			**53,396,343**	**56,467,920**	**57,591,230**	**58,260,490**
Probation - Asset Forfeiture						
	Revenue From Use of Money and Property					
		Interest	617	947	430	430
		Total Revenue From Use of Money and Property	**617**	**947**	**430**	**430**
	Other Revenue					
		Evidence and Seizures	3,256	0	1,500	1,500
		Total Other Revenue	**3,256**	**0**	**1,500**	**1,500**
TOTAL Probation - Asset Forfeiture Financing Sources			**3,873**	**947**	**1,930**	**1,930**
Auditor-Controller/Treasurer/Tax Collector - Redemption Maintenance						
	Revenue From Use of Money and Property					
		Interest	15,438	25,183	20,000	20,000
		Total Revenue From Use of Money and Property	**15,438**	**25,183**	**20,000**	**20,000**
	Intergovernmental Revenues					
		State				
		Court Services Restitution	210,281	251,596	188,000	188,000
		Total State	**210,281**	**251,596**	**188,000**	**188,000**
		Total Intergovernmental Revenues	**210,281**	**251,596**	**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 Maintenance Financing Sources			**225,720**	**276,779**	**238,000**	**238,000**

State Controller Schedules
County Budget Act

Schedule 6

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2019

TOTAL FINANCING SOURCES

Fund Name	Financing Source Category	Financing Source Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Recommended	FY 2019 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
SPECIAL REVENUE FUNDS CONTINUED						
County Trial Courts - Registration Fees						
	Revenue From Use of Money and Property					
		Interest	1,484	2,231	1,000	1,000
		Total Revenue From Use of Money and Property	**1,484**	**2,231**	**1,000**	**1,000**
	Charges For Current Services					
		Registration Fees	4,780	3,945	3,000	3,000
		Total Charges For Current Services	**4,780**	**3,945**	**3,000**	**3,000**
	Other Revenue					
		Other Revenue	1,066	283	0	0
		Total Other Revenue	**1,066**	**283**	**0**	**0**
TOTAL County Trial Courts - Registration Fees Financing Sources			**7,331**	**6,459**	**4,000**	**4,000**
Regional Parks - San Manuel Amphitheater						
	Revenue From Use of Money and Property					
		Interest	11,914	23,317	1,000	1,000
		Rents and Concessions	2,214,505	1,400,000	1,460,000	1,460,000
		Total Revenue From Use of Money and Property	**2,226,419**	**1,423,317**	**1,461,000**	**1,461,000**
TOTAL Regional Parks - San Manuel Amphitheater Financing Sources			**2,226,419**	**1,423,317**	**1,461,000**	**1,461,000**
Regional Parks - San Manuel Amphitheater Improvements						
	Revenue From Use of Money and Property					
		Interest	9,050	8,663	8,000	8,000
		Total Revenue From Use of Money and Property	**9,050**	**8,663**	**8,000**	**8,000**
	Other Revenue					
		Other Revenues	0	25,000	25,000	25,000
		Total Other Revenue	**0**	**25,000**	**25,000**	**25,000**
	Other Financing Sources					
		Operating Transfers In	0	0	25,000	25,000
		Total Other Financing Sources	**0**	**0**	**25,000**	**25,000**
TOTAL Regional Parks - San Manuel Amphitheater Improvements Financing Sources			**9,050**	**33,663**	**58,000**	**58,000**



State Controller Schedules
County Budget Act

Schedule 6

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2019

TOTAL FINANCING SOURCES

Fund Name	Financing Source Category	Financing Source Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Recommended	FY 2019 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
SPECIAL REVENUE FUNDS CONTINUED						
Sheriff's Special Projects						
	Fines, Forfeitures and Penalties					
		Forfeitures - D.A.	(59)	0	0	0
		Total Fines, Forfeitures and Penalties	**(59)**	**0**	**0**	**0**
	Revenue From Use of Money and Property					
		Interest	139,799	184,477	91,524	91,524
		Total Revenue From Use of Money and Property	**139,799**	**184,477**	**91,524**	**91,524**
	Intergovernmental Revenues					
		State				
		Other State Aid	5,236,470	4,929,626	6,017,450	6,017,450
		Total State	**5,236,470**	**4,929,626**	**6,017,450**	**6,017,450**
		Federal				
		Other Federal Aid	9,200,865	2,569,715	0	0
		Total Federal	**9,200,865**	**2,569,715**	**0**	**0**
		Other				
		Aid From Other Governmental Agencies	3,661,613	3,706,226	4,746,975	4,746,975
		Total Other	**3,661,613**	**3,706,226**	**4,746,975**	**4,746,975**
		Total Intergovernmental Revenues	**18,098,948**	**11,205,567**	**10,764,425**	**10,764,425**
	Charges For Current Services					
		Civil Process Service	709,117	0	1,000,000	1,000,000
		Total Charges For Current Services	**709,117**	**0**	**1,000,000**	**1,000,000**
	Other Revenue					
		Evidence and Seizures	95,789	108,100	75,000	75,000
		Other Revenues	384,039	1,075,837	11,000	11,000
		Total Other Revenue	**479,827**	**1,183,937**	**86,000**	**86,000**
	Other Financing Sources					
		Residual Equity Transfers Out	0	(1,482)		
		Total Other Financing Sources	**0**	**(1,482)**	**0**	**0**
TOTAL Sheriff's Special Projects Financing Sources			**19,427,632**	**12,572,499**	**11,941,949**	**11,941,949**
Airports - Special Aviation						
	Licenses, Permits, and Franchises					
		Water	4,136	3,948	0	0
		Total Licenses, Permits, and Franchises	**4,136**	**3,948**	**0**	**0**
	Fines, Forfeitures, & Penalties					
		Penalties	30	0	0	0
		Total Fines, Forfeitures, and Penalties	**30**	**0**	**0**	**0**
	Revenue From Use of Money and Property					
		Interest	37,634	66,571	30,000	30,000
		Rents and Concessions	915,614	901,774	0	0
		Total Revenue From Use of Money and Property	**953,248**	**968,345**	**30,000**	**30,000**
	Intergovernmental Revenues					
		State				
		Aviation - State Matching	5,723	4,139	200,149	200,149
		Total State	**5,723**	**4,139**	**200,149**	**200,149**
		Federal				
		Federal - Capital Grants	145,953	20,514	4,002,764	4,002,764
		Total Federal	**145,953**	**20,514**	**4,002,764**	**4,002,764**
		Total Intergovernmental Revenues	**151,676**	**24,653**	**4,202,913**	**4,202,913**

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 2019

TOTAL FINANCING SOURCES

Fund Name	Financing Source Category	Financing Source Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Recommended	FY 2019 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
SPECIAL REVENUE FUNDS CONTINUED						
Airports – Special Aviation Continued						
	Charges For Current Services					
		Fuel Flowage	34,948	37,933	0	0
		Total Charges For Current Services	**34,948**	**37,933**	**0**	**0**
	Other Revenue					
		Other Revenues	160,409	1,468,706	1,390,000	1,390,000
		Total Other Revenue	**160,409**	**1,468,706**	**1,390,000**	**1,390,000**
	Other Financing Sources					
		Operating Transfers In	554,582	846,232	3,031,030	3,031,030
		Residual Equity Transfers In	0	1,490,284	0	0
		Residual Equity Transfers Out	0	(1,490,284)	0	0
		Total Other Financing Sources	**554,582**	**846,232**	**3,031,030**	**3,031,030**
TOTAL Airports - Special Aviation Financing Sources			**1,859,030**	**3,349,817**	**8,653,943**	**8,653,943**
Public Works - Special Transportation						
	Taxes					
		Sales and Use Taxes	5,882,663	6,107,675	5,322,287	5,322,287
		Total Taxes	**5,882,663**	**6,107,675**	**5,322,287**	**5,322,287**
	Revenue From Use of Money and Property					
		Interest	382,387	609,135	356,715	356,715
		Total Revenue From Use of Money and Property	**382,387**	**609,135**	**356,715**	**356,715**
	Intergovernmental Revenues					
		Other				
		Aid From Other Governmental Agencies	1,477,500	3,892,554	2,864,000	2,864,000
		Total Other	**1,477,500**	**3,892,554**	**2,864,000**	**2,864,000**
		Total Intergovernmental Revenues	**1,477,500**	**3,892,554**	**2,864,000**	**2,864,000**
	Charges For Current Services					
		Facilities Development Fees	3,969,787	3,862,961	2,011,061	2,011,061
		Total Charges For Current Services	**3,969,787**	**3,862,961**	**2,011,061**	**2,011,061**
	Other Financing Sources					
		Operating Transfers In	217,094	325,458	79,362	79,362
		Total Other Financing Sources	**217,094**	**325,458**	**79,362**	**79,362**
TOTAL Public Works - Special Transportation Financing Sources			**11,929,430**	**14,797,783**	**10,633,425**	**10,633,425**
Public Works - Surveyor - Survey Monument Preservation						
	Charges For Current Services					
		Other Services	73,670	71,710	80,000	80,000
		Total Charges For Current Services	**73,670**	**71,710**	**80,000**	**80,000**
TOTAL Public Works - Surveyor - Survey Monument Preservation Financing Sources			**73,670**	**71,710**	**80,000**	**80,000**

State Controller Schedules
County Budget Act

Schedule 6

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2019

TOTAL FINANCING SOURCES

Fund Name	Financing Source Category	Financing Source Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Recommended	FY 2019 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
SPECIAL REVENUE FUNDS CONTINUED						
Master Settlement Agreement						
	Revenue From Use of Money and Property					
		Interest	62,261	79,781	93,387	93,387
		Total Revenue From Use of Money and Property	**62,261**	**79,781**	**93,387**	**93,387**
	Other Revenue					
		Other Revenues	18,041,813	21,539,475	17,811,552	17,811,552
		Total Other Revenue	**18,041,813**	**21,539,475**	**17,811,552**	**17,811,552**
	Other Financing Sources					
		Operating Transfers In	0	513,264	0	0
		Total Other Financing Sources	**0**	**513,264**	**0**	**0**
TOTAL Master Settlement Agreement Financing Sources			**18,104,073**	**22,132,520**	**17,904,939**	**17,904,939**
Public Works - Transportation - Road Operations						
	Licenses, Permits and Franchises					
		Road Permits	353,340	404,947	537,945	537,945
		Total Licenses, Permits and Franchises	**353,340**	**404,947**	**537,945**	**537,945**
	Revenue From Use of Money and Property					
		Interest	482,195	788,100	516,480	516,480
		Rents and Concessions	1,440	2,040	1,750	1,750
		Total Revenue From Use of Money and Property	**483,635**	**790,140**	**518,230**	**518,230**
	Intergovernmental Revenues					
		State				
		Highway Users Tax	33,927,781	43,245,023	54,828,358	54,828,358
		State - Pub Assistance Admin	23,083	0	0	0
		Aid for Disaster	559,370	0	0	0
		Aid for Exchange/Matching Funds	1,194,369	1,194,369	1,194,369	1,194,369
		Other State Support	2,522,044	2,198,235	1,700,000	1,700,000
		SB 90 Mandated Cost Reimbursement	0	7,759	0	0
		Total State	**38,226,647**	**46,645,386**	**57,722,727**	**57,722,727**
		Federal				
		Federal - Capital Grants	7,050,956	3,724,845	24,561,207	24,561,207
		Aid for Disaster - FEMA	0	124,499	0	0
		Forest Reserve Revenue	220,118	261,004	175,000	175,000
		Total Federal	**7,271,074**	**4,110,348**	**24,736,207**	**24,736,207**
		Other				
		Aid From Other Governmental Agencies	972,705	519,958	5,786,525	5,786,525
		Total Other	**972,705**	**519,958**	**5,786,525**	**5,786,525**
		Total Intergovernmental Revenues	**46,470,426**	**51,275,692**	**88,245,459**	**88,245,459**
	Charges For Current Services					
		Planning Services	0	0	7,500	7,500
		Land Development Engineering Svcs	213,109	147,148	377,951	377,951
		Developers Buy-in Fee	285,577	420,274	655,627	655,627
		Permit and Inspection Fees	377,332	539,570	371,767	371,767
		Road and Street Services	79,513	31,678	75,000	75,000
		Subrogation For Departments	13,247	24,890	25,000	25,000
		Other Services	1,196,935	823,476	460,000	460,000
		Total Charges For Current Services	**2,165,713**	**1,987,036**	**1,972,845**	**1,972,845**

State Controller Schedules
County Budget Act

Schedule 6

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2019

TOTAL FINANCING SOURCES

Fund Name	Financing Source Category	Financing Source Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Recommended	FY 2019 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
SPECIAL REVENUE FUNDS CONTINUED						
Public Works – Transportation – Road Operations Continued						
	Other Revenue					
		Revenue Applicable to Prior Years	1,551,091	(53,926)	0	0
		Taxable Sales to the Public	9	47	100	100
		Other Sales	2,689	5,644	7,000	7,000
		Other Revenues	1,392,954	77,086	48,195	48,195
		Total Other Revenue	**2,946,743**	**28,851**	**55,295**	**55,295**
	Other Financing Sources					
		Operating Transfers In	25,658,978	18,165,015	23,091,412	23,091,412
		Sale of Fixed Assets	464,336	397,171	345,000	345,000
		Total Other Financing Sources	**26,123,314**	**18,562,186**	**23,436,412**	**23,436,412**
TOTAL Public Works - Transportation - Road Operations Financing Sources			**78,543,170**	**73,048,852**	**114,766,186**	**114,766,186**
Public Health - Vector Control Assessments						
	Taxes					
		Penalties, Interest and Costs	33,042	31,561	35,976	35,976
		Total Taxes	**33,042**	**31,561**	**35,976**	**35,976**
	Revenue From Use of Money and Property					
		Interest	32,416	49,051	31,752	31,752
		Total Revenue From Use of Money and Property	**32,416**	**49,051**	**31,752**	**31,752**
	Charges For Current Services					
		Special Assessments All Prior Years	73,323	70,867	87,845	87,845
		Special Assessments-Current Year	1,539,281	1,501,948	1,651,521	1,651,521
		Total Charges For Current Services	**1,612,604**	**1,572,815**	**1,739,366**	**1,739,366**
TOTAL Public Health - Vector Control Assessments Financing Sources			**1,678,062**	**1,653,427**	**1,807,094**	**1,807,094**
Public Health - Vital Statistics State Fees						
	Revenue From Use of Money and Property					
		Interest	7,780	12,093	7,601	7,601
		Total Revenue From Use of Money and Property	**7,780**	**12,093**	**7,601**	**7,601**
	Charges For Current Services					
		Recording Fees	173,030	177,296	182,131	182,131
		Total Charges For Current Services	**173,030**	**177,296**	**182,131**	**182,131**
TOTAL Public Health - Vital Statistics State Fees Financing Sources			**180,810**	**189,389**	**189,732**	**189,732**
Workforce Development						
	Revenue From Use of Money and Property					
		Interest	9,279	15,984	10,000	10,000
		Rents and Concessions	584,690	544,815	600,000	600,000
		Total Revenue From Use of Money and Property	**593,969**	**560,799**	**610,000**	**610,000**
	Charges For Current Services					
		Other Services	0	(182)	0	0
		Total Charges For Current Services	**0**	**(182)**	**0**	**0**
	Intergovernmental Revenues					
		State				
		Highway Users Tax	0	227,842	0	0
		State - Pub Assistance Admin	0	10,607	0	0
		Total State	**0**	**238,449**	**0**	**0**

State Controller Schedules
County Budget Act

Schedule 6

County of San Bernardino
Detail of Additional Financing Sources by Fund and Account
Governmental Funds
Fiscal Year 2019

TOTAL FINANCING SOURCES

Fund Name	Financing Source Category	Financing Source Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Recommended	FY 2019 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
SPECIAL REVENUE FUNDS CONTINUED						
Workforce Development - Federal Continued						
	Federal					
		Federal - Grants	18,347,191	19,002,596	29,107,377	29,107,377
		Total Federal	**18,347,191**	**19,002,596**	**29,107,377**	**29,107,377**
		Total Intergovernmental Revenues	**18,347,191**	**19,241,045**	**29,107,377**	**29,107,377**
		Prior Years Revenue	648	4,790	0	0
		Other Revenues	438,933	434,835	246,397	246,397
		Total Other Revenue	**439,581**	**439,625**	**246,397**	**246,397**
	Other Financing Sources					
		Operating Transfers In	201,565	203,028	259,969	259,969
		Total Other Financing Sources	**201,565**	**203,028**	**259,969**	**259,969**
TOTAL Workforce Development Financing Sources			**19,582,306**	**20,444,315**	**30,223,743**	**30,223,743**
Human Services - Wraparound Reinvestment Fund						
	Revenue From Use of Money and Property					
		Interest	62,875	87,157	25,000	25,000
		Total Revenue From Use of Money and Property	**62,875**	**87,157**	**25,000**	**25,000**
	Other Revenue					
		Prior Years Revenue	0	9,336	0	0
		Other Revenues	5,274,967	6,221,117	5,000,000	5,000,000
		Total Other Revenue	**5,274,967**	**6,230,453**	**5,000,000**	**5,000,000**
TOTAL Human Services - Wraparound Reinvestment Fund Financing Sources			**5,337,841**	**6,317,610**	**5,025,000**	**5,025,000**
Domestic Violence AB 2405						
	Revenue From Use of Money and Property					
		Interest	175	351	200	200
		Total Revenue From Use of Money and Property	**175**	**351**	**200**	**200**
	Other Revenue					
		Other Revenues	11,127	8,070	13,000	13,000
		Total Other Revenue	**11,127**	**8,070**	**13,000**	**13,000**
TOTAL 'Domestic Violence AB 2405 Financing Sources			**11,303**	**8,421**	**13,200**	**13,200**
TOTAL Special Revenue Funds Financing Sources			**466,157,850**	**457,421,858**	**545,873,629**	**546,542,889**

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 2019

TOTAL FINANCING SOURCES

Fund Name	Financing Source Category	Financing Source Account	FY 2017 Actual	FY 2018 Actual	FY 2019 Recommended	FY 2019 Adopted by the Board of Supervisors
1	2	3	4	5	6	7
CAPITAL PROJECTS FUND						
Capital Improvements Fund						
	Revenue From Use of Money and Property					
		Interest	8,324	12,311	0	0
		Total Revenue From Use of Money and Property	**8,324**	**12,311**	**0**	**0**
	Intergovernmental Revenues					
		State				
		Other State Aid	710,902	223,286	3,300,679	2,898,016
		Total State	**710,902**	**223,286**	**3,300,679**	**2,898,016**
		Total Intergovernmental Revenues	**710,902**	**223,286**	**3,300,679**	**2,898,016**
	Other Revenue					
		Litigation Settlement	4,577,393	0	0	0
		Other Revenues	183,227	185,185	0	0
		Total Other Revenue	**4,760,620**	**185,185**	**0**	**0**
	Other Financing Sources					
		Operating Transfers In	181,614,559	138,824,462	65,930,975	71,466,012
		Residual Equity Transfers In	77,140,021	17,386,447	9,519,611	15,868,655
		Residual Equity Transfers Out	(77,137,991)	(17,388,477)	(9,511,052)	(15,868,655)
		Total Other Financing Sources	**181,616,589**	**138,822,432**	**65,939,534**	**71,466,012**
TOTAL Capital Improvements Fund Financing Sources			**187,096,435**	**139,243,214**	**69,240,213**	**74,364,028**
Redevelopment Agency (Housing Successor)						
	Revenue From Use of Money and Property					
		Interest	160,939	232,830	198,100	198,100
		Total Revenue From Use of Money and Property	**160,939**	**232,830**	**198,100**	**198,100**
TOTAL Redevelopment Agency (Housing Successor)			**160,939**	**232,830**	**198,100**	**198,100**
TOTAL Capital Projects Funds Financing Sources			**187,257,374**	**139,476,044**	**69,438,313**	**74,562,128**
		TOTAL ALL FUNDS	**3,497,508,776**	**3,579,636,675**	**3,327,755,204**	**3,339,798,585**

State Controller Schedules **Schedule 7**
County Budget Act

County of San Bernardino
Summary of Financing Uses by Function and Fund
Governmental Funds
Fiscal Year 2019

TOTAL FINANCING USES

Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Recommended	FY 2019 Adopted by the Board of Supervisors
1	2	3	4	5
Summarization by Function				
General	508,301,929	388,804,815	660,617,468	673,398,674
Public Protection	1,017,739,596	1,051,251,475	1,146,453,742	1,147,087,875
Public Ways and Facilities	86,927,796	85,156,335	179,955,461	176,398,409
Health and Sanitation	614,736,664	709,494,262	799,740,531	799,740,531
Public Assistance	1,170,856,069	1,220,649,171	1,305,730,980	1,306,615,912
Education	19,846,463	21,045,355	23,183,144	23,183,144
Recreation and Cultural Services	15,977,403	17,401,188	20,298,658	20,298,658
Total Financing Uses by Function	**3,434,385,919**	**3,493,802,601**	**4,135,979,984**	**4,146,723,203**
Appropriation for Contingencies				
General Fund	0	0	50,596,216	103,319,396
Restricted General Fund	0	0	30,061,329	36,416,414
Total Appropriation for Contingencies	**0**	**0**	**80,657,545**	**139,735,810**
Subtotal Financing Uses	**3,434,385,919**	**3,493,802,601**	**4,216,637,529**	**4,286,459,013**

State Controller Schedules **Schedule 7**
County Budget Act

County of San Bernardino
Summary of Financing Uses by Function and Fund
Governmental Funds
Fiscal Year 2019

TOTAL FINANCING USES

Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Recommended	FY 2019 Adopted by the Board of Supervisors
1	2	3	4	5
Provisions for Reserves and Designations				
General Fund	0	0	34,349,597	34,423,881
Agricultural, Weights & Measures - California Grazing Fees	0	0	2,500	2,039
Assessor - Recording Fees	0	0	0	1,176,308
Auditor-Controller/Treasurer/Tax Collector - Redemption Maintenance	0	0	209,027	282,779
Behavioral Health - Block Grant Carryover	0	0	1,719,762	915,239
Behavioral Health - Driving Under the Influence Programs	0	0	0	7,910
County Library	0	0	659,705	1,849,731
County Trial Courts - Alternate Dispute Resolution Program	0	0	55,046	82,330
County Trial Courts - Court Alcohol and Drug Program	0	0	102,550	78,581
County Trial Courts - Courthouse Seismic Surcharge	0	0	0	7
County Trial Courts - Registration Fees	0	0	5,670	7,258
Courthouse Temporary Construction	0	0	1,391,906	1,615,579
Criminal Justice Temporary Construction	0	0	1,376,253	1,716,644
Domestic Violence AB 2405	0	0	16,300	11,520
Finance and Administration - Disaster Recovery Fund	0	0	1,285,224	2,224,429
Human Resources - Commuter Services	0	0	36,395	86,080
Human Resources - Employee Benefits and Services	0	0	0	67,173
Human Services - Domestic Violence/Child Abuse	0	0	0	222,653
Human Services - Marriage License Fees Surcharge	0	0	61,500	0
Human Services - Wraparound Reinvestment Fund	0	0	859,500	0
Local Law Enforcement Block Grant	0	0	29,349	29,591
Master Settlement Agreement	0	0	1,615,329	5,868,621
Probation - Juvenile Justice Grant Program	0	0	1,918,767	1,614,284
Probation - Juvenile Re-Entry Program AB 1628	0	0	145,000	119,827
Public Health - Bio-Terrorism Preparedness	0	0	3,588	13,662
Public Health - Vector Control Assessments	0	0	0	188,406
Public Health - Vital Statistics State Fees	0	0	68,472	70,505
Public Works - Surveyor - Survey Monument Preservation	0	0	80,151	71,861
Public Works - Transportation - Road Operations	0	0	0	4,942,550
Real Estate Services - Chino Agricultural Preserve	0	0	775,359	751,588
Regional Parks - Calico Ghost Town Marketing Services	0	0	45,473	113,373
Regional Parks - Off-Highway Vehicle License Fees	0	0	306,875	390,164
Regional Parks - Park Maintenance and Development	0	0	305,324	439,745
Regional Parks - San Manuel Amphitheater Improvements	0	0	62,176	63,162
Special Districts - Fish and Game Commission	0	0	6,945	7,453
	0	**0**	**47,493,743**	**59,454,933**
Total Financing Uses	**3,434,385,919**	**3,493,802,601**	**4,264,131,272**	**4,345,913,946**

State Controller Schedules
County Budget Act

Schedule 7

County of San Bernardino
Summary of Financing Uses by Function and Fund
Governmental Funds
Fiscal Year 2019

TOTAL FINANCING USES

Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Recommended	FY 2019 Adopted by the Board of Supervisors
1	2	3	4	5
Summarization by Fund				
General Fund	2,851,953,132	2,940,134,350	3,227,285,604	3,280,453,068
Restricted General Fund	9,153,592	6,894,001	36,426,062	42,477,674
Agricultural, Weights & Measures - California Grazing Fees	0	0	150,365	149,904
Airports - Special Aviation	1,076,549	1,633,502	12,379,975	12,379,975
Assessor - Recording Fees	1,970,918	1,698,546	9,143,662	10,319,970
Auditor-Controller/Treasurer/Tax Collector - Redemption Maintenance	0	0	409,027	482,779
Behavioral Health - Block Grant Carryover	10,219,994	11,897,935	12,177,649	11,373,126
Behavioral Health - Driving Under the Influence Programs	163,781	168,963	178,761	186,671
Behavioral Health - Mental Health Services Act	150,789,365	201,140,929	220,776,225	220,776,225
Community Development and Housing	11,070,824	13,403,845	31,470,047	33,368,139
County Library	16,871,373	18,001,013	20,690,769	21,880,795
County Trial Courts - Alternate Dispute Resolution Program	360,000	360,000	415,046	442,330
County Trial Courts - Court Alcohol and Drug Program	91,013	37,974	890,590	866,621
County Trial Courts - Courthouse Seismic Surcharge	1,703,723	1,861,063	1,932,931	1,932,938
County Trial Courts - Registration Fees	0	0	5,670	7,258
Courthouse Temporary Construction	0	0	1,391,906	1,615,579
Criminal Justice Temporary Construction	0	0	1,376,253	1,716,644
District Attorney Special Projects	8,300,225	8,085,908	9,240,169	9,240,169
Domestic Violence AB 2405	0	0	16,300	11,520
Finance and Administration - Disaster Recovery Fund	0	0	1,285,224	2,224,429
Human Resources - Commuter Services	420,896	417,330	772,627	822,312
Human Resources - Employee Benefits and Services	2,733,944	2,756,578	3,752,013	3,819,186
Human Services - Domestic Violence/Child Abuse	548,952	379,312	553,000	775,653
Human Services - Marriage License Fees Surcharge	199,398	318,500	380,000	318,500
Human Services - Wraparound Reinvestment Fund	5,737,982	9,180,441	9,149,029	8,289,529
Local Law Enforcement Block Grant	924,656	25,934	1,143,494	1,141,714
Master Settlement Agreement	17,000,000	17,000,000	18,615,329	22,868,621
Preschool Services	53,220,245	57,815,436	57,736,544	56,703,384
Probation - Asset Forfeiture	0	0	56,221	79,841
Probation - Criminal Recidivism SB 678	10,167,237	6,371,681	5,256,346	5,256,346
Probation - Juvenile Justice Grant Program	6,393,395	7,059,254	11,188,133	10,883,650
Probation - Juvenile Re-Entry Program AB 1628	0	0	160,000	134,827
Public Health - Bio-Terrorism Preparedness	1,878,553	3,041,122	2,057,041	2,067,115
Public Health - Vector Control Assessments	1,487,718	1,439,866	1,779,340	1,967,746
Public Health - Vital Statistics State Fees	119,592	109,965	211,452	213,485
Public Works - Special Transportation	6,920,469	15,170,669	29,317,337	25,760,285
Public Works - Surveyor - Survey Monument Preservation	365	484	160,151	151,861
Public Works - Transportation - Road Operations	76,173,866	66,344,730	145,944,079	150,886,629

State Controller Schedules **Schedule 7**
County Budget Act

County of San Bernardino
Summary of Financing Uses by Function and Fund
Governmental Funds
Fiscal Year 2019

TOTAL FINANCING USES

Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Recommended	FY 2019 Adopted by the Board of Supervisors
1	2	3	4	5
Summarization by Fund Continued				
Real Estate Services - Chino Agricultural Preserve	473,142	260,460	5,990,299	5,966,528
Regional Parks - Calico Ghost Town Marketing Services	441,282	355,636	525,410	593,310
Regional Parks - County Trail System	218,399	777,360	3,474,427	3,474,427
Regional Parks - Off-Highway Vehicle License Fees	515,137	36,391	696,937	780,226
Regional Parks - Park Maintenance and Development	112,459	639,633	818,524	952,945
Regional Parks - San Manuel Amphitheater	1,275,042	1,715,517	2,012,913	2,012,913
Regional Parks - San Manuel Amphitheater Improvements	(25,000)	(25,000)	62,176	63,162
Sheriff's Special Projects	17,616,590	14,605,535	21,779,555	22,392,090
Special Districts - Fish and Game Commission	5,465	4,809	17,675	18,183
Workforce Development	20,116,781	22,266,541	29,101,131	29,101,131
Capital Improvements	145,864,331	60,170,979	303,577,978	316,296,998
Redevelopment Agency (Housing Successor)	120,534	245,409	20,199,876	20,215,535
Total Financing Uses	**3,434,385,919**	**3,493,802,601**	**4,264,131,272**	**4,345,913,946**

State Controller Schedules **Schedule 8**
County Budget Act

County of San Bernardino
Detail of Financing Uses by Function, Activity and Budget Unit
Governmental Funds
Fiscal Year 2019

TOTAL FINANCING USES

Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Recommended	FY 2019 Adopted by the Board of Supervisors
1	2	3	4	5
GENERAL FUNCTION				
Legislative and Administrative:				
Board of Supervisors	7,291,436	6,982,377	8,139,002	8,139,002
County Administrative Office	6,138,230	5,482,498	7,433,996	7,433,996
Clerk of the Board	1,833,042	2,170,631	3,518,615	3,518,615
Board Discretionary Funding	1,422,305	0	0	0
Community Services Group	274,074	116,160	297,388	297,388
Litigation	312,772	281,701	591,373	591,373
Total Legislative and Administrative	17,271,859	15,033,367	19,980,374	19,980,374
Finance:				
Assessor-Recorder-County Clerk	23,458,182	24,640,178	27,450,019	27,450,019
Auditor-Controller/Treasurer/Tax Collector	32,854,768	35,995,711	43,611,630	43,611,630
Finance and Administration	2,559,772	2,715,580	3,331,461	3,331,461
Non Departmental	192,937,457	147,756,500	115,081,720	115,081,720
Purchasing	2,412,799	2,503,714	2,778,314	2,778,314
Total Finance	254,222,978	213,611,683	192,253,144	192,253,144
Counsel:				
County Counsel	8,083,344	9,549,136	11,561,178	11,561,178
Personnel:				
Human Resources	7,961,679	8,768,509	7,261,265	7,261,265
Center for Employee Health and Wellness	2,071,878	2,006,985	2,405,202	2,405,202
Total Personnel	10,033,557	10,775,494	9,666,467	9,666,467
Elections:				
Registrar of Voters	10,539,753	9,296,616	11,192,519	11,192,519
Property Management:				
Architecture and Engineering	(101,249)	(27,265)	229,000	229,000
Facilities Management	17,288,958	19,259,976	20,274,196	20,274,196
Capital Facilities Leases	7,063,338	0	0	0
Chino Agricultural Preserve	0	260,460	5,214,940	5,214,940
Courts Property Management	0	1,681,605	1,643,614	1,643,614
Rents and Leases	1,084,310	1,282,278	1,218,700	1,218,700
Real Estate Services	1,351,412	1,337,509	1,602,450	1,602,450
Utilities	16,400,925	17,524,078	19,639,967	19,639,967
Total Property Management	43,087,694	41,318,641	49,822,867	49,822,867

State Controller Schedules **Schedule 8**
County Budget Act

County of San Bernardino
Detail of Financing Uses by Function, Activity and Budget Unit
Governmental Funds
Fiscal Year 2019

TOTAL FINANCING USES

Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Recommended	FY 2019 Adopted by the Board of Supervisors
1	2	3	4	5
GENERAL FUNCTION CONTINUED				
Plant Acquisition:				
Capital Facilities Leases	0	7,053,131	7,240,810	7,240,810
Capital Improvements Fund	145,864,330	60,170,979	303,577,978	316,296,998
Special Aviation - State	1,076,549	1,633,502	12,379,975	12,379,975
Courthouse Seismic Surcharge	1,703,723	1,861,063	1,932,931	1,932,931
Community Developmt & Housing	120,534	245,409	20,199,876	20,215,535
Total Plant Acquisition	148,765,136	70,964,084	345,331,570	358,066,249
Promotion:				
Economic Development	0	3,802,874	4,072,567	4,422,567
Other General:				
Automated Systems Development	8,807,027	6,571,146	5,938,212	5,634,739
HR-Unemployment Insurance	2,004,777	2,444,933	4,000,500	4,000,500
Information Services Department	2,644,171	2,729,314	3,412,683	3,412,683
Public Works-Surveyor	2,841,632	2,707,527	3,385,387	3,385,387
Total Other General	16,297,607	14,452,920	16,736,782	16,433,309
TOTAL GENERAL FUNCTION	**508,301,929**	**388,804,815**	**660,617,468**	**673,398,674**

State Controller Schedules **Schedule 8**
County Budget Act

County of San Bernardino
Detail of Financing Uses by Function, Activity and Budget Unit
Governmental Funds
Fiscal Year 2019

TOTAL FINANCING USES

Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Recommended	FY 2019 Adopted by the Board of Supervisors
1	2	3	4	5
PUBLIC PROTECTION FUNCTION				
Judicial:				
Court Facilities Payments	2,674,628	2,674,628	2,676,349	2,676,349
Courts Property Management	1,605,190	0	0	0
Court Facilities/Judicial Benefits	655,754	1,090,741	958,202	958,202
District Attorney - Criminal Prosecution	73,148,895	77,843,772	81,910,950	81,910,950
Child Support Services	40,111,336	39,738,235	40,876,745	40,876,745
Grand Jury	381,579	479,727	643,293	643,293
Indigent Defense Program	9,778,522	9,259,741	10,581,033	10,581,033
Law and Justice Group Administration	20,150	0	0	0
Public Defender	37,184,315	39,634,634	42,844,002	42,844,002
Trial Court Funding - Maintenance of Effort	23,974,638	24,260,895	23,974,453	23,974,453
District Attorney - Real Estate Fraud	2,221,021	1,986,809	2,328,963	2,328,963
District Attorney - Auto Insurance Fraud	600,418	619,116	699,677	699,677
District Attorney - Worker's Comp. Ins. Fraud	1,972,636	2,107,107	2,007,796	2,007,796
Drug Forfeiture/Hazardous Waste Awards	3,506,151	3,372,876	4,203,733	4,203,733
Marriage License Fee Program	199,398	0	0	0
Local Law Enforcement Block Grant	924,656	25,934	1,114,145	1,112,123
Alternate Dispute Resolution	360,000	360,000	360,000	360,000
Probation Asset Forfeiture	0	0	56,221	79,841
Total Judicial	199,319,287	203,454,215	215,235,562	215,257,160
Police Protection:				
Law and Justice Group Administration	0	70,674	178,313	178,313
Sheriff-Coroner/Public Administrator	391,079,280	404,937,882	435,718,719	435,718,719
Sheriff's Special Projects	17,616,590	14,605,536	21,779,555	22,392,090
Total Police Protection	408,695,870	419,614,092	457,676,587	458,289,122
Detention and Correction:				
Probation	153,349,650	159,626,194	173,828,583	173,828,583
Sheriff-Coroner/Public Administrator	205,997,778	222,918,423	241,135,201	241,135,201
Juvenile Justice Grant Program	6,425,016	7,011,604	9,269,366	9,269,366
Criminal Recidivism SB 678	10,167,237	6,371,681	5,256,346	5,256,346
Juvenile Reentry AB 1628	0	0	15,000	15,000
Local Community Corrections	346,565	322,855	426,521	426,521
Total Detention and Correction	376,286,246	396,250,757	429,931,017	429,931,017

State Controller Schedules **Schedule 8**
County Budget Act

County of San Bernardino
Detail of Financing Uses by Function, Activity and Budget Unit
Governmental Funds
Fiscal Year 2019

TOTAL FINANCING USES

Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Recommended	FY 2019 Adopted by the Board of Supervisors
1	2	3	4	5
PUBLIC PROTECTION FUNCTION				
Protective Inspection:				
Agriculture, Weights and Measures	7,532,769	6,833,074	7,788,901	7,788,901
Other Protection:				
Land Use Services - Building and Safety	5,998,438	6,144,917	6,608,187	6,608,187
Land Use Services - Code Enforcement	4,920,648	4,704,934	6,658,515	6,658,515
Local Agency Formation Commission	308,741	336,528	368,499	368,499
Land Use Services - Land Development	630,833	945,136	997,893	997,893
Land Use Services - Administration	1,621,336	1,752,019	1,189,908	1,189,908
Public Guardian - Conservator	1,290,869	1,390,314	1,400,463	1,400,463
Land Use Services - Planning	6,978,428	5,844,139	6,540,973	6,540,973
Survey Monument Preservation	365	0	0	0
Fish and Game Commission	5,465	4,809	10,730	10,730
California Grazing	0	0	147,865	147,865
Micrographics Fees	1,970,919	1,698,546	9,143,662	9,143,662
Fire Hazard Abatement	2,179,382	2,277,995	2,754,980	2,754,980
Total Other Protection	25,905,424	25,099,337	35,821,675	35,821,675
TOTAL PUBLIC PROTECTION FUNCTION	**1,017,739,596**	**1,051,251,475**	**1,146,453,742**	**1,147,087,875**

State Controller Schedules **Schedule 8**
County Budget Act

County of San Bernardino
Detail of Financing Uses by Function, Activity and Budget Unit
Governmental Funds
Fiscal Year 2019

TOTAL FINANCING USES

Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Recommended	FY 2019 Adopted by the Board of Supervisors
1	2	3	4	5
PUBLIC WAYS AND FACILITIES FUNCTION				
Public Ways:				
Special Transportation	6,920,469	15,170,669	29,317,337	25,760,285
Road Operations	76,173,866	66,344,730	145,944,079	145,944,079
Chino Agricultural Preserve	473,142	0	0	0
Total Public Ways	83,567,477	81,515,399	175,261,416	171,704,364
Transportation Terminals:				
Airports	3,360,319	3,640,936	4,694,045	4,694,045
TOTAL PUBLIC WAYS AND FACILITIES FUNCTION	**86,927,796**	**85,156,335**	**179,955,461**	**176,398,409**
HEALTH AND SANITATION FUNCTION				
Health:				
Public Health	74,512,710	76,943,310	86,413,553	86,413,553
Vital Statistics State Fees	119,592	109,965	142,980	142,980
Commuter Services	420,895	417,330	736,232	736,232
Employee Benefits and Services	2,733,944	2,756,578	3,752,013	3,752,013
Vector Control Assessments	1,487,718	1,439,866	1,779,340	1,779,340
Bio-Terrorism Preparedness	1,878,553	3,041,122	2,053,453	2,053,453
Total Health	81,153,412	84,708,171	94,877,571	94,877,571
Hospital Care:				
Alcohol and Drug Services	14,574,427	17,446,292	30,044,925	30,044,925
California Children's Services	17,438,604	17,441,621	25,155,183	25,155,183
Indigent Ambulance	472,501	472,501	472,501	472,501
Health Administration	138,865,418	164,906,831	180,292,684	180,292,684
Behavioral Health	183,968,147	194,273,045	219,696,754	219,696,754
Mental Health Services Act	150,789,365	201,140,929	220,776,225	220,776,225
Master Settlement Agreement	17,000,000	17,000,000	17,000,000	17,000,000
Driving Under the Influence Programs	163,782	168,963	178,761	178,761
Block Grant Carryover Program	10,219,994	11,897,935	10,457,887	10,457,887
Court Alcohol and Drug Program	91,013	37,974	788,040	788,040
Total Hospital Care	533,583,251	624,786,091	704,862,960	704,862,960
TOTAL HEALTH AND SANITATION FUNCTION	**614,736,664**	**709,494,262**	**799,740,531**	**799,740,531**

State Controller Schedules **Schedule 8**
County Budget Act

County of San Bernardino
Detail of Financing Uses by Function, Activity and Budget Unit
Governmental Funds
Fiscal Year 2019

TOTAL FINANCING USES

Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Recommended	FY 2019 Adopted by the Board of Supervisors
1	2	3	4	5
PUBLIC ASSISTANCE FUNCTION				
Administration:				
Human Services - Administrative Claim	520,582,624	538,817,428	589,449,186	589,449,186
Aging and Adult Services	9,994,189	0	0	0
Domestic Violence/Child Abuse	548,952	379,312	553,000	553,000
Total Administration	531,125,765	539,196,740	590,002,186	590,002,186
Aid Programs:				
Entitlement Payments (Child Care)	26,711,678	23,552,299	22,595,464	22,595,464
Out-of-Home Child Care	1,650,542	1,855,745	2,269,890	2,269,890
Aid to Adoptive Children	70,222,101	76,365,503	85,900,500	85,900,500
AFDC - Foster Care	155,738,897	180,008,805	182,483,240	182,483,240
Refugee Cash Assistance Program	93,509	29,710	150,000	150,000
Cash Assistance For Immigrants	2,122,799	1,802,324	2,521,954	2,521,954
CalWorks - All Other Families	233,010,145	228,304,572	223,157,502	223,157,502
Kinship Guardianship Assistance Program	13,592,963	17,157,145	21,582,578	21,582,578
Marriage License Fee Program	0	318,500	318,500	318,500
CalWorks - 2 Parent Families	38,606,478	35,662,752	33,206,593	33,206,593
Wraparound Reinvestment Fund	5,737,982	9,180,441	8,289,529	8,289,529
Domestic Violence/Child Abuse Services	533,600	535,374	531,812	531,812
Total Aid Programs	548,020,694	574,773,170	583,007,562	583,007,562
General Relief:				
Aid to Indigents	1,256,631	900,182	1,020,000	1,020,000
Veterans' Services:				
Veterans' Affairs	2,118,611	2,081,741	2,668,169	2,668,169
Other Assistance:				
Aging and Adult Services	0	9,308,730	9,774,694	9,774,694
Community Development and Housing	11,380,141	14,306,631	32,420,694	34,338,786
Economic Development	3,617,202	0	0	0
Preschool Services	53,220,245	57,815,436	57,736,544	56,703,384
Workforce Development	20,116,780	22,266,541	29,101,131	29,101,131
Total Other Assistance	88,334,368	103,697,338	129,033,063	129,917,995
TOTAL PUBLIC ASSISTANCE FUNCTION	**1,170,856,069**	**1,220,649,171**	**1,305,730,980**	**1,306,615,912**

State Controller Schedules **Schedule 8**
County Budget Act

County of San Bernardino
Detail of Financing Uses by Function, Activity and Budget Unit
Governmental Funds
Fiscal Year 2019

TOTAL FINANCING USES

Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Recommended	FY 2019 Adopted by the Board of Supervisors
1	2	3	4	5
EDUCATION FUNCTION				
School Administration:				
County Schools	2,975,089	3,044,342	3,152,080	3,152,080
Library:				
County Library	16,871,373	18,001,013	19,931,064	19,931,064
Bloomington Library Reserve	0	0	100,000	100,000
	16,871,373	18,001,013	20,031,064	20,031,064
TOTAL EDUCATION FUNCTION	**19,846,463**	**21,045,355**	**23,183,144**	**23,183,144**
RECREATION AND CULTURAL SERVICES FUNCTION				
Recreation Facilities:				
Regional Parks	9,470,323	10,425,956	9,843,328	9,843,328
County Trail System	218,399	777,360	3,474,427	3,474,427
Off-Highway Vehicle License Fees	515,137	36,391	390,062	390,062
San Manuel Amphitheater	1,275,042	1,715,517	2,012,913	2,012,913
San Manuel Amphitheater Improvements	(25,000)	(25,000)	0	0
Park Maintenance/Development	112,459	639,633	513,200	513,200
Calico Ghost Town Marketing Services	441,281	355,636	479,937	479,937
Total Recreation Facilities	12,007,641	13,925,493	16,713,867	16,713,867
Culture:				
County Museum	3,969,762	3,475,695	3,584,791	3,584,791
TOTAL RECREATION AND CULTURAL SERVICES FUNCTION	**15,977,403**	**17,401,188**	**20,298,658**	**20,298,658**
TOTAL SPECIFIC FINANCING USES	**3,434,385,919**	**3,493,802,601**	**4,135,979,984**	**4,146,723,203**

State Controller Schedules
County Budget Act

County Budget Form
Schedule 12

County of San Bernardino
Special Districts and Other Agencies Summary - Non Enterprise
Fiscal Year 2019

District Name	Total Financing Sources				Total Financing Uses		
	Fund Balance Available June 30, 2018	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	141,200	0	0	141,200	141,200	0	141,200
CSA 69 LAKE ARROWHEAD ROAD	1	0	(1)	0	0	0	0
CSA 20 JSH TR DESERT VIEW CONS	2,944	0	425,000	427,944	427,944	0	427,944
CSA 70 EL RANCHO VERDE LANDSCAPE	0	0	140,000	140,000	140,000	0	140,000
CSA 70 LAKE GREGORY DAM REHABILITATION	8,200,682	0	3,096,793	11,297,475	11,297,475	0	11,297,475
CSA 18 ROAD PAVING	12,357	0	(12,357)	0	0	0	0
CSA 70 COUNTYWIDE IMPROVEMENTS	(54,845)	0	6,709,891	6,655,046	6,655,046	0	6,655,046
CSA 40 CAPITAL IMPROVEMENTS	68,672	13,163	0	81,835	81,835	0	81,835
CSA 59 ROAD PAVING	23,182	0	200,000	223,182	223,182	0	223,182
CSA 70 ENGINEERING FOR PARK PROJECT	16,960	0	450,000	466,960	466,960	0	466,960
CSA 68 VALLEY MOON ROAD REPAIRS	84,312	0	0	84,312	84,312	0	84,312
CSA 120 CAPITAL IMPROVEMENTS	(4,885)	4,885	175,000	175,000	175,000	0	175,000
CSA 29 LUCERNE VALLEY CAPITAL IMPROVEMENTS	13,331	0	0	13,331	13,331	0	13,331
CSA 70 LYTLE CREEK DB CAPITAL IMPROVEMENTS	101,060	0	(13,331)	87,729	87,729	0	87,729
CSA 70 R-2 TWIN PEAKS CAPITAL IMPROVEMENTS	197,315	0	20,000	217,315	217,315	0	217,315
TOTAL COUNTY SERVICE AREAS - CAPITAL PROJECTS	**8,802,286**	**18,048**	**11,190,995**	**20,011,329**	**20,011,329**	**0**	**20,011,329**
COUNTY SERVICE AREAS - SPECIAL REVENUE							
CSA 18 CEDARPINES PRK	83,888	35,303	351,199	470,390	470,390	0	470,390
CSA 20 JOSHUA TREE	41,937	0	828,087	870,024	804,781	65,243	870,024
CSA 29 LUCERNE VALLEY	102,582	0	538,904	641,486	548,131	93,355	641,486
CSA 30 STREET LIGHTS	(1,618)	1,964	6,927	7,273	7,273	0	7,273
CSA 40 ELEPHANT MTN	169,715	0	380,260	549,975	346,433	203,542	549,975
CSA 42 PARK	22,080	0	27,360	49,440	41,611	7,829	49,440
CSA 54 CREST FOREST	38,738	0	35,600	74,338	57,093	17,245	74,338
CSA 56 WRIGHTWOOD	215	0	(215)	0	0	0	0
CSA 59 DEER LODGE PRK	65,133	30,034	200,329	295,496	295,496	0	295,496
CSA 63 YUCAIPA	26,531	11,062	126,673	164,266	164,266	0	164,266
CSA 68 VLLY OF THE MOON	46,633	0	132,674	179,307	89,862	89,445	179,307
CSA 69 LAKE ARROWHD	33,627	0	75,600	109,227	62,283	46,944	109,227
CSA 70:							
COUNTYWIDE	3,457,390	0	6,367,278	9,824,668	8,778,441	1,046,227	9,824,668
COUNTYWIDE-TERM BENEFITS	15,877	0	25,000	40,877	0	40,877	40,877
COUNTYWIDE-EQUIPMENT REP	(300,169)	300,169	0	0	0	0	0
COUNTYWIDE AUGMENTATION RESERVE	2,053,043	0	38,000	2,091,043	2,000,000	91,043	2,091,043
COUNTYWIDE CSA LOAN FUND (RESERVE)	1,060,717	0	256,000	1,316,717	399,793	916,924	1,316,717
CFD 2006-1 LYTLE CREEK DB	11,262	0	61,936	73,198	38,631	34,567	73,198
EL MIRAGE STREELIGHT	1,765	0	2,470	4,235	2,700	1,535	4,235
ZONE EV-1 EAST VALLEY	20,663	0	1,950	22,613	13,979	8,634	22,613
ZONE D-1 LAKE ARROW DAM	61,133	0	1,052,544	1,113,677	855,383	258,294	1,113,677
ZONE DB-1 BLOOMINGTON	17,971	0	49,149	67,120	43,834	23,286	67,120
ZONE DB-2 BIG BEAR	11,976	0	18,571	30,547	14,358	16,189	30,547
ZONE EV-1 CITRUS STREETLIGHTING	1,233	0	53,400	54,633	38,581	16,052	54,633
ZONE G WRIGHTWOOD	44,918	0	216,300	261,218	108,823	152,395	261,218
PRD G-1 WRIGHTWOOD	60	5,209	(5,269)	0	0	0	0
ZONE GH GLEN HELEN STREETLIGHTING	21,606	0	120,881	142,487	74,197	68,290	142,487
ZONE M WONDER VLLY	11,780	0	82,189	93,969	75,689	18,280	93,969
ZONE M WONDER VLLY	73,314	0	239,069	312,383	251,727	60,656	312,383
ZONE OS-1 N.ETIWANDA PRE	104,384	0	200,916	305,300	158,398	146,902	305,300
ZONE P-6 EL MIRAGE	1,496	5,635	36,572	43,703	43,703	0	43,703
ZONE P-8 FONTANA	(5,763)	5,856	(93)	0	0	0	0
ZONE P-10 MENTONE	4,676	0	64,750	69,426	56,051	13,375	69,426
ZONE P-12 MONTCLAIR	6,606	0	28,852	35,458	32,561	2,897	35,458
ZONE P-13 EL RANCHO VERDE	(13,967)	1,164	79,755	66,952	66,952	0	66,952
ZONE P-14 MENTONE	12,156	7,148	42,556	61,860	61,860	0	61,860
ZONE P-16 EAGLE CREST	8,946	0	19,917	28,863	22,958	5,905	28,863
ZONE P-17 BLOOMINGTON	42	0	100	142	0	142	142
ZONE P-18 RANDALL CROSSINGS	5,004	0	13,877	18,881	13,859	5,022	18,881
ZONE P-19 GREGORY CROSSINGS	11,508	0	21,623	33,131	25,496	7,635	33,131
ZONE P-20 MULBERRY HEIGHTS	7,219	0	23,015	30,234	15,721	14,513	30,234
ZONE R-2 TWIN PEAKS	34,948	0	108,838	143,786	142,114	1,672	143,786
ZONE R-3 ERWIN LAKE	31,701	0	78,429	110,130	65,102	45,028	110,130
ZONE R-4 CEDARGLEN	1,614	816	2,700	5,130	5,130	0	5,130
ZONE R-5 SUGARLOAF	271,853	0	305,812	577,665	380,721	196,944	577,665
ZONE R-7 LAKE ARROWHD	3,081	0	6,500	9,581	6,313	3,268	9,581
ZONE R-8 RIVERSIDE TERRACE	27,026	0	29,001	56,027	37,815	18,212	56,027

State Controller Schedules
County Budget Act

County Budget Form
Schedule 12

County of San Bernardino
Special Districts and Other Agencies Summary - Non Enterprise
Fiscal Year 2019

District Name	Total Financing Sources				Total Financing Uses		
	Fund Balance Available June 30, 2018	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	3,392	6	10,080	13,478	13,478	0	13,478
ZONE R-12 BALDWIN LK	4,027	4,418	11,510	19,955	19,955	0	19,955
ZONE R-13 LK ARRHD N.SH.	20,569	0	11,000	31,569	25,123	6,446	31,569
ZONE R-15 LANDERS	51,812	0	88,520	140,332	90,208	50,124	140,332
ZONE R-16 RN. SPRGS. TR	16,126	0	15,300	31,426	27,321	4,105	31,426
ZONE R-19 COPPER MTN	16,824	0	50,930	67,754	47,595	20,159	67,754
ZONE R-20 FLAMINGO HTS	(1,390)	4,794	12,580	15,984	15,984	0	15,984
ZONE R-21 MTN. VIEW	968	0	5,105	6,073	3,446	2,627	6,073
ZONE R-22 TWIN PEAKS	3,549	4,970	19,820	28,339	28,339	0	28,339
ZONE R-23 MILE HIGH	22,951	0	19,790	42,741	30,871	11,870	42,741
ZONE R-25 LUCERNE	0	0	3,350	3,350	3,350	0	3,350
ZONE R-26 YUCCA MESA	7,818	1,325	7,765	16,908	16,908	0	16,908
ZONE R-29 YUCCA MESA	4,051	0	8,750	12,801	12,683	118	12,801
ZONE R-30 VERDEMONT	(820)	235	4,850	4,265	4,265	0	4,265
ZONE R-31 LYTLE CREEK	18	621	3,040	3,679	3,679	0	3,679
ZONE R-33 FAIRWAY BLV	1,469	2,502	10,450	14,421	14,421	0	14,421
ZONE R-34 BIG BEAR RDS	(953)	723	6,300	6,070	6,070	0	6,070
ZONE R-35 CEDAR GLEN	431	0	2,600	3,031	3,031	0	3,031
ZONE R-36 PAN SPRINGS	4,025	0	9,600	13,625	11,296	2,329	13,625
ZONE R-39 HIGHLAND ESTATES	10,105	0	73,230	83,335	66,083	17,252	83,335
ZONE R-40 UPPER NO. BAY LK ARROW	81,977	0	18,200	100,177	63,960	36,217	100,177
ZONE R-41 QUAIL SUMMIT	14,208	0	10,275	24,483	21,793	2,690	24,483
ZONE R-42 WINDY PASS	3,692	0	47,950	51,642	20,867	30,775	51,642
ZONE R-44 SAW PIT CANYON	14,992	171	11,200	26,363	26,363	0	26,363
ZONE R-45 ERWIN LAKE	10,228	0	12,281	22,509	16,848	5,661	22,509
ZONE R-46 S. FAIRWAY DRIVE	11,361	0	6,708	18,069	10,042	8,027	18,069
ZONE R-47 ROCKY POINT	42,098	48,969	23,385	114,452	114,452	0	114,452
ZONE R-48 ERWIN LAKE WEST	0	0	156,804	156,804	156,804	0	156,804
ZONE TV-2 MORONGO	55,221	0	176,534	231,755	63,847	167,908	231,755
ZONE TV-4 WONDER VALLEY	21,558	0	32,544	54,102	30,980	23,122	54,102
ZONE TV-5 MESA	66,032	0	209,371	275,403	104,116	171,287	275,403
ZONE W HINKLEY PARK	8,876	0	36,037	44,913	32,012	12,901	44,913
CSA 79 R-1 THE MEADOW	67,189	0	31,448	98,637	47,168	51,469	98,637
CSA 82 ROADSIDE PARK	6,143	0	27,150	33,293	32,269	1,024	33,293
CSA SL-1 VALLEY WIDE	172,894	0	744,355	917,249	534,685	382,564	917,249
CSA SL-2 CHINO	911	49	3,367	4,327	4,327	0	4,327
CSA SL-3 MENTONE	76	436	3,250	3,762	3,762	0	3,762
CSA SL-4 BLOOMINGTON	1,116	0	3,638	4,754	3,820	934	4,754
CSA SL-5 MUSCOY	3,852	0	49,790	53,642	43,177	10,465	53,642
AD 2018-1 SNOWDROP ROAD	0	0	48,692	48,692	48,692	0	48,692
TOTAL COUNTY SERVICE AREAS - SPECIAL REVENUE	**8,453,926**	**473,579**	**14,373,535**	**23,301,040**	**18,542,599**	**4,758,441**	**23,301,040**
COUNTY SERVICE AREAS - PERMANENT FUND							
CSA 120 PRESERVE ENDOWMENT	20,130	0	5,000	25,130	0	25,130	25,130
TOTAL COUNTY SERVICE AREAS - PERMANENT FUND	**20,130**	**0**	**5,000**	**25,130**	**0**	**25,130**	**25,130**

State Controller Schedules
County Budget Act

County Budget Form
Schedule 12

County of San Bernardino
Special Districts and Other Agencies Summary - Non Enterprise
Fiscal Year 2019

District Name	Total Financing Sources				Total Financing Uses		
	Fund Balance Available June 30, 2018	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	574,739	0	23,684,499	24,259,238	20,958,478	3,300,760	24,259,238
SBCFPD GENERAL RESERVES	3,695,521	0	1,184,965	4,880,486	738,311	4,142,175	4,880,486
SBCFPD TERMINATION BENEFITS	919,103	0	467,995	1,387,098	0	1,387,098	1,387,098
OFFICE OF EMERGENCY SERVICES	1,020	0	3,828,782	3,829,802	3,828,782	1,020	3,829,802
HOUSEHOLD HAZARDOUS WASTE	185,558	0	3,595,028	3,780,586	3,595,028	185,558	3,780,586
HAZARDOUS MATERIALS	(16,850)	16,850	9,408,649	9,408,649	9,408,649	0	9,408,649
HAZMAT GENERAL RESERVES	2,286,539	0	71,350	2,357,889	1,147,311	1,210,578	2,357,889
HAZMAT (CUPA-STATEWIDE PENALTIES) GENERAL	67,172	200,252	33,849	301,273	301,273	0	301,273
HAZMAT (CUPA-ADMIN PENALTIES) GENERAL	109	0	255	364	0	364	364
HAZMAT (STATEWIDE TANK PENALTIES) GENERAL	3,895	0	6,407	10,302	0	10,302	10,302
MOUNTAIN REGIONAL SERVICE ZONE	3,294,514	0	20,212,957	23,507,471	21,807,978	1,699,493	23,507,471
MOUNTAIN REGIONAL SERVICE ZONE-RESERVES	1,265,155	0	16,484	1,281,639	1,257,440	24,199	1,281,639
NORTH DESERT REGIONAL SERVICE ZONE	3,899,322	0	52,808,407	56,707,729	53,455,426	3,252,303	56,707,729
NORTH DESERT REGIONAL SERVICE ZONE-RESERVES	994,791	0	35,014	1,029,805	558,860	470,945	1,029,805
SOUTH DESERT REGIONAL SERVICE ZONE	2,857,211	0	17,469,227	20,326,438	18,242,163	2,084,275	20,326,438
SOUTH DESERT REGIONAL SERVICE ZONE-RESERVES	65,839	0	2,800	68,639	66,500	2,139	68,639
VALLEY REGIONAL SERVICE ZONE	7,806,107	623,949	97,187,891	105,617,947	105,617,947	0	105,617,947
VALLEY REGIONAL SERVICE ZONE-RESERVES	33,214	129	3,510,000	3,543,343	3,543,343	0	3,543,343
CFPD 2007 STATE HMLND SCRTY GRANT	(206,174)	224,483	6,238,896	6,257,205	6,257,205	0	6,257,205
CFPD KAISER COMM	(13,365)	13,065	300,300	300,000	300,000	0	300,000
CFD-1033 SPECIAL TAX SB	154,207	0	1,046,287	1,200,494	1,043,890	156,604	1,200,494
SERVICE ZONE FP-5 CITY OF NEEDLES	119,111	0	364,641	483,752	363,801	119,951	483,752
SERVICE ZONE FP-5 CITY OF SAN BERNARDINO	94,236	1,150,158	7,764,841	9,009,235	9,009,235	0	9,009,235
SERVICE ZONE FP-5 HELENDALE/SILVER LAKES	50,721	0	1,092,744	1,143,465	1,090,244	53,221	1,143,465
SERVICE ZONE FP-5 TWENTY NINE PALMS	249,961	0	2,152,743	2,402,704	2,144,647	258,057	2,402,704
SERVICE ZONE FP-5 CITY OF UPLAND	378,791	0	3,649,681	4,028,472	3,363,501	664,971	4,028,472
CITY OF SAN BERNARDINO WORKERS COMPENSATION	1,068,264	0	11,322	1,079,586	0	1,079,586	1,079,586
FUTURE FIRE HEADQUARTER	8,500,000	0	0	8,500,000	8,500,000	0	8,500,000
TOTAL FIRE PROTECTION AND SERVICE ZONES	**38,328,711**	**2,228,886**	**256,146,014**	**296,703,611**	**276,600,012**	**20,103,599**	**296,703,611**
FLOOD CONTROL DISTRICT							
FLOOD CONTROL	59,396,410	0	70,863,865	130,260,275	126,113,757	4,146,538	130,260,275
TOTAL FLOOD CONTROL DISTRICT	**59,396,410**	**0**	**70,863,865**	**130,260,275**	**126,113,757**	**4,146,538**	**130,260,275**
PARK DISTRICTS - CAPITAL PROJECTS							
KESSLER PARK BALL FIELD	66,157	0	0	66,157	66,157	0	66,157
MOONRIDGE ANIMAL PARK RELOCATION	(86,016)	0	4,204,517	4,118,501	4,118,501	0	4,118,501
ERWIN PARK IMPROVEMENTS	89,093	0	150,000	239,093	239,093	0	239,093
TOTAL PARK DISTRICTS - CAPITAL PROJECTS	**69,234**	**0**	**4,354,517**	**4,423,751**	**4,423,751**	**0**	**4,423,751**
PARK DISTRICTS - SPECIAL REVENUE							
BIG BEAR PARK	986,839	183,650	4,195,207	5,365,696	5,365,696	0	5,365,696
BLOOMINGTON PARK	455,155	0	388,623	843,778	344,169	499,609	843,778
TOTAL PARK DISTRICTS - SPECIAL REVENUE	**1,441,994**	**183,650**	**4,583,830**	**6,209,474**	**5,709,865**	**499,609**	**6,209,474**
OTHER AGENCIES							
IN-HOME SUPPORTIVE SERVICES PUBLIC AUTHORITY	473,219	0	6,900,912	7,374,131	6,900,912	473,219	7,374,131
INLAND COUNTIES EMERGENCY MEDICAL AGENCY	255,690	0	4,357,361	4,613,051	4,193,216	419,835	4,613,051
COUNTY INDUSTRIAL DEVELOPMENT AUTHORITY (COIDA)	58,062	0	200	58,262	58,262	0	58,262
TOTAL OTHER AGENCIES	**786,971**	**0**	**11,258,473**	**12,045,444**	**11,152,390**	**893,054**	**12,045,444**
GRAND TOTAL	**117,299,662**	**2,904,163**	**372,776,229**	**492,980,054**	**462,553,683**	**30,426,371**	**492,980,054**

State Controller Schedules
County Budget Act

County Budget Form
Schedule 13

County of San Bernardino
Fund Balance - Special Districts and Other Agencies- Non Enterprise
Fiscal Year 2019

District Name	Total Fund Balance June 30, 2018	Less: Obligated Fund Balances			Fund Balances Available (GAAP Basis) June 30, 2018	Minus GASB 31 Adjustment	Fund Balances Available (Budgetary Basis) June 30, 2018
		Encumbrances	Nonspendable, Restricted and Committed	Assigned			
COUNTY SERVICE AREAS - CAPITAL PROJECTS							
CSA 70 TV-4/5 PNTO MTN PWR CBL	140,350	0	0	0	140,350	850	141,200
CSA 69 LAKE ARROWHEAD ROAD	1	0	0	0	1	0	1
CSA 20 JSH TR DESERT VIEW CONS	3,306	(362)	0	0	2,944	0	2,944
CSA 70 LAKE GREGORY DAM REHABILITATION	9,237,279	(1,055,646)	0	0	8,181,633	19,049	8,200,682
CSA 18 ROAD PAVING	11,805	0	0	0	11,805	552	12,357
CSA 70 COUNTYWIDE IMPROVEMENTS	(32,375)	(22,640)	0	0	(55,015)	170	(54,845)
CSA 40 CAPITAL IMPROVEMENTS	81,318	0	(13,163)	0	68,155	517	68,672
CSA 59 ROAD PAVING	23,182	0	0	0	23,182	0	23,182
CSA 70 ENGINEERING FOR PARK PROJECT	16,604	0	0	0	16,604	356	16,960
CSA 120 CAPITAL IMPROVEMENTS	83,303	0	0	0	83,303	1,009	84,312
CSA 29 LUCERNE VALLEY CAPITAL IMPROVEMENTS	(27)	0	(4,885)	0	(4,912)	27	(4,885)
CSA 70 LYTLE CREEK DB CAPITAL IMPROVEMENTS	13,252	0	0	0	13,252	79	13,331
CSA 70 R-2 TWIN PEAKS CAPITAL IMPROVEMENTS	100,428	0	0	0	100,428	632	101,060
CSA 68 VALLEY MOON ROAD REPAIRS	197,225	0	0	0	197,225	90	197,315
TOTAL COUNTY SERVICE AREAS - CAPITAL PROJECTS	**9,875,651**	**(1,078,648)**	**(18,048)**	**0**	**8,778,955**	**23,331**	**8,802,286**
COUNTY SERVICE AREAS - SPECIAL REVENUE							
CSA 18 CEDARPINES PRK	296,247	(384)	(213,797)	0	82,066	1,822	83,888
CSA 20 JOSHUA TREE	190,263	(452)	(148,562)	(500)	40,749	1,188	41,937
CSA 29 LUCERNE VALLEY	281,797	(11,430)	(160,367)	(7,623)	102,377	205	102,582
CSA 30 STREET LIGHTS	330	0	(1,964)	0	(1,634)	16	(1,618)
CSA 40 ELEPHANT MTN	1,485,715	(798)	(1,323,367)	0	161,550	8,165	169,715
CSA 42 PARK	23,609	0	(1,633)	0	21,976	104	22,080
CSA 54 CREST FOREST	90,610	0	(52,373)	0	38,237	501	38,738
CSA 56 WRIGHTWOOD	445	0	0	(305)	140	75	215
CSA 59 DEER LODGE PRK	319,651	0	(256,564)	0	63,087	2,046	65,133
CSA 63 YUCAIPA	383,549	(3,835)	(350,089)	(5,590)	24,035	2,496	26,531
CSA 68 VLLY OF THE MOON	185,890	0	(140,163)	0	45,727	906	46,633
CSA 69 LAKE ARROWHD	154,218	0	(121,382)	0	32,836	791	33,627
CSA 70:							
COUNTYWIDE	6,427,893	(229,410)	(2,751,570)	(1,000)	3,445,913	11,477	3,457,390
COUNTYWIDE-TERM BENEFITS	2,570,721	0	(2,569,932)	0	789	15,088	15,877
COUNTYWIDE-EQUIPMENT REP	(7)	0	(300,169)	0	(300,176)	7	(300,169)
COUNTYWIDE AUGMENTATION RESERVE	3,808,617	0	(1,780,680)	0	2,027,937	25,106	2,053,043
COUNTYWIDE CSA LOAN FUND (RESERVE)	1,578,664	0	(522,973)	0	1,055,691	5,026	1,060,717
CFD 2006-1 LYTLE CREEK DB	436,041	(5,376)	(421,880)	0	8,785	2,477	11,262
EL MIRAGE STREELIGHT	2,444	0	(682)	0	1,762	3	1,765
ZONE EV-1 EAST VALLEY	200,651	0	(181,203)	0	19,448	1,215	20,663
ZONE D-1 LAKE ARROW DAM	2,130,028	(10,036)	(2,070,746)	0	49,246	11,887	61,133
ZONE DB-1 BLOOMINGTON	152,449	(1,451)	(133,855)	0	17,143	828	17,971
ZONE DB-2 BIG BEAR	109,832	0	(98,458)	0	11,374	602	11,976
ZONE EV-1 CITRUS STREETLIGHTING	123,320	0	(122,750)	0	570	663	1,233
ZONE G WRIGHTWOOD	283,373	0	(239,677)	0	43,696	1,222	44,918
PRD G-1 WRIGHTWOOD	5,238	0	(5,209)	0	29	31	60
ZONE GH GLEN HELEN STREETLIGHTING	161,516	0	(140,727)	0	20,789	817	21,606
ZONE M WONDER VLLY PARK	83,333	0	(71,777)	(300)	11,256	524	11,780
ZONE M WONDER VLLY ROAD	135,129	0	(62,614)	0	72,515	799	73,314
ZONE OS-1 N.ETIWANDA PRE	234,615	0	(131,769)	0	102,846	1,538	104,384
ZONE P-6 EL MIRAGE	26,052	0	(24,760)	0	1,292	204	1,496
ZONE P-8 FONTANA	(62)	0	(5,856)	0	(5,918)	155	(5,763)
ZONE P-10 MENTONE	86,040	(1,694)	(80,150)	0	4,196	480	4,676
ZONE P-12 MONTCLAIR	104,116	(915)	(97,215)	0	5,986	620	6,606
ZONE P-13 EL RANCHO VERDE	138,876	0	(153,712)	0	(14,836)	869	(13,967)
ZONE P-14 MENTONE	187,428	(3,378)	(173,040)	0	11,010	1,146	12,156
ZONE P-16 EAGLE CREST	68,324	(1,116)	(58,657)	0	8,551	395	8,946
ZONE P-17 BLOOMINGTON	9,331	0	(9,344)	0	(13)	55	42
ZONE P-18 RANDALL CROSSINGS	35,469	(575)	(30,082)	0	4,812	192	5,004
ZONE P-19 GREGORY CROSSINGS	37,124	(445)	(25,367)	0	11,312	196	11,508
ZONE P-20 MULBERRY HEIGHTS	50,835	(425)	(43,465)	0	6,945	274	7,219
ZONE R-2 TWIN PEAKS	115,841	0	(81,385)	0	34,456	492	34,948
ZONE R-3 ERWIN LAKE	89,875	0	(58,637)	0	31,238	463	31,701
ZONE R-4 CEDARGLEN	4,035	0	(2,451)	0	1,584	30	1,614
ZONE R-5 SUGARLOAF	538,008	0	(268,783)	0	269,225	2,628	271,853
ZONE R-7 LAKE ARROWHD	21,482	0	(18,524)	0	2,958	123	3,081
ZONE R-8 RIVERSIDE TERRACE	208,128	0	(182,279)	0	25,849	1,177	27,026

State Controller Schedules
County Budget Act

County Budget Form
Schedule 13

County of San Bernardino
Fund Balance - Special Districts and Other Agencies- Non Enterprise
Fiscal Year 2019

District Name	Total Fund Balance June 30, 2018	Less: Obligated Fund Balances			Fund Balances Available (GAAP Basis) June 30, 2018	Minus GASB 31 Adjustment	Fund Balances Available (Budgetary Basis) June 30, 2018
		Encumbrances	Nonspendable, Restricted and Committed	Assigned			
COUNTY SERVICE AREAS – SPECIAL REVENUE CONTINUED							
CSA 70 Continued:							
ZONE R-9 RIM FOREST	6,797	0	(3,455)	0	3,342	50	3,392
ZONE R-12 BALDWIN LK	11,740	0	(7,825)	0	3,915	112	4,027
ZONE R-13 LK ARRHD N.SH.	30,799	0	(10,414)	0	20,385	184	20,569
ZONE R-15 LANDERS	90,923	(4,320)	(35,153)	0	51,450	362	51,812
ZONE R-16 RN. SPRGS. TR	35,428	0	(19,500)	0	15,928	198	16,126
ZONE R-19 COPPER MTN	48,159	0	(31,562)	0	16,597	227	16,824
ZONE R-20 FLAMINGO HTS	3,359	0	(4,794)	0	(1,435)	45	(1,390)
ZONE R-21 MTN. VIEW	956	0	0	0	956	12	968
ZONE R-22 TWIN PEAKS	13,582	0	(10,112)	0	3,470	79	3,549
ZONE R-23 MILE HIGH	42,177	0	(19,457)	0	22,720	231	22,951
ZONE R-25 LUCERNE	(2)	0	0	0	(2)	2	0
ZONE R-26 YUCCA MESA	9,672	0	(1,931)	0	7,741	77	7,818
ZONE R-29 YUCCA MESA	5,182	0	(1,179)	0	4,003	48	4,051
ZONE R-30 VERDEMONT	1,769	0	(2,610)	0	(841)	21	(820)
ZONE R-31 LYTLE CREEK	2,198	0	(2,205)	0	(7)	25	18
ZONE R-33 FAIRWAY BLV	29,983	0	(28,700)	0	1,283	186	1,469
ZONE R-34 BIG BEAR RDS	2,082	0	(3,062)	0	(980)	27	(953)
ZONE R-35 CEDAR GLEN	420	0	0	0	420	11	431
ZONE R-36 PAN SPRINGS	30,422	0	(26,572)	0	3,850	175	4,025
ZONE R-39 HIGHLAND ESTATES	128,304	0	(119,015)	0	9,289	816	10,105
ZONE R-40 UPPER NO. BAY LK ARROW	87,531	0	(6,037)	0	81,494	483	81,977
ZONE R-41 QUAIL SUMMIT	14,114	0	0	0	14,114	94	14,208
ZONE R-42 WINDY PASS	194,713	0	(192,054)	0	2,659	1,033	3,692
ZONE R-44 SAW PIT CANYON	18,326	0	(3,459)	0	14,867	125	14,992
ZONE R-45 ERWIN LAKE	37,549	0	(27,541)	0	10,008	220	10,228
ZONE R-46 S. FAIRWAY DRIVE	13,256	0	(2,035)	0	11,221	140	11,361
ZONE R-47 ROCKY POINT	96,874	0	(55,305)	0	41,569	529	42,098
ZONE TV-2 MORONGO	1,243,246	(939)	(1,193,922)	0	48,385	6,836	55,221
ZONE TV-4 WONDER VALLEY	194,946	0	(174,509)	0	20,437	1,121	21,558
ZONE TV-5 MESA	931,357	(399)	(870,110)	0	60,848	5,184	66,032
ZONE W HINKLEY PARK	12,292	0	(3,508)	0	8,784	92	8,876
CSA 79 R-1 THE MEADOW	66,784	0	0	0	66,784	405	67,189
CSA 82 ROADSIDE PARK	15,527	(1,800)	(7,663)	0	6,064	79	6,143
CSA SL-1 VALLEY WIDE	1,684,314	0	(1,520,141)	0	164,173	8,721	172,894
CSA SL-2 CHINO	3,750	0	(2,864)	0	886	25	911
CSA SL-3 MENTONE	2,536	0	(2,475)	0	61	15	76
CSA SL-4 BLOOMINGTON	32,684	0	(31,761)	0	923	193	1,116
CSA SL-5 MUSCOY	97,337	0	(94,015)	0	3,322	530	3,852
TOTAL COUNTY SERVICE AREAS - SPECIAL REVENUE	**28,818,169**	**(279,178)**	**(20,205,584)**	**(15,318)**	**8,318,089**	**135,837**	**8,453,926**

State Controller Schedules
County Budget Act

County Budget Form
Schedule 13

County of San Bernardino
Fund Balance - Special Districts and Other Agencies- Non Enterprise
Fiscal Year 2019

District Name	Total Fund Balance June 30, 2018	Less: Obligated Fund Balances			Fund Balances Available (GAAP Basis) June 30, 2018	Minus GASB 31 Adjustment	Fund Balances Available (Budgetary Basis) June 30, 2018
		Encumbrances	Nonspendable, Restricted and Committed	Assigned			
COUNTY SERVICE AREAS - PERMANENT FUND							
CSA 120 PRESERVE ENDOWMENT	1,614,345	0	(1,603,761)	0	10,584	9,546	20,130
TOTAL COUNTY SERVICE AREAS - PERMANENT FUND	**1,614,345**	**0**	**(1,603,761)**	**0**	**10,584**	**9,546**	**20,130**
FIRE PROTECTION AND SERVICE ZONES							
SAN BERNARDINO CO FIRE PROTECTION ZONE	9,191,752	(7,508,780)	(1,145,749)	(2,005)	535,218	39,521	574,739
MOUNTAIN REGIONAL SERVICE ZONE	4,577,191	(241,307)	(1,070,324)	(500)	3,265,060	29,454	3,294,514
NORTH DESERT REGIONAL SERVICE ZONE	5,205,514	(329,150)	(1,000,313)	(1,000)	3,875,051	24,271	3,899,322
SOUTH DESERT REGIONAL SERVICE ZONE	4,918,166	(6,123)	(2,078,598)	0	2,833,445	23,766	2,857,211
VALLEY REGIONAL SERVICE ZONE	11,010,146	(186,682)	(3,113,608)	(800)	7,709,056	97,051	7,806,107
OFFICE OF EMERGENCY SERVICES	104,633	(105,421)	(269)	(250)	(1,307)	2,327	1,020
HOUSEHOLD HAZARDOUS WASTE	1,489,216	(108,813)	(1,200,338)	(300)	179,765	5,793	185,558
HAZARDOUS MATERIALS	3,516,329	(127,614)	(3,425,220)	(100)	(36,605)	19,755	(16,850)
CFD 2007 STATE HMLND SCRTY GRANT	131,648	0	(338,735)	0	(207,087)	913	(206,174)
CFD EQUIPMENT REPLACEMENT	7,768,537	0	(4,148,919)	0	3,619,618	75,903	3,695,521
CFD TERMINATION BENEFITS	7,169,233	0	(6,291,430)	0	877,803	41,300	919,103
HAZMAT EQUIPMENT REPLACEMENT	3,666,234	0	(1,406,755)	0	2,259,479	27,060	2,286,539
HAZMAT (CUPA-STATEWIDE PENALTIES) GENERAL	2,100,120	0	(2,046,586)	0	53,534	13,638	67,172
HAZMAT (CUPA-ADMIN PENALTIES) GENERAL	25,072	0	(25,110)	0	(38)	147	109
HAZMAT (STATEWIDE TANK PENALTIES) GENERAL	514,917	0	(513,982)	0	935	2,960	3,895
MOUNTAIN RSZ EQUIPMENT REPLACEMENT	1,392,321	0	(135,338)	0	1,256,983	8,172	1,265,155
NORTH DESERT RSZ EQUIPMENT REPLACEMENT	3,258,382	0	(2,280,121)	0	978,261	16,530	994,791
SOUTH DESERT RSZ EQUIPMENT REPLACEMENT	283,399	0	(219,223)	0	64,176	1,663	65,839
VALLEY RSZ EQUIPMENT REPLACEMENT	693,650	0	(662,284)	0	31,366	1,848	33,214
CFD KAISER COMM	4,952	0	(18,602)	0	(13,650)	285	(13,365)
CFD-1033 SPECIAL TAX SB	153,940	0	(1,706)	0	152,234	1,973	154,207
SERVICE ZONE FP-5 CITY OF NEEDLES	138,304	0	(20,275)	0	118,029	1,082	119,111
SERVICE ZONE FP-5 CITY OF SAN BERNARDINO	1,428,852	0	(1,354,501)	0	74,351	19,885	94,236
SERVICE ZONE FP-5 HELENDALE/SILVER LAKES	86,064	0	(38,104)	0	47,960	2,761	50,721
SERVICE ZONE FP-5 TWENTY NINE PALMS	314,289	0	(69,936)	0	244,353	5,608	249,961
CITY OF SAN BERNARDINO WORKERS COMPENSATION	1,077,249	0	(13,985)	0	1,063,264	5,000	1,068,264
SERVICE ZONE FP-5 CITY OF UPLAND	372,785	0	0	0	372,785	6,006	378,791
FUTURE FIRE HEADQUARTER	8,500,000	0	0	0	8,500,000	0	8,500,000
TOTAL FIRE PROTECTION AND SERVICE ZONES	**79,092,895**	**(8,613,890)**	**(32,620,011)**	**(4,955)**	**37,854,039**	**474,672**	**38,328,711**
FLOOD CONTROL DISTRICT							
FLOOD CONTROL	145,273,146	(10,135,179)	(78,088,690)	(325)	57,048,952	2,347,458	59,396,410
TOTAL FLOOD CONTROL DISTRICT	**145,273,146**	**(10,135,179)**	**(78,088,690)**	**(325)**	**57,048,952**	**2,347,458**	**59,396,410**

State Controller Schedules
County Budget Act

County Budget Form
Schedule 13

County of San Bernardino
Fund Balance - Special Districts and Other Agencies- Non Enterprise
Fiscal Year 2019

District Name	Total Fund Balance June 30, 2018	Less: Obligated Fund Balances			Fund Balances Available (GAAP Basis) June 30, 2018	Minus GASB 31 Adjustment	Fund Balances Available (Budgetary Basis) June 30, 2018
		Encumbrances	Nonspendable, Restricted and Committed	Assigned			
PARK DISTRICTS - CAPITAL PROJECTS							
KESSLER PARK BALL FIELD	65,754	0	0	0	65,754	403	66,157
MOONRIDGE ANIMAL PARK RELOCATION	(88,931)	(7,375)	0	0	(96,306)	10,290	(86,016)
ERWIN PARK IMPROVEMENTS	89,093	0	0	0	89,093	0	89,093
TOTAL PARK DISTRICTS - CAPITAL PROJECTS	**65,916**	**(7,375)**	**0**	**0**	**58,541**	**10,693**	**69,234**
PARK DISTRICTS - SPECIAL REVENUE							
BIG BEAR PARK	2,109,715	(27,614)	(1,056,163)	(52,474)	973,464	13,375	986,839
BLOOMINGTON PARK	600,411	(3,020)	(144,741)	0	452,650	2,505	455,155
TOTAL PARK DISTRICTS - SPECIAL REVENUE	**2,710,126**	**(30,634)**	**(1,200,904)**	**(52,474)**	**1,426,114**	**15,880**	**1,441,994**
OTHER AGENCIES							
IN-HOME SUPPORTIVE SERVICES PUBLIC AUTHORITY	1,913,459	(6,609)	(1,440,183)	0	466,667	6,552	473,219
INLAND COUNTIES EMERGENCY MEDICAL AGENCY	1,426,191	(69,867)	(1,107,181)	0	249,143	6,547	255,690
COUNTY INDUSTRIAL DEVELOPMENT AUTHORITY (COIDA)	57,723	0	0	0	57,723	339	58,062
TOTAL OTHER AGENCIES	**3,397,373**	**(76,476)**	**(2,547,364)**	**0**	**773,533**	**13,438**	**786,971**
GRAND TOTAL	**270,847,621**	**(20,221,380)**	**(136,284,362)**	**(73,072)**	**114,268,807**	**3,030,855**	**117,299,662**

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 2019

District Name	Obligated Fund Balances June 30, 2018	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	4,885	4,885	4,885			0
CSA70 LYTLE CREEK DB CIP						
Committed - Available Reserves	13,163	13,163	13,163			0
TOTAL COUNTY SERVICE AREAS - CAPITAL PROJECTS	**18,048**	**18,048**	**18,048**	**0**	**0**	**0**
COUNTY SERVICE AREAS - SPECIAL REVENUE						
CSA 18 CEDARPINES PRK						
Committed - Available Reserves	213,797		35,303	125,232		178,494
CSA 20 JOSHUA TREE						
Committed - Available Reserves	148,562			145,615	65,243	213,805
Assigned - Imprest Cash	500					500
CSA 29 LUCERNE VALLEY						
Committed - Available Reserves	160,367			174,047	93,355	253,722
Assigned - Imprest Cash	500					500
Assigned - Special Activities	7,123					7,123
CSA 30 STREET LIGHTS						
Committed - Available Reserves	1,964	744	1,964			0
CSA 40 ELEPHANT MTN						
Committed - Available Reserves	1,323,367			172,870	203,542	1,526,909
CSA 42 PARK						
Committed - Available Reserves	1,633			3,231	7,829	9,462
CSA 54 CREST FOREST						
Committed - Available Reserves	52,373	4,786			17,245	69,618
CSA 56 WRIGHTWOOD						
Assigned - Imprest Cash	300					300
Assigned - Special Activities	5					5
CSA 59 DEER LODGE PRK						
Committed - Available Reserves	256,564	24,538	30,034			226,530
CSA 63 YUCAIPA						
Committed - Available Reserves	350,089		11,062	15,776		339,027
Assigned - Imprest Cash	300					300
Assigned - Other Reserves	5,290					5,290
CSA 68 VLLY OF THE MOON						
Committed - Available Reserves	140,163			104,678	89,445	229,608
CSA 69 LAKE ARROWHD						
Committed - Available Reserves	121,382			55,561	46,944	168,326
COUNTYWIDE						
Committed - Available Reserves	2,601,570			1,193,207	1,046,227	3,647,797
Committed - CSA Loan Fund	150,000					150,000
Assigned - Imprest Cash	1,000					1,000
COUNTYWIDE-TERM BENEFITS						
Committed - Available Reserves	2,569,932			32,444	40,877	2,610,809

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 2019

District Name	Obligated Fund Balances June 30, 2018	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	300,169	300,169	300,169			0
COUNTYWIDE AUGMENTATION RESERVE						
Committed - Available Reserves	1,780,680			77,921	91,043	1,871,723
COUNTYWIDE CSA LOAN FUND (RESERVE)						
Committed - Available Reserves	272,973			911,707	916,924	1,189,897
Committed - CSA Loan Fund	250,000					250,000
CFD 2006-1 LYTLE CREEK DB						
Committed - Available Reserves	421,880			36,627	34,567	456,447
CFD 2006-1 LYTLE CREEK DB						
Committed - Available Reserves	682			1,818	1,535	2,217
ZONE EV-1 EAST VALLEY						
Committed - Available Reserves	181,203	16			8,634	189,837
ZONE D-1 LAKE ARROW DAM						
Committed - Available Reserves	2,070,746			528,747	258,294	2,329,040
ZONE DB-1 BLOOMINGTON						
Committed - Available Reserves	133,855			17,868	23,286	157,141
ZONE DB-2 BIG BEAR						
Committed - Available Reserves	98,458			7,353	16,189	114,647
ZONE EV-1 CITRUS STREETLIGHTING						
Committed - Available Reserves	122,750			18,628	16,052	138,802
ZONE G WRIGHTWOOD						
Committed - Available Reserves	239,677			176,875	152,395	392,072
PRD G-1 WRIGHTWOOD						
Committed - Available Reserves	5,209	5,209	5,209			0
ZONE GH GLEN HELEN STREETLIGHTING						
Committed - Available Reserves	140,727			81,139	68,290	209,017
ZONE M WONDER VLLY PARK						
Committed - Available Reserves	71,777			41,202	18,280	90,057
Assigned - Imprest Cash	300					300
ZONE M WONDER VLLY ROAD						
Committed - Available Reserves	62,614			124,833	60,656	123,270
ZONE OS-1 N.ETIWANDA PRE						
Committed - Available Reserves	131,769			194,072	146,902	278,671
ZONE P-6 EL MIRAGE						
Committed - Available Reserves	24,760		5,635	5,318		19,125
ZONE P-8 FONTANA						
Committed - Available Reserves	5,856	0	5,856			0



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 2019

District Name	Obligated Fund Balances June 30, 2018	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	80,150			22,577	13,375	93,525
ZONE P-12 MONTCLAIR						
Committed - Available Reserves	97,215			3,432	2,897	100,112
ZONE P-13 EL RANCHO VERDE						
Committed - Available Reserves	153,712		1,164	35,223		152,548
ZONE P-14 MENTONE						
Committed - Available Reserves	173,040		7,148	5,747		165,892
ZONE P-16 EAGLE CREST						
Committed - Available Reserves	58,657			8,459	5,905	64,562
ZONE P-17 BLOOMINGTON						
Committed - Available Reserves	9,344			127	142	9,486
ZONE P-18 RANDALL CROSSINGS						
Committed - Available Reserves	30,082			7,794	5,022	35,104
ZONE P-19 GREGORY CROSSINGS						
Committed - Available Reserves	25,367			8,262	7,635	33,002
ZONE P-20 MULBERRY HEIGHTS						
Committed - Available Reserves	43,465			21,338	14,513	57,978
ZONE R-2 TWIN PEAKS						
Committed - Available Reserves	81,385			30,234	1,672	83,057
ZONE R-3 ERWIN LAKE						
Committed - Available Reserves	58,637			53,841	45,028	103,665
ZONE R-4 CEDARGLEN						
Committed - Available Reserves	2,451		816	340		1,635
ZONE R-5 SUGARLOAF						
Committed - Available Reserves	268,783			254,327	196,944	465,727
ZONE R-7 LAKE ARROWHD						
Committed - Available Reserves	18,524			4,348	3,268	21,792
ZONE R-8 RIVERSIDE TERRACE						
Committed - Available Reserves	182,279			20,843	18,212	200,491
ZONE R-9 RIM FOREST						
Committed - Available Reserves	3,455		6	1,524		3,449
ZONE R-12 BALDWIN LK						
Committed - Available Reserves	7,825		4,418	5,546		3,407
ZONE R-13 LK ARRHD N.SH.						
Committed - Available Reserves	10,414			10,701	6,446	16,860

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 2019

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		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	35,153			17,771	50,124	85,277
ZONE R-16 RN. SPRGS. TR						
Committed - Available Reserves	19,500			6,620	4,105	23,605
ZONE R-19 COPPER MTN						
Committed - Available Reserves	31,562			26,318	20,159	51,721
ZONE R-20 FLAMINGO HTS						
Committed - Available Reserves	4,794	4,701	4,794			0
ZONE R-21 MTN. VIEW						
Committed - Available Reserves	0			4,485	2,627	2,627
ZONE R-22 TWIN PEAKS						
Committed - Available Reserves	10,112	9,588	4,970			5,142
ZONE R-23 MILE HIGH						
Committed - Available Reserves	19,457			15,787	11,870	31,327
ZONE R-26 YUCCA MESA						
Committed - Available Reserves	1,931		1,325	1,848		606
ZONE R-29 YUCCA MESA						
Committed - Available Reserves	1,179			5,053	118	1,297
ZONE R-30 VERDEMONT						
Committed - Available Reserves	2,610		235	2,249		2,375
ZONE R-31 LYTLE CREEK						
Committed - Available Reserves	2,205		621	267		1,584
ZONE R-33 FAIRWAY BLV						
Committed - Available Reserves	28,700	3,559	2,502			26,198
ZONE R-34 BIG BEAR RDS						
Committed - Available Reserves	3,062		723	1,238		2,339
ZONE R-35 CEDAR GLEN						
Committed - Available Reserves	0			258	0	0
ZONE R-36 PAN SPRINGS						
Committed - Available Reserves	26,572			1,618	2,329	28,901
ZONE R-39 HIGHLAND ESTATES						
Committed - Available Reserves	119,015			23,502	17,252	136,267
ZONE R-40 UPPER NO. BAY LK ARROW						
Committed - Available Reserves	6,037			40,845	36,217	42,254
ZONE R-41 QUAIL SUMMIT						
Committed - Available Reserves	0			2,521	2,690	2,690

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 2019

District Name	Obligated Fund Balances June 30, 2018	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	192,054			28,115	30,775	222,829
ZONE R-44 SAW PIT CANYON						
Committed - Available Reserves	3,459		171	2,513		3,288
ZONE R-45 ERWIN LAKE						
Committed - Available Reserves	27,541			9,793	5,661	33,202
ZONE R-46 S. FAIRWAY DRIVE						
Committed - Available Reserves	2,035	1,004			8,027	10,062
ZONE R-47 ROCKY POINT						
Committed - Available Reserves	55,305	41,308	48,969			6,336
ZONE TV-2 MORONGO						
Committed - Available Reserves	1,193,922			247,974	167,908	1,361,830
ZONE TV-4 WONDER VALLEY						
Committed - Available Reserves	174,509			18,320	23,122	197,631
ZONE TV-5 MESA						
Committed - Available Reserves	870,110			180,763	171,287	1,041,397
ZONE W HINKLEY PARK						
Committed - Available Reserves	3,508			18,782	12,901	16,409
CSA 79 R-1 THE MEADOW						
Committed - Available Reserves	0			1,124	51,469	51,469
CSA 82 ROADSIDE PARK						
Committed - Available Reserves	7,663			1,936	1,024	8,687
CSA SL-1 VALLEY WIDE						
Committed - Available Reserves	1,520,141			436,906	382,564	1,902,705
CSA SL-2 CHINO						
Committed - Available Reserves	2,864	337	49			2,815
CSA SL-3 MENTONE						
Committed - Available Reserves	2,475	1,652	436			2,039
CSA SL-4 BLOOMINGTON						
Committed - Available Reserves	31,761			1,640	934	32,695
CSA SL-5 MUSCOY						
Committed - Available Reserves	94,015			11,501	10,465	104,480
TOTAL COUNTY SERVICE AREAS - SPECIAL REVENUE	**20,220,902**	**397,611**	**473,579**	**5,851,179**	**4,758,441**	**24,505,764**
COUNTY SERVICE AREAS - PERMANENT FUND						
CSA 120 PRESERVE ENDOWMENT						
Committed - Available Reserves	1,603,761			23,000	25,130	1,628,891
TOTAL COUNTY SERVICE AREAS - PERMANENT FUND	**1,603,761**	**0**	**0**	**23,000**	**25,130**	**1,628,891**

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 2019

District Name	Obligated Fund Balances June 30, 2018	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	1,145,749			315,931	3,300,760	4,446,509
Assigned - Imprest Cash	1,850					1,850
Assigned - Change Fund	155					155
MOUNTAIN REGIONAL SERVICE ZONE						
Committed - Available Reserves	1,070,324			848,729	1,699,493	2,769,817
Assigned - Imprest Cash	500					500
NORTH DESERT REGIONAL SERVICE ZONE						
Committed - Available Reserves	1,000,313			2,261,537	3,252,303	4,252,616
Assigned - Imprest Cash	850					850
Assigned - Change Fund	150					150
SOUTH DESERT REGIONAL SERVICE ZONE						
Committed - Available Reserves	2,078,598			1,443,388	2,084,275	4,162,873
VALLEY REGIONAL SERVICE ZONE						
Committed - Available Reserves	3,113,608	513,195	623,949			2,489,659
Assigned - Imprest Cash	800					800
OFFICE OF EMERGENCY SERVICES						
Committed - Available Reserves	269			1,119	1,020	1,289
Assigned - Imprest Cash	250					250
HOUSEHOLD HAZARDOUS WASTE						
Committed - Available Reserves	1,200,338			168,043	185,558	1,385,896
Assigned - Change Fund	300					300
HAZARDOUS MATERIALS						
Committed - Available Reserves	3,425,220		16,850	80,989		3,408,370
Assigned - Change Fund	100					100
CFD 2007 STATE HMLND SCRTY GRANT						
Committed - Available Reserves	338,735		224,483	372,315		114,252
CFD EQUIPMENT REPLACEMENT						
Committed - Available Reserves	4,148,919			1,656,176	4,142,175	8,291,094
HAZMAT EQUIPMENT REPLACEMENT						
Committed - Available Reserves	1,406,755			1,714,778	1,210,578	2,617,333
HAZMAT (CUPA-STATEWIDE PENALTIES) GENERAL						
Committed - Available Reserves	2,046,586		200,252	32,723		1,846,334
HAZMAT (CUPA-ADMIN PENALTIES) GENERAL						
Committed - Available Reserves	25,110			308	364	25,474
HAZMAT (STATEWIDE TANK PENALTIES) GENERAL						
Committed - Available Reserves	513,982			8,156	10,302	524,284
MOUNTAIN RSZ EQUIPMENT REPLACEMENT						
Committed - Available Reserves	135,338			22,341	24,199	159,537



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 2019

District Name	Obligated Fund Balances June 30, 2018	Decreases or Cancellations		Increases or New		Total Obligated Fund Balances for the Budget Year
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FIRE PROTECTION AND SERVICE ZONES CONTINUED						
NORTH DESERT RSZ EQUIPMENT REPLACEMENT						
Committed - Available Reserves	2,280,121	71,486			470,945	2,751,066
SOUTH DESERT RSZ EQUIPMENT REPLACEMENT						
Committed - Available Reserves	219,223			1,833	2,139	221,362
VALLEY RSZ EQUIPMENT REPLACEMENT						
Committed - Available Reserves	662,284	487,710	129			662,155
CFD KAISER COMM						
Committed - Available Reserves	18,602	51	13,065			5,537
CFD TERMINATION BENEFITS						
Committed - Available Reserves	6,291,430			1,245,601	1,387,098	7,678,528
CFD-1033 SPECIAL TAX SB						
Committed - Available Reserves	1,706			4,250	156,604	158,310
SERVICE ZONE FP-5 CITY OF NEEDLES						
Committed - Available Reserves	20,275			1,487	119,951	140,226
SERVICE ZONE FP-5 HELENDALE/SILVER LAKES						
Committed - Available Reserves	38,104			3,800	53,221	91,325
SB CITY WORKERS COMPENSATION RESERVE						
Committed - Available Reserves	13,985			340,604	1,079,586	1,093,571
SERVICE ZONE FP-5 CITY OF SAN BERNARDINO						
Committed - Available Reserves	1,354,501	1,354,501	1,150,158			204,343
SERVICE ZONE FP-5 TWENTY NINE PALMS						
Committed - Available Reserves	69,936			13,167	258,057	327,993
SERVICE ZONE FP-5 CITY OF UPLAND						
Committed - Available Reserves	0			611,841	664,971	664,971
TOTAL FIRE PROTECTION AND SERVICE ZONES	**32,624,966**	**2,426,943**	**2,228,886**	**11,149,116**	**20,103,599**	**50,499,679**
FLOOD CONTROL DISTRICT						
FLOOD CONTROL ADMIN - GENERAL						
Committed - Available Reserves	78,088,690	9,177,264			4,146,538	82,235,228
Assigned - Change Fund	325					325
TOTAL FLOOD CONTROL DISTRICT	**78,089,015**	**9,177,264**	**0**	**0**	**4,146,538**	**82,235,553**

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 2019

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PARK DISTRICTS - SPECIAL REVENUE						
BIG BEAR VALLEY RECREATION & PARK						
Committed - Available Reserves	1,056,163	84,734	183,650			872,513
Assigned - Imprest Cash	1,600					1,600
Assigned - Change Fund	675					675
Assigned - Special Activities	50,199					50,199
BLOOMINGTON PARK						
Committed - Available Reserves	144,741			466,051	499,609	644,350
TOTAL PARK DISTRICTS - SPECIAL REVENUE	**1,253,378**	**84,734**	**183,650**	**466,051**	**499,609**	**1,569,337**
OTHER AGENCIES						
IN-HOME SUPPORTIVE SERVICES PUBLIC AUTHORITY						
Committed - Available Reserves	1,440,183			0	473,219	1,913,402
INLAND COUNTIES EMERGENCY MEDICAL AGENCY						
Committed - Available Reserves	1,107,181			592,461	419,835	1,527,016
TOTAL OTHER AGENCIES	**2,547,364**	**0**	**0**	**592,461**	**893,054**	**3,440,418**
GRAND TOTAL	**136,357,434**	**12,104,600**	**2,904,163**	**18,081,807**	**30,426,371**	**163,879,642**



BOARD OF SUPERVISORS



Robert A. Lovingood
CHAIRMAN
First District Supervisor



Janice Rutherford
Second District Supervisor



James C. Ramos
Third District Supervisor



Curt Hagman
VICE-CHAIRMAN
Fourth District Supervisor



Josie Gonzales
Fifth District Supervisor

Gary McBride
Chief Executive Officer

COUNTY ADMINISTRATIVE OFFICE
385 North Arrowhead Avenue, Fifth Floor
San Bernardino, California 92415

SAN BERNARDINO COUNTY

County Administrative Office